

# Strategic Planning Report

## ***Summary***

Carrollwood Cultural Center Board members, staff and volunteers met for strategic planning sessions under the facilitation of Eddie Hamp for two Saturdays in April, 2011. Mr. Hamp led the group in various exercises to produce updated statements of identity and agreement on the Center's strategic direction.

This report presents the two formal deliverables from the sessions: (1) Mission and Vision statements and (2) 2011-12 Business Priorities.

**Dates:** April 2 and 16, 2011

**Place:** Carrollwood Cultural Center, 8:30 a.m. to 3:30 p.m.

**Facilitator:** Eddie Hamp

**Present for one or both days:** Nancy Stearns, Evelyn Bless, Tom Aderhold, Kathy Sutton, John Miley, Dale Nederhoff, Alan Preston, Jon Dyer, Bob Kerns, Nancy Manning, Libbie Jae, Jim Burge, Todd Dunkle, Paul Berg, Adrienne Hutelmyer

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## **Mission and Vision Statements**

### ***Carrollwood Cultural Center***

#### ***Mission Statement***

Our mission is to provide cultural and educational programs and events to our region that enhance learning, creativity and a sense of community across groups and generations.

### ***Carrollwood Cultural Center***

#### ***Our Vision of Excellence – 2016***

We are an increasingly strong organization financially, continuing to fund our programs, events and services with public, private and philanthropic support.

Our community programs, events and services are well-known and well-supported by the communities we serve. We are a regional model of excellence in culture and arts programs that educate, enrich lives and connect communities. The growth in program attendance has doubled since 2010.

The Board of Directors and staff represent the rich, diverse culture of our region's communities, and our programs reflect the diverse public we serve.

## **Business Priorities 2011-12**

### **Business Priority #1**

Finance: Philanthropy contribution will be \$130,000 by 12/31/2012  
Operating Income will be increased by 20% (\$420,000) from 2010 by 12/31/2012

#### TACTICS

- Increase funding and fundraising through sponsorship and donors.
- Increase class attendance and membership.
- Establish partnerships.
- Establish a financial allocation for culturally significant and appropriate programs that are not revenue makers. This should be integral to the Marketing Plan and Annual Budget.

RESPONSIBILITY: Finance committee, Development committee, Paul, Todd

### **Business Priority #2**

Marketing: Find out what people in our community know and think about the CCC and our programs.

#### TACTICS

- Develop a methodology by 07/31/2011.
- Implement and share results to Board by 10/31/2011.

RESPONSIBILITY: Programs & Marketing committee, Todd, Adrienne, Paul

Marketing: Branding and image

#### TACTICS

- Committee workshop on branding and marketing based on results of community image
- Utilize results from above to assist in brand and image

RESPONSIBILITY: Adrienne, Richard, Program & Marketing committee

Marketing: Reach our audience (target markets). Address the below in 2012.

#### TACTICS

- Marketing plan by 11/30/2011, incorporating:

- multiplier effect
- reaching targeted groups in our region
- quantifying targets and measuring results
- what are the effective channels of advertising/ marketing
- what will the market buy?
- awareness
- goods and services
- goodwill and PR in the community

RESPONSIBILITY: Programs & Marketing committee, Adrienne, Todd, Richard, Rob, Helen

### **Business Priority #3:**

Goods and services: (Having the Right Programs in place at the Right Time)

#### TACTICS

- Establish and report regularly on benchmarks and metrics that attest to attendance, # programs, capacity ratio, and growth trends by 7/31/2011.
- Develop culturally appropriate programs that are unique to community, and not always based on solely on generated revenue, but instead driven by our mission.
- Secure sponsorship to offset 20% of programs and event costs.

RESPONSIBILITY: Richard, Programs & Marketing committee, Todd, Helen, Paul, Development committee, Rob, Adrienne

### **Business Priority #4**

Customer Satisfaction

#### TACTICS

- Develop a methodology for determining ongoing customer satisfaction as evidenced by Quality Related initiative. Develop measurements of quality (RATER).
- Include internal review of employee satisfaction, instructor satisfaction.
- Do this by 07/01/2011. Implement by 01/01/2012.

RESPONSIBILITY: Programs & Marketing, Development committee