

# WINDMORE FOUNDATION FOR THE ARTS

Presents to our members, sponsors and donors

## OUR 2023 – 2025 STRATEGIC PLAN

Windmore Foundation for the Arts  
303 Main Street  
Culpeper, VA 22701  
[www.windmorefoundation.org](http://www.windmorefoundation.org)



# CONTENTS

|  |             |
|--|-------------|
| From the Strategic Planning task force | pg. 3       |
| Executive Director summary             | pg. 4       |
| Mission and Value Statements           | pg. 6       |
| Core Values                            | pg. 7       |
| Strategic Priorities at a glance       | pg. 8       |
| Strategic Goals and Objectives         | pgs. 9 – 11 |
| Strategic Plan - 3 Year Phasing        | pg. 12      |
| Appendix A.....Board of Directors      | pg. 13      |
| Appendix B.....WFA Staff               | pg. 13      |



## From the Strategic Planning Committee

On behalf of the WFA Board of Directors and our Executive Director, we are pleased to present our strategic plan to our membership, sponsors and surrounding communities, for the planning years of 2023 through 2025.

The Windmore Foundation for the Arts was founded in the spring of 1984 under the working title of *Culpeper Center for the Visual and Performing Arts*. The name “Windmore” was chosen to honor the dairy farm that once operated at the site of Windmore’s amphitheater.

In the second half of 2022 and beginning in 2023, the Strategic Planning Committee has been working on and refining our forward looking 3-year plan for strategies, goals and objectives. The plan is the culmination of various inputs from the community, members, and sponsors. As well it is focused on an analysis of our strengths, our weaknesses, the opportunities before us, and the challenges in our environment.

We invite you to review our plan, as we feel it outlines clear goals and objectives that will ensure our growth for the future.

William Bradford  
Tammy Buckalew  
Kevin Brandriff  
Jessy Mahr  
Casey Brooks

Committee Chairperson  
Committee Member, President  
Committee Member, Executive Director  
Committee Member, Stageworks Director  
Committee Member, Treasurer



## Executive Director Summary

As a member of the Strategic Planning Committee, I have had the pleasure of working with my fellow Committee members to create this Strategic Plan. This plan takes into account where we are right now as an organization and accurately details where we believe Windmore Foundation for the Arts is headed, given the strengths, weaknesses, opportunities, and challenges facing the Windmore Foundation. It also names goals and objectives that the Committee felt best reflected the ones iterated by Board members over the past two years, as the new plan was devised informally and formally.

Of course, no plan can completely account for all possible variables that could happen in the next three years - both positive and negative. Many of these variables are outside of our control, as we learned during the COVID years. Still, the Strategic Planning Committee feels that this plan accurately reflects goals appropriate for where Windmore finds itself in 2023 and where the Board and membership would like Windmore to be over the next two years.

In the nineteen months since I became Executive Director, I have seen Windmore evolve into a growing arts organization emerging from the challenges of COVID, asking healthy questions as to how Windmore might best serve Culpeper and the surrounding counties over the next three years and many years to come. We have been able to do much so far with the assistance of member/donors who give generously and participate joyfully in the programs of Windmore.

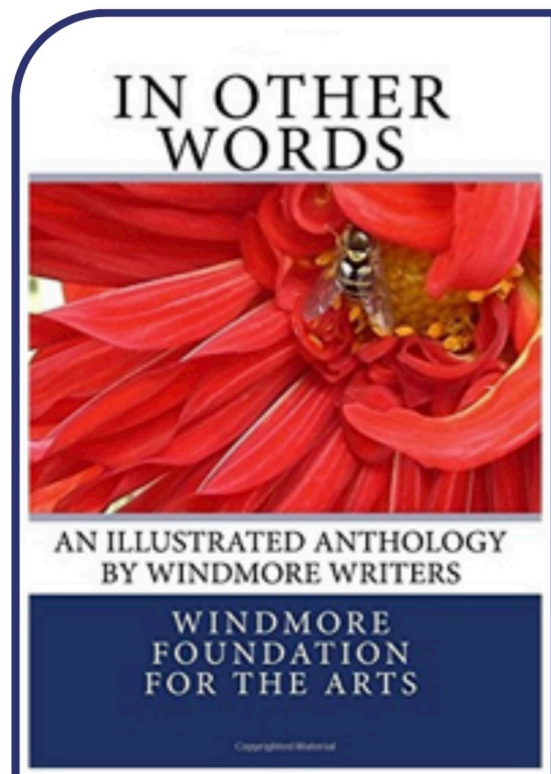
Selfless individuals serving on the Board of Directors, lead programs and critical managerial functions to provide steady leadership during still turbulent times. Foundation partners including the PATH Foundation, *Northern Piedmont Community Foundation*, *Virginia Commission on the Arts*, and the *Jesse and Rose Loeb Foundation* have supported the work of Windmore and seen the potential in a community focused arts foundation. No amount of thanks can suffice in expressing my gratitude to all of these individuals. Through their generosity, Windmore has grown its budget and reach in the greater Culpeper area.



In our discussions, the Strategic Planning Committee targeted three important goal areas - creating a stable physical home for the arts in Culpeper, finding new ways to reach underserved communities within Culpeper and offering new ways for our neighbors to fully enjoy and participate in the many forms of art. Realizing it is impossible to reach a destination without a map, the Committee started the plan development process by looking at Windmore's mission statement, vision statement and values statement to ensure they still accurately reflect what we believe Windmore is. Once those were created, the Committee looked at how Windmore could best meet the challenges posed by those statements.

The result is the document before you.

Kevin Brandriff  
Executive Director

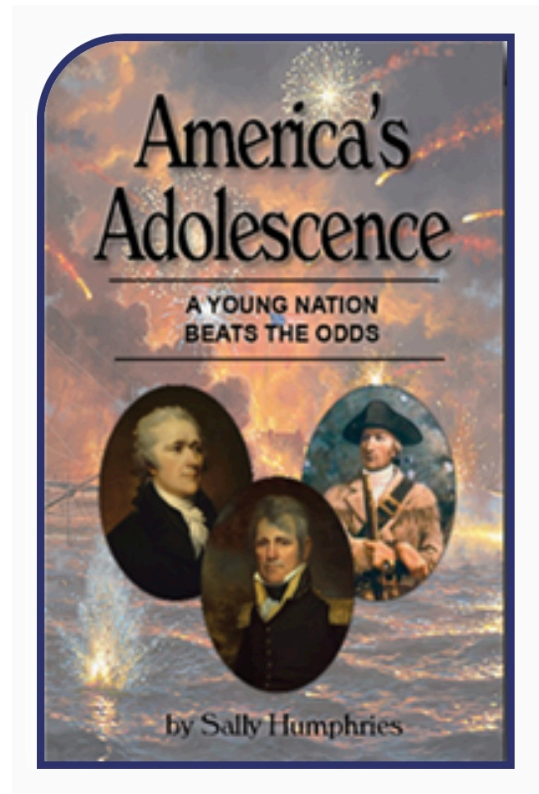


## Mission Statement

Windmore Foundation for the Arts encourages a lifelong passion for the fine arts by providing rich, artistic experiences for people of all ages.

## Vision Statement

To provide a home for the surrounding community to engage with the arts through exposure and participation, on the stage and in the studio.



# Core Values

## Our Values Statement

Windmore Foundation for the Arts is organized around 5 Core Values that drive our decision making and the direction of our programs.

This ensures accountability and transparency to our sponsors, donors and members.

**Creativity**

We believe that creativity is the spark of all artistic expression

**Accessibility**

We have an obligation to provide access to the arts for the entire community

**Education**

Cultivating skills in the arts provides the foundation for social and intellectual growth

**Diversity**

Whether you are actively participating as an artist or as a patron, the arts engage the body and mind

**Participation**

The best expressions of art come from a multitude of experiences and backgrounds. Windmore embraces Inclusion, Diversity, Equity and Access {IDEA}

# Strategic Priorities at a Glance

## **1. Implement financial controls / Increase visibility to the Board and Membership**

The board has recognized the need for strong financial controls and reporting, and has identified a series of tasks and processes that will ensure complete transparency, budget control and standardization.

## **2. Expand our reach and influence in the community**

A more permanent venue for performances is a priority focus in our future plans, in addition to improved program management of WFA's offerings.

## **3. Increase the number of fund-raising avenues**

Activities that directly relate to generating recurring income for the foundation have increased over the prior year and the Board has identified a broad list of objectives that will ensure sustainability for the future.

## **4. Rebrand WFA**

The Board and members recognize this is an opportune time to re-create brand awareness, and we expect this to have a very positive impact in Culpeper and the surrounding communities.

## **5. Increase the number of active members**

Our membership has increased over 100% from the prior year, and after identifying 5 objectives we believe we can increase membership by 20% in the next fiscal year.

## **6. Increase the number of WFA Program volunteers and full Board membership**

Volunteer needs continue to be a challenge for WFA, both from filling the Board to a maximum of 12 as allowed for in the by-laws, and in identifying program management individuals.

## **7. Provide improved tools to enhance user and member experience**

This strategy involves an expanded use of technology to drive internet traffic, utilization of better programs to manage our data, and systems to enhance 2 of our major programs.



## Strategic Goals and Objectives

Each of our objectives reflect the board's desire to achieve sustained growth over the next 3 years. They have been assigned to a board member or a program director, each objective with an agreed upon target completion date. The objectives that extend beyond fiscal year 2023 are noted in the 3 year phasing discussion on page 12.

A. **Financial goal:** Implement financial controls / Increase visibility to the Board and Membership

### Key Objectives

- Implement controls and standard work for financial management
- Develop a system for a recurring membership charge
- Implement a method for managing restricted grants
- Create program level financial reporting
- Develop self-funding, long term investments for scholarships

B. **Education Goal:** Expand our reach and influence in the community

### Key Objectives

- Provide a space for local non-profits to flourish
- Identify a Program Director to lead specific workshops in visual art, music, writing and theater
- Partner with school programs that have synergies with WFA programs, including home schooling
- Develop a policy and active program that engages minority populations in our community

## Strategic Goals and Objectives continued

**C. *Fund raising goal:*** Increase the number of fund-raising avenues

### **Key Objectives**

- Obtain 3 major business sponsors annually
- Implement a board approved sponsorship program
- Develop a planned giving program
- Set up a donor development plan to attract:
  - New donors
  - Re-engage former donors at greater giving levels
- Maintain Grant status year over year

**D. *Marketing / Advertising Goal:*** Rebrand WFA

### **Key Objectives**

- Update and refresh WFA's web site
- Implement policy that requires all Board members to attend community events 3 to 4 times per year
- Create a marketing calendar on our web page and in Google drive, showing all planned events for Board members
- Attend quarterly Chamber of Commerce meetings a minimum of one visit per year by board officers
- Increase community awareness of our successful Pen to Paper and Publishing groups
- Acquire branded clothing / accessories for Board members

## Strategic Goals and Objectives continued

E. **Membership Goal:** Increase the number of members by 50%

### **Key Objectives**

- Develop a system for a recurring membership charge
- Build a database of membership profiles using customer relationship management tools (CRM)
- Develop incentives for members to share their experiences with others
- Create an on-boarding process template for new Board members and Program Directors
- Create an on-boarding process template for members, to include benefits, activities, program opportunities

F. **Recruitment Goal:** Increase the number of WFA volunteers by 50%, and maximize Board members to 12

### **Key Objectives**

- Deep dive into the membership database for membership support of our programs and identify prospects who have leadership skills
- Create an updated Board member handbook that includes policies and standard procedures

G. **Technology Goal:** Provide improved tools to enhance user and member experiences

### **Key Objectives**

- Identify and utilize an improved file sharing program
- Create a WFA Operations cadence calendar for Board members and officers in transition

## Strategic Plan – 2 to 3 Year Phasing

Windmore Foundation for the Arts faces similar challenges of other non-profits when it pertains to the availability and commitment of volunteers. Therefore, the Board has selected specific strategic objectives for completion in years 2024 through 2025, allowing time for growth in membership and the Board roster to reach full capacity.

### 2024 - 2025

#### **Financial Goals and Objectives**

- Build budgets for each program, with monthly reporting
- Develop self-funding, long term investments for scholarships

#### **Fund Raising Goals and Objectives**

- Support 2 major internal fund-raising events / year, organize and implement a black-tie event
- Expand our targeted donor base to high net worth individuals
- Identify mini grants to fund members art projects (set up a paint studio, publish books, host premier events of our authors work)

#### **Marketing /Advertising Goals and Objectives**

- Develop a monthly podcast and highlight WFA art, publishing, band, theater programs in our community

#### **Membership Goals and Objectives**

- Implement a Board social engagement program with membership

#### **Recruitment Goals and Objectives**

- Identify 5 new board prospects with experience in the arts, law, business and fund raising



## Technology Goals and Objectives (Strategic phasing continued)

- Develop a mobile lighting plan for Stageworks
- Define a selection process for microphones, sound and recording systems for Stageworks and the Piedmont Community Band

## Appendix A – Board of Directors

|                     |                  |
|---------------------|------------------|
| President           | Tammy Buckalew   |
| Vice President      | Amanda Reck      |
| Treasurer           | Casey Brooks     |
| Secretary           | William Bradford |
| Stageworks Director | Jessy Mahr       |
| Committee Member    | Becca Buncie     |
| Committee Member    | Dawnn Fletcher   |

## Appendix B – Windmore Staff

|                    |                 |
|--------------------|-----------------|
| Executive Director | Kevin Brandriff |
| Band Director      | Cathy Dunn      |



<https://www.windmorefoundation.org>

For more information, contact us at: [info@windmorefoundation.org](mailto:info@windmorefoundation.org)