



Strategic Plan 2020

Strategic Planning Committee Members:

Chaney Delaire, Committee Chairperson & PBAA Board Recording Secretary

Renee Absey, PBAA Membership Coordinator

Tory Bowen, PBAA Board Vice President

Sharon Guy, PBAA Gallery and Workshop Coordinator

Dave Howell, PBAA Director at Large

Sarah Shirk, Consultant

Leslie Wilkinson, PBAA Newsletter Editor



This strategic plan is supported by the Oregon Cultural Trust

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Introduction

Pelican Bay Arts Association's (PBAA) Strategic plan was approved by the membership in December 2020. The impetus for developing a strategic plan started in late 2019 following a needs assessment survey of PBAA members. Ten volunteers conducted the telephone survey with nearly 100 responses or approximately 37% of the membership. The survey asked how our organization was doing in terms of the board of directors, activities carried out at the Art Center, the building itself and what additional ideas members had about enhancing the Arts Center.

There are several common threads resulting from the survey. These included improving the building, adding equipment, providing more classes, interfacing with the broader community and more.

The logical next step was to develop a strategic plan, a road map to guide our organization over the next five years. With the board's approval, a planning committee was organized, led by Chaney Delaire, Recording Secretary at the time. In addition to Chaney, the committee included Tory Bowen, Leslie Wilkinson, Sharon Guy, Sarah Shirk, Renee Absey and Dave Howell. Sarah Shirk served as the consultant on the team.

The strategic planning committee met weekly between June 2020 and November of that year. While it was challenging to hold meetings using Zoom, the committee was able to accomplish a great deal of work by meeting regularly, assigning tasks and constantly evaluating the process as it evolved. Key components of the plan included a visioning process, a strengths weaknesses opportunities and threats analysis (SWOT), identifying short and long-term goals, and a process for evaluating the plan itself.

During the seven months of the planning process, PBAA members were updated on the progress and encouraged to provide input. This included notices in the monthly newsletter, presentations at general membership meetings, the use of vision boards, and finally a presentation in November of the plan itself with approval the following month.

With strong support from the Board of Directors, Sarah Shirk's expert planning skills and the strategic planning team's many hours of work, the first ever PBAA Strategic Plan is now underway.

Executive Summary of PBAA Strategic Planning Committee with 1 and 5 Year Stretch Goals

The following recommendations are based on feedback provided by the strategic planning committee, board members, and the PBAA membership during the four-month strategic planning process. The process included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as well as a review of PBAA history and long-term planning goals.

All goals are designed to further the PBAA mission and vision:

The mission of Pelican Bay Arts Association is to promote, through education, the appreciation, distribution and enjoyment of fine arts and crafts.

Our vision is to nurture art and artists.

Strategic Planning Goal	Priority Tasks	2021 One-year target	2025 Five-year target
Grow Membership	<p>A. Create Membership Challenge Campaign</p> <p>B. Update categories to include student and patron memberships</p> <p>C. Create corporate sponsor category and drop lifetime membership category</p> <p>D. Update and distribute <i>Bylaws and Membership Handbook</i></p> <p>E. Match new members to current member mentor</p> <p>F. Create member appreciation event and on-going recognition perks and promos</p>	<p>A. Challenge each existing member to bring in one new contributing member - 10 % increase annually</p> <p>B. Develop classes for teen students. Continue with CAP. Plan Patron Dinner/Silent Art Auction</p> <p>C. 2 new sponsors</p> <p>D. Complete updates of bylaws for membership vote, clear Handbook updates with board for distribution</p> <p>E. Fill Membership Coordinator position</p> <p>F. Set event for Fall 2021 and unveil Mosby Memorial</p>	<p>A. 10% increase annually</p> <p>B. Student classes in place. Patron Dinner/Auction in place.</p> <p>C. 5 new sponsors</p> <p>D. Have action plan in place to continue to maintain Handbook and update bylaws</p> <p>E. Have mentor program in place</p> <p>F. Expand membership perks and offer Annual Patron Dinner and auction.</p>

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Building repairs & upgrades	A. Structural repairs to improve building safety B. Jay Mosby memorial to honor his legacy C. Update current space including outdoor classroom	A. Building Committee seeks bids for repairs and upgrades B. Commission of Jay Mosby memorial art piece C. Design outdoor space and seek grants for improvements	A. Complete repairs and upgrades. B. Installation of Jay Mosby memorial C. Complete outdoor space
Expansion of Classes & Workshops	A. Prepare on-line class options B. Budget for visiting artist stipends C. Provide classes or visiting artists in schools	A. Complete Upgrade of classroom AV equipment B. Explore grants available for in-house and remote learning option C. Open up discussion with school district for 2021-2022 program	A. Full catalog of on-line classes and videos available on website. B. 3-4 visiting artist shows & classes each year C. Have a contract with school district for art classes
Expand Revenue Sources	A. Continue grant submission program B. Improve return on endowment C. Produce solid PBAA/MAC branding materials for expanded advertising for gallery sales and events	A. Submit minimum of 2 grants per year B. Invest with company that specializes in non-profit endowment management C. Conduct logo upgrade contest. Upgrade all materials, website and social media	A. Submit minimum of 3 grants per year B. Implement endowment campaign C. Revise PR Coordinator position to include all phases of advertising and TIDE newsletter

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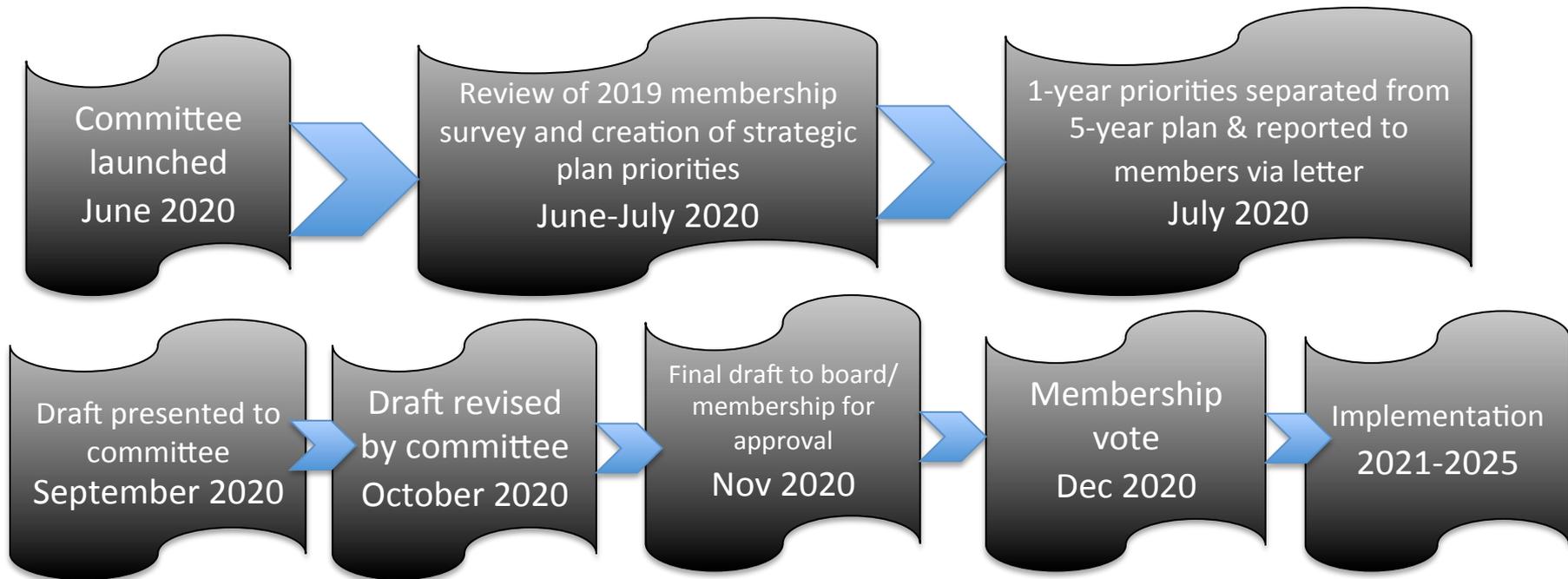
<p>Expansion of Community Partnerships</p>	<p>A. Possible satellite gallery space</p> <p>B. Public School art lessons in classrooms</p> <p>C. Southwestern Oregon Community College links</p>	<p>A. Connect with local realtors to be aware of interest in commercial space in the future</p> <p>B. Invite school board members to PBAA events</p> <p>C. Invite faculty/deans to PBAA events</p>	<p>A. Look at all options, keep negotiations open</p> <p>B. Create formal “bridge” between school art program and PBAA classes.</p> <p>C. Negotiate formal “bridge” for students who are transitioning to professional artists.</p>
<p>Grow and Diversify Board</p>	<p>A. Provide board training using free nonprofitoregon.org and other tools</p> <p>B. Establish coordinator representatives from new member pool</p> <p>C. Invite community leaders from other community organizations to have a seat on the board</p>	<p>A. Each board member completes one training and shares with other board members</p> <p>B. Select chairperson to lead coordinator recruitment effort</p> <p>C. Have one PR advisor join board</p>	<p>A. Create on-board program for new board members</p> <p>B. Maintain 10-person pool of coordinators</p> <p>C. Have financial and legal advisory representation on board</p>
<p>Establish Staff Position and contract with IT Consultant</p>	<p>A. Prioritize duties that staff/consultant will cover</p> <p>B. Budget for staff position and IT consultant</p>	<p>A. Create job description and reporting structure</p> <p>B. Part-time hours budgeted</p> <p>C. IT projects defined and budgeted</p>	<p>A. Expand hours as needed and feasible with budget constraints</p> <p>B. Full time position budgeted</p>

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Strategic Planning Committee Purpose and Timeline

Purpose: *Recommend strategic growth investments to maintain the PBAA mission*



Strategic Growth Investments

Brainstorming Session Ideas

Staffing

Part-time staffer to do tasks
Board does not want to manage
+ Volunteer Expansion

Expansion of Classes/ Workshops

Physical Space

- Memorial garden to honor Jay Mosby
- Update current space with outdoor classroom

Community Outreach

- Re-branding (start with logo contest)

Creative Community Partnerships

- Possible satellite gallery space
- Public Schools
- Southwestern Oregon Community College

Membership & Board Development

- 4-Tier Membership levels
- Corporate Sponsors
- Engage younger audience with student membership

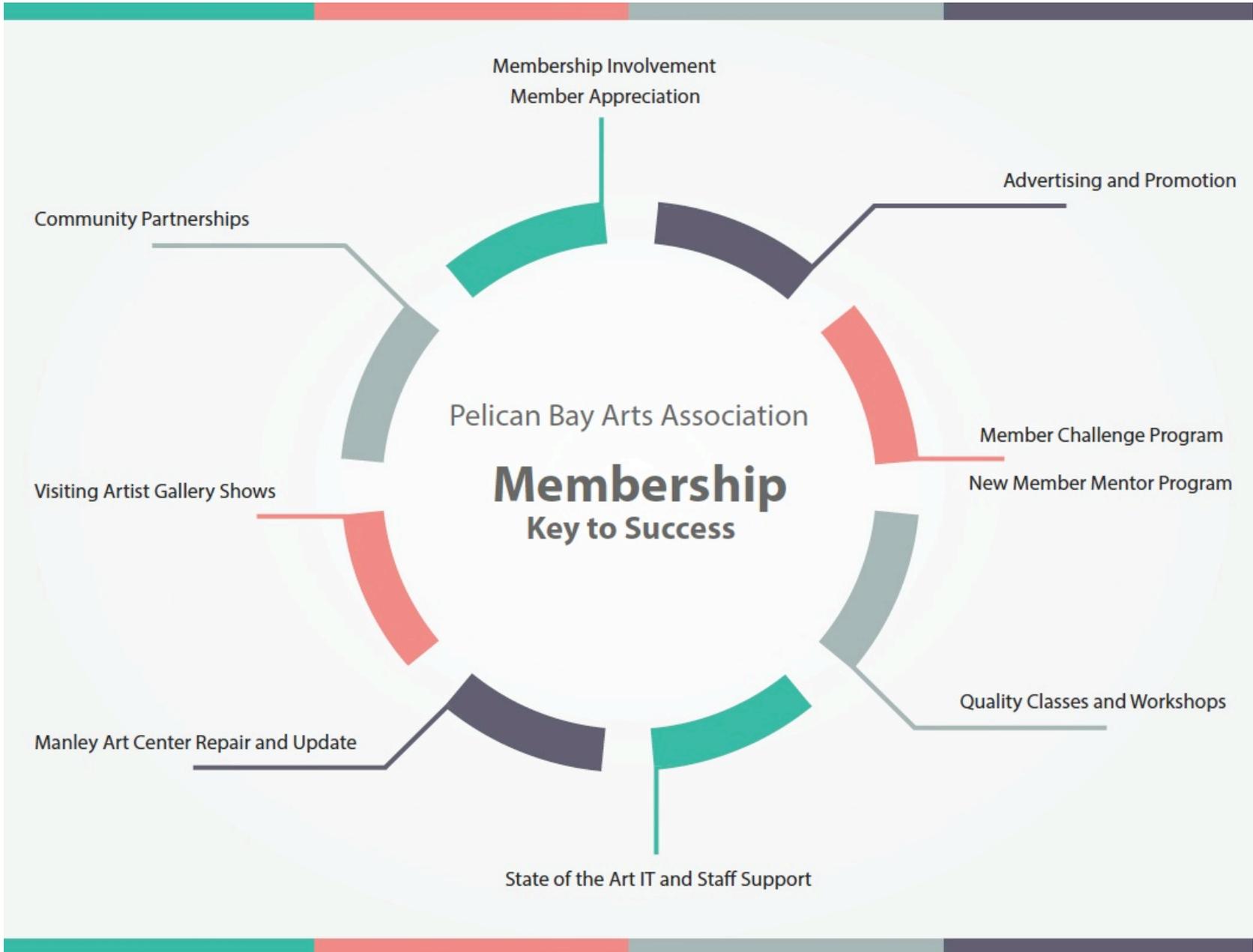
Update IT Infrastructure

- Hardware
- Software
- Website

Plan for pandemic impact

- Virtual classes
- Virtual openings
- Endowment expansion





Membership Involvement
Member Appreciation

Advertising and Promotion

Community Partnerships

Pelican Bay Arts Association

Membership Key to Success

Member Challenge Program

New Member Mentor Program

Visiting Artist Gallery Shows

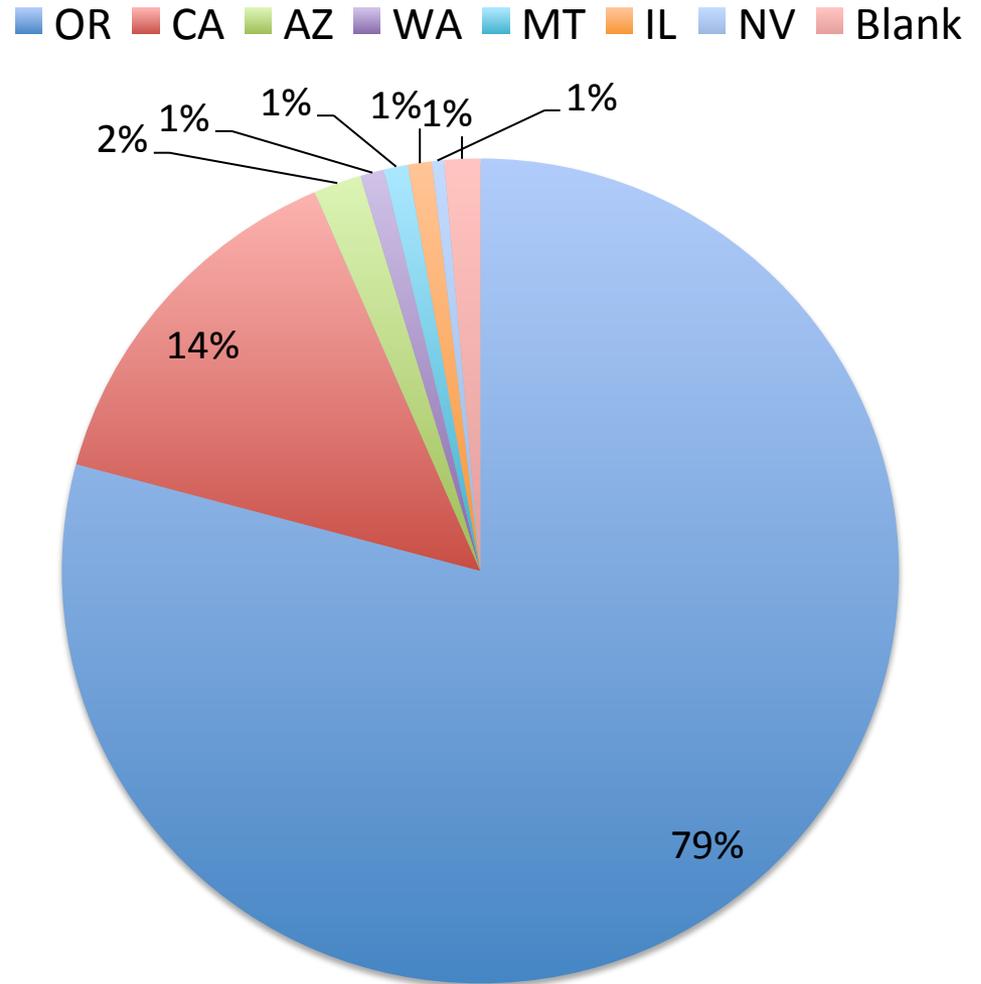
Quality Classes and Workshops

Manley Art Center Repair and Update

State of the Art IT and Staff Support

Current* Membership Analysis: State of Residence

State



The vast majority (79%) of members reside in **Oregon**.

Within Oregon the most common zip codes are:

Brookings, 97415 (74% of total)

Gold Beach, 97444 (2% of total)

Californians represent 14% of total membership. Within California the most common zip code is **Crescent City, 95531** (7% of total membership)

*Analysis based on membership data provided in July 2020

Current* Membership Analysis:

% of total membership based on 2020 membership tiers

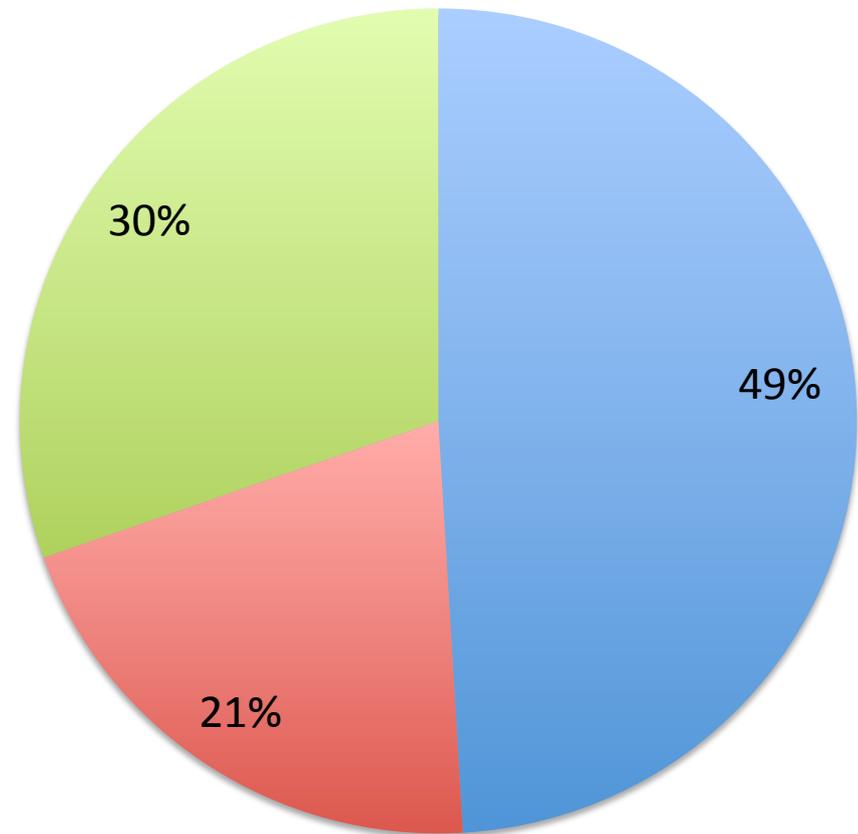
49% of members are **Individual** @ \$35 (annually)

21% of members are **Family** @ \$50 (annually)

30% of members are **Lifetime** @ \$250 (one time payment)

Membership Pie Chart

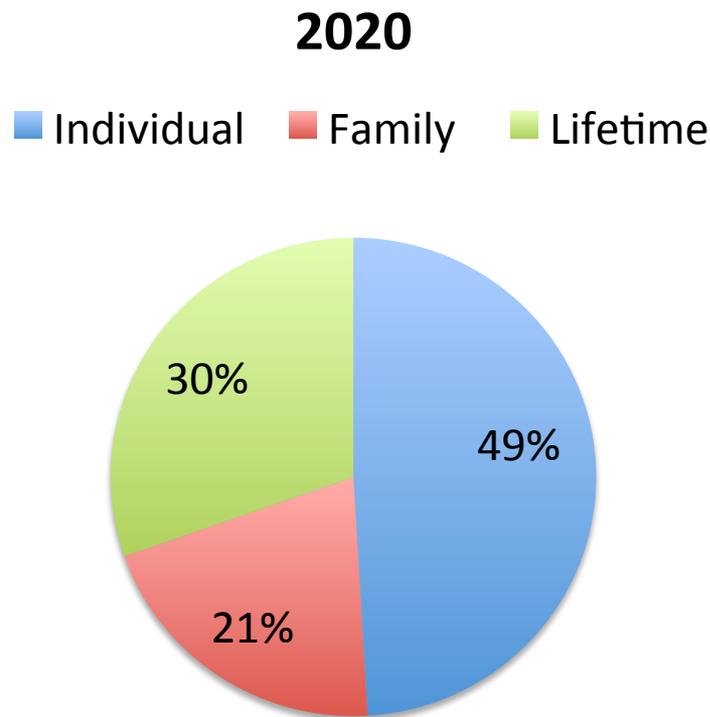
■ Individual ■ Family ■ Lifetime



*Analysis based on membership data provided in July 2020

Membership Tiers (proposed)* to Strategically Grow Membership Base

Current 3-Tier Membership



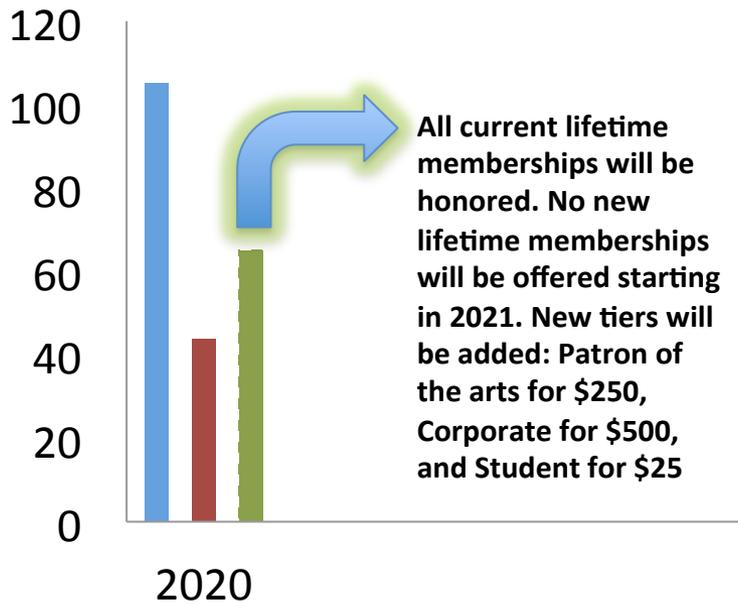
Proposed Membership Tiers 2021-2025

- Individual \$35
- Family \$50
- Student \$25
- Patron \$250
- Corporate Sponsor \$500
- Mid-year prorated to 50% discount after August 1st
- Lifetime (discontinue on new form, but *current lifetime members will stay*)

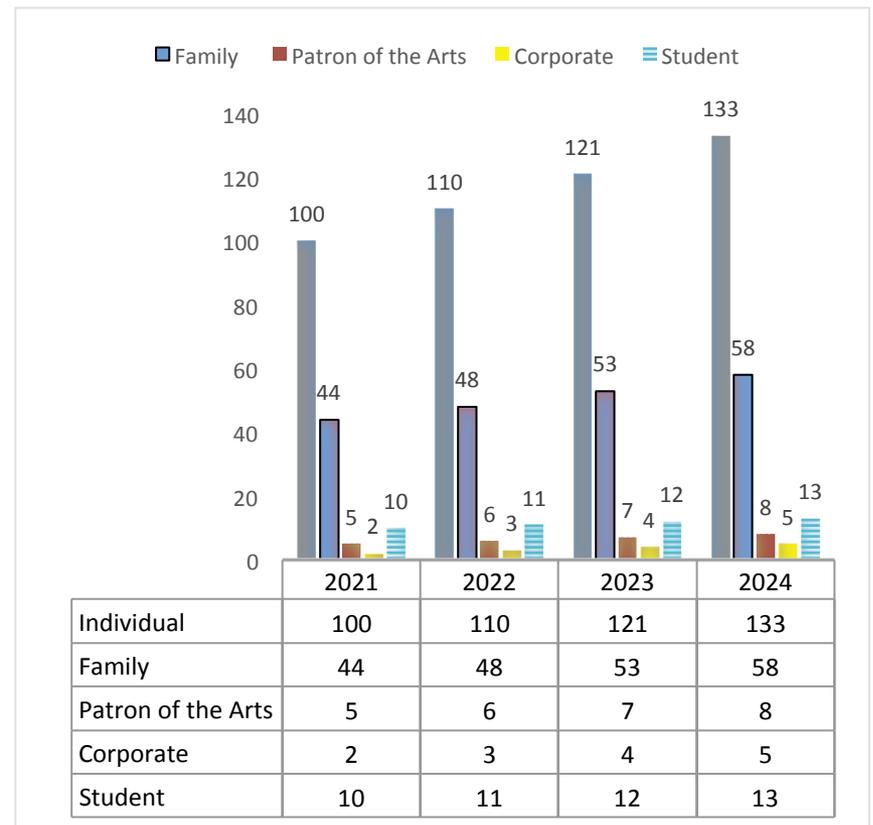
*If approved, by-law change will be needed in section describing membership

Proposed Membership Tiers Comparison Graphs 2020-2024

2020 Current Membership Tiers



2021-2024 Proposed Membership Tiers (2021 renewals + 10% new growth annually)



Board Development Resources

Learning Objective	Resource
FREE Board Training on variety of topics	The Nonprofit Association of Oregon provides audio and visual resources https://nonprofitoregon.org/training_convening/online_learning
On-Board Training	Executive Summary of <u>Survey on Board of Directors of Nonprofits</u> https://boardsource.org/wp-content/uploads/2016/04/cgri-survey-nonprofit-board-directors-2015.pdf
Support for Board President	Nonprofit Quarterly <u>Voices of Board Chairs: A National Study on the Perspectives of Nonprofit Board Chairs</u> https://nonprofitquarterly.org/voices-board-chairs-national-study-perspectives-nonprofit-board-chairs/

Re-branding to Respect the Past



And envision the future . . .

Re-branding Launch with Logo Contest

Step-by-Step with estimated time frame	Task	Person(s) Responsible
Step 1: Create Logo Review Panel	<ul style="list-style-type: none"> • Invite members to join a 3-5 person panel to review and select new logo • Set deadline and incentives (Cash prize?, Complimentary membership or class?) • Set contestant criteria (Must be a PBAA member?) 	Board
Step 2 : Determine necessary elements of logo and add to logo contest brief	<ul style="list-style-type: none"> • Re-brand logo must reflect the name Manley Arts Center with an affiliation to Pelican Bay Arts Association. • Define logo package requirements (Example: PBAA owns copyright, submission must include original vector source file, JPEGs and/or PNGs, provide different size logo for small print (500 px) or large print (1024 px), Provide gray scale and color logo with Pantone (PMS) numbers) 	Logo Panel
Step 3: Distribute logo contest brief to community	<ul style="list-style-type: none"> • Target potential new members (Example: community college art department, graphic design association lists, non-profit marketing firms, etc.) 	Logo Panel
Step 4: Collect and review applications	<ul style="list-style-type: none"> • Narrow applications down to top 5 • Set up top 5 panel in gallery 	Logo Panel
Step 5: Vote	<ul style="list-style-type: none"> • Invite membership to review panels • Create voting mechanism (Example: on-line ballot, paper ballot, whatever is chosen must have transparency) 	Logo Panel/ Membership
Step 6: Present award to winner	<ul style="list-style-type: none"> • Photo opportunity • Press release with new brand announced to the press 	Board
Step 7: Begin transition to new logo	<ul style="list-style-type: none"> • Social Media • Print • Signage • Etc. 	All committees

Facility Upgrade Idea Board



Grant Development Ideas

Grant Agency	Links to more info	Potential Funding Amount
Curry County Cultural Coalition – Arts Grants	PDF of Grant Application: http://curryccc.org/CCCC-Grant-Application-2021.pdf Website for more info: http://curryccc.org/ Possible ideas for grant: website upgrade, tech equipment for virtual class, virtual art competition	Up to \$1000
Oregon Arts Commission – Small Operating Grants or Arts Learning Grants (k-12)	Website for more info: https://www.oregonartscommission.org/grants/small-operating-grants	\$1,000 to \$3,000 for operating grant \$10,000 for k-12
Oregon Community Foundation	Website for more info: https://oregoncf.org/grants-and-scholarships/grants/?region=southcoast&impactarea=arts-and-culture	various
Ford Family Foundation	Children/Youth potential “outdoor classroom” funding https://www.tfff.org/how-we-work/grants/apply-grant	\$2,000-\$500,000
Jackson Foundation	Programs/Capital Projects/Operating Support http://www.thejacksonfoundation.com/js/app_partone	\$1,000-\$50,000 (Average is \$3,370)

Creative Community Partnerships

Student Members
grades 4-12



BROOKINGS-HARBOR
SCHOOL DISTRICT



SOCC
Students
Members
with full
time
student ID



Potential off-site
gallery space

BEACH
or other site

SWOT Analysis

Strengths	Weaknesses
<p>History/Longevity</p> <ul style="list-style-type: none"> • 65 years and still going strong • Generous donors (Manley & Mosby) leaving legacy gifts for future generations 	<p>Branding Confusion</p> <ul style="list-style-type: none"> • Community not always clear on identity of PBAA/ Manley Art Center and Gallery • Advertising to tourists traveling on 101 is weak
<p>Location</p> <ul style="list-style-type: none"> • Near highway 101, scenic beauty nearby • In a region that is growing in population 	<p>Aging Building</p> <ul style="list-style-type: none"> • Repairs needed to be code-compliant • Classroom needs updating
<p>Sound Fiscal Management</p> <ul style="list-style-type: none"> • Debt free • Growing endowment 	<p>No staff</p> <ul style="list-style-type: none"> • Creates challenges with institutional memory • Places stressors on active members • Perception of lack of professionalism in operations
<p>Committed Membership</p> <ul style="list-style-type: none"> • Generous time donations as board members/coordinators • Artists nurturing a creative community 	<p>Membership Inactivity</p> <ul style="list-style-type: none"> • Difficulty filling board/coordinator positions • Majority of members are inactive, this creates “burn-out” for members who are active
<p>Strong Community Presence</p> <ul style="list-style-type: none"> • Azalea Festival Art Show • Festival of Art in Stout Park • Art at the Port • CAP, grades 4-12 • Workshops/Classes 	<p>Lack of Long-Term Vision</p> <ul style="list-style-type: none"> • “We always do it this way.” • Austerity due to low cash flow • Membership aging, younger members difficult to recruit
<p>New IT Infrastructure</p>	<p>Website and records need transition time</p>

SWOT Analysis

Opportunities	Threats
<p>Expansion of Classes/Workshops</p> <ul style="list-style-type: none"> • New space could create opportunity for outdoor classroom during pandemic and beyond • Incentives can be offered to bring artists (both local and out-of-town) to do workshops • Gallery shows can be expanded (e.g. recent fiber arts show) 	<p>Competition for classes</p> <ul style="list-style-type: none"> • Community College Art Department • Other regional art centers
<p>Building Upgrade</p> <ul style="list-style-type: none"> • Jay Mosby Memorial Garden gaining momentum • Building space, equipment, and environment can be adjusted for broader outreach • Opportunity to improve building safety and insurance security 	<p>Location threats</p> <ul style="list-style-type: none"> • Tsunami • Seasonal fires
<p>Public Relations Needs Expansion</p> <ul style="list-style-type: none"> • Oregon Coast Magazine • KCIW Curry Coast Community Radio • Insider (free advertising) • Social Media(Welcome Southern Oregon Coast FB group, individual artists' social networks, etc.) • Press Release list needs updating and coordinators need to know how to access it 	<p>Pandemic threats</p> <ul style="list-style-type: none"> • Limitation on in-person activities • Members hesitant to have public exposure due to virus
<p>Room for New Membership Tiers & Benefits</p> <ul style="list-style-type: none"> • Add corporate level • Add student membership • Add sponsorship level • Opportunities to add membership benefits/incentive programs 	<p>Dropping of Lifetime Membership</p> <ul style="list-style-type: none"> • May create temporary decrease in membership cash flow • Long-term members may object to change
<p>Large Bequest</p> <ul style="list-style-type: none"> • Opportunity to leverage additional funds • Ability to bring in strong finance expertise in the community to assure non-profit sustainability 	<p>Lack of unity on how to manage bequest</p> <ul style="list-style-type: none"> • Need time to explore opportunities on various options for endowment • Need time to establish working finance committee

Acknowledgements

Thank you to the following:	Year
Oregon Cultural Trust for Strategic Planning Grant	Fall 2020
Jay Mosby for legacy gift to carry PBAA into the future	2020
Virginia Manley for legacy gift of the Manley Arts Center	1981
PBAA Board of Directors and Membership	1955-present
PBAA Founding Members	1955

