

THE ARTS PARTNERSHIP TACTICAL PLAN

Updated 9/15/17

TAP engaged a consultant to help turn the organization's *strategic* plan and long-term goals into a *tactical* plan, which would provide the means to those ends. TAP's strategic plan includes the following primary goals:

- I. Be a strong, collective voice for our Partners.
- II. Be a catalyst for collaboration.
- III. Exemplify best non-profit business practices.
- IV. Be transparent and responsible in granting and re-granting activities.

The tactical plan, presented to the Board in June 2017, serves as a blueprint to guide the organization over the next few years as it, and the community it serves, grows. While a blueprint captures the vision and goals of a client, it is not a rigid, prescriptive document that is immutable. The following, updated September 13, 2017, provides a short-hand for TAP's board and staff to gauge its progress.

RECOMMENDATION	STATUS	NOTES
VISIBILITY & COMMUNICATIONS		
Diversity the "voice" of the arts by including non-TAP voices in TAP's social media outlets	On-going	TAP began using non-staff bloggers in Spring 2017.
Add a new position to assume day-to-day marketing/communications tasks	Completed	For the foreseeable future, TAP will continue to work with interns (paid and unpaid) and free-lance, project-based hires in addition to regular staff.
Develop a Speakers Bureau for the Arts	In Progress	TAP's communications coordinator has begun to take on some speaking gigs. TAP will be mindful that others (Board members, donors) can speak to the arts as opportunities present themselves.
Explore the use of info-graphics to tell TAP's Story	On-Going	The Fiscal 2017 annual report makes use of infographics to articulate visually TAP's work – it proved a good testing ground for future use on infographics in TAP materials.

RECOMMENDATION	STATUS	NOTES
RELATIONS WITH THE TRI-CITIES		
Develop value statements to guide grant making process and reflect its community-focused goals.	Completed	<p>The Board has articulated the following core values:</p> <ul style="list-style-type: none"> ▪ Support local art and the artists who make it ▪ Advocate the Arts’ role in a vibrant economy ▪ Promote a creatively enriched community
Clarify the role of TAP to gather resources (financial and other) from a variety of sectors to support artists and arts organizations.	On-Going	Preparation of the Fiscal 2017 Annual Report provided the opportunity to better clarify what TAP does – and how it does it. Additionally, the revamping of TAP’s website content and functionality have been instructive in providing further clarification.
Create a Big Vision for the arts community, working with stakeholders to convene a “visioning” session.	On-Going	<p>Beginning Spring 2017, TAP has been convening meetings with arts and business leaders (sometimes separately, sometimes together) to begin the discussions about how to create a bigger vision for the community – and how the arts are a vital part of a stable economy.</p> <p>TAP applied for and received a grant in Summer 2017 that will allow continued research into communities that have turned their vision of the role that the arts can play in sustaining a community into reality.</p> <p>TAP is slated to make an initial presentation about a big vision for the community at a late FALL 2017 Chamber of Commerce meeting.</p>
TAP President & CEO should resign from the Fargo Arts & Culture Commission	Completed	Although no longer serving on the commission, TAP President & CEO attends most of the public meetings to ensure that the arts community is well-represented.

RECOMMENDATION	STATUS	NOTES
GRANTEES & PRIMARY ARTS PARTNERS		
Develop a grant-making policy to articulate the principals of grant-making adhered to by TAP and provide a standard of grant-making practice.	Completed	Approved by the Board on January 22, 2017.
Revise the guidelines to reflect those policies.	Completed	Guidelines for the 2017 grant cycles for organizations and individual artists reflect the policies.
Revise the grant guidelines and process to raise the bar for grant applicants; a more transparent and rigorous process increases confidence in the process.	Completed	The May 2017 City Arts Partnership (CAP) grant review panel was opened to the public and attended by nearly all 34 organizational applicants. An on-live survey conducted after the panel indicated strong satisfaction with the process.
Engage the arts groups in revisions to the grant-making process.	Completed/	Arts organizations had the opportunity in January 2017 to review both CAP guidelines and panel scoring rubric. Comments were incorporated into subsequent revisions.
	On-Going	Although it is unlikely that the grant program will undergo additional dramatic changes in the future, the guidelines and process are refined each year. TAP will solicit the arts groups' feedback regarding the process.
Develop concrete, deadline-driven plans to utilize arts groups in advocacy campaigns and throughout the year.	In Progress	The 2017 CAP grant agreement included a requirement that organizations thank the Tri-City officials for their CAP grants. TAP also issues calls-to-action as necessary. It has not developed a plan to more fully utilize arts groups on a regular/on-going basis.
Continue to engage on a regular basis with grantees and Primary Arts Partners.	On-Going	TAP meets with the leaders of the larger arts organizations to discuss issues facing the arts community.

RECOMMENDATION	STATUS	NOTES
THE BUSINESS SECTOR		
Call upon business contacts to assist with communications plans and strategies to provide sufficient recognition to corporate benefactors.	In Progress	The publication of the Annual Report provided one opportunity to publicly thank corporate donors. The revamping of TAP's website will provide another. The Marketing Committee (or a sub-set) will be tasked with helping TAP develop this concept further.
Seek help from corporate donors to get TAP included in civic initiatives that deal with planning, economic development and growth.	On-Going	As noted, the President & CEO will be presenting at a late Fall 2017 Chamber of Commerce event. The smaller business + arts meetings that TAP has been convening over the past months are helping to create more awareness – and open more doors.
THE EDUCATION SECTOR		
Remain open to working with the education sector should the appropriate opportunity arise.	(Reactive)	TAP has good relationships with the three colleges and public school systems. However, given the education sector's financial constraints, workloads and tight academic calendars, TAP will not <i>actively</i> seek opportunities to engage with the education sector.
APT = ARTS INCUBATOR		
Hire someone to manage the facility.	Completed	TAP has contracted to handle programming and on-site facilities management/oversight.
Determine the carrying costs of the facility and TAP's "break-even" point.	Completed	As of July 1, 2017, TAP had reached a break-even level regarding hard costs for the facility. However, managing the facility still remains staff-intensive. It is unlikely that TAP will break-even on staffing costs before the end of the two-year period.

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Through APT, TAP can provide services to artists and/or arts groups that it has not reached before. This can develop new audiences, Primary Arts Partners and donors.	On-Going	This has proven to be the case – TAP has gotten several new Primary Arts Partners through APT and has solicited and received donations for APT from both businesses and individuals.
Create an APT Card that would entitle donors to X% discount on ticket prices.	Moot	At this point, there are not enough paid performances or events at APT to use a discount card as a premium.
Explore the feasibility of creating a tax-free zone.		This may be part of the Big Vision that comes of TAP's research and convenings.
TAP PROGRAMS: ChalkFest, Community Supported Art and Artist-in-Residence		
Regularly assess the programs to ensure that they continue to meet both programmatic and organizational goals.	On-Going	Recent staff-level reviews of ChalkFest 2017 and the 2017 CSA season reveal strong programs that continue to meet programmatic and organizational goals. Staff are in the process of revamping the Artist-in-Residence program in an effort to more cost-effectively and efficiently deliver a high-level program for employee engagement. TAP is considering a name change and materials that better describe the program and its benefits to the corporate community.
ORGANIZATIONAL INFRASTRUCTURE		
Determine whether the staff structure is appropriate for where the organization finds itself versus where it wants to go.	Completed	In June 2017, the Board approved two title changes: from Executive Director to President & CEO and from Grants & Programs Coordinator to Director of Operations.

RECOMMENDATION	STATUS	NOTES
Determine whether and how an additional staff position could best support the existing staff.	In Progress	After planning and discussions over the summer (including an assessment of what tasks were well-handled by interns), TAP has drafted a job description for a part-time administrative staff person and plans to make a hire by November 1, 2017.
TAP should self-assess what <i>additional</i> formal policies and procedures need to be in place to ensure the effective functioning and growth of the organization.	On-Going	TAP will use <i>Principles & Practices for Nonprofit Excellence in North Dakota</i> to help determine whether additional policies should be adopted.
Continue to bolster TAP's committee structure with individuals from outside the Board, who can bring new energies and talents to those committees.	On-Going	TAP has been successful in doing this with the Marketing Committee and will be fully activating a Development Advisory Committee of non-Board members in Fall 2017.