



**Organizational Strategic Plan:
January 2013 –June 2016**

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Introduction

Associated Artists of Pittsburgh (AAP) is an artist-run organization with over 400 members in the southwestern Pennsylvania region. AAP has grown over the last century to become one of the nation's most esteemed artist-member organizations with a strong and vibrant volunteer base.

AAP began the strategic planning process with a desire to clarify the organization's strategic direction, revamp its governing and staffing structure, and assess the financial feasibility of future exhibit spaces. Over the course of the planning effort, the organization has grown to understand its unique value in the community and the vital role it can play in supporting the artist community and creating a vibrant cultural scene in the region.

The plan that follows represents AAP's goals and plan of action for achieving desired outcomes starting in January 2013 and spanning the next three full fiscal years (through end of fiscal year 2016).

Strategic Planning Process

The strategic planning process, which was led by ParenteBeard, had three phases.

Phase I: Organizing and Taking Stock:

To begin the planning process, ParenteBeard worked with AAP to assess the organization's current assets, challenges, trends and opportunities through a SWOT analysis. The organization recently underwent an extensive data collection process, a survey of members and a 360 peer review, which served as the foundation for the SWOT. The resulting document from the initial assessment was reviewed and finalized by the staff and Board.

Phase II: Setting Vision and Objectives:

After having completed the SWOT and initial data collection phase of the project, ParenteBeard facilitated several meetings concerning AAP's future vision, mission and strategy. During these meetings, Board and staff members prioritized the issues or areas that they believed would most significantly affect the organization over the next three years and began the process of translating those issues into tangible goals and objectives

Phase III: Formulating Goals, Plans and Projections:

Working closely with ParenteBeard, AAP created a strategic planning framework that outlined its 3-year vision, strategy, goals and objectives. In addition, the organization developed an action plan, which incorporated specific tasks required to meet the organization's strategic objectives; detailed the timeframe for implementing initiatives; and established individual responsibilities for each task. ParenteBeard also worked with AAP staff to develop three-year financial projections to test the feasibility of the organization's strategic goals.

Board & Staff

BOARD OF DIRECTORS

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Kathryn Stanko, *Vice President*
Ken Antol, *Secretary*
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Charlotte Ka
Emily Meyer
Erin O'Neill
Preetha Saint-Auguste
Cecile Shellman
David Stanger
Andrew Urbach, MD

AAP ADVISORY BOARD

Jane Arkus ♦ William Bates, AIA
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AAP EMERITUS BOARD

Tina Williams Brewer ♦ Adrienne Heinrich
Jane Ogren ♦ Marjorie Shipe ♦ Anna Marie Sninsky

STAFF

Juliana Morris, *Executive Director*

SWOT Analysis

SWOT ANALYSIS				
	INTERNAL		EXTERNAL	
	Strengths	Weaknesses	Opportunities	Threats
Programs	<ul style="list-style-type: none"> ▶ Visibility/prestige of the Annual Exhibition ▶ High quality education programs/annual exhibits ▶ AAP's history ▶ Reasonable cost of programming ▶ Educational Programming 	<ul style="list-style-type: none"> ▶ Poor /inconsistent quality of work represented at the annual ▶ Outdated programming ▶ Lack of diversity in the types of artists/works exhibited ▶ Exhibition information is not reported in a timely manner ▶ Lack of social/networking opportunities ▶ Limited contact or access to other artists ▶ Too few guest speakers/artists ▶ Programming is not always aligned with the organization's mission 	<ul style="list-style-type: none"> ▶ Develop a formal mentoring program to mentor younger artists ▶ Proactively connect AAP members to other organizations and resources in the region ▶ Develop targeted workshops/seminars that capitalize on AAP's strengths – exhibitions ▶ Increase exhibition opportunities ▶ Facilitate small group activities (i.e., exhibitions, critique sessions) ▶ Offer guest lecturers ▶ Expand programming into areas of unmet needs 	<ul style="list-style-type: none"> ▶ Other organizations are better suited to provide certain programs (i.e. workshops and seminars for adults)
Finances/ Fundraising		<ul style="list-style-type: none"> ▶ Inability to fundraise 	<ul style="list-style-type: none"> ▶ Generate revenue to support programming/facilities <ul style="list-style-type: none"> ○ Leasing art to corporations ○ Art sales ○ 6X6 model ○ Facilities rental ▶ Promote giving among members and the community at large ▶ Fundraising targeted at individual donors ▶ Build, strengthen, and maintain relationships with foundations 	<ul style="list-style-type: none"> ▶ Tough economic climate makes it difficult to run a successful capital campaign. ▶ Foundations are not interested in capital campaigns.
Facilities		<ul style="list-style-type: none"> ▶ Demonstrated inability to finance/utilize facilities in an efficient manner ▶ Loss of Gallery on Liberty Avenue ▶ No permanent space 	<ul style="list-style-type: none"> ▶ Develop partnerships with other organizations or galleries to expand physical capacity ▶ Move the Annual Exhibit to a new venue in order to broaden reach/accessibility ▶ Permanent space 	

SWOT ANALYSIS

	INTERNAL		EXTERNAL	
	Strengths	Weaknesses	Opportunities	Threats
Membership	<ul style="list-style-type: none"> ▶ Dedicated members ▶ The majority of members (75%) are likely to very likely recommend the organization to others ▶ Value of membership for the cost ▶ Networking opportunities ▶ 500 Talented Artists 	<ul style="list-style-type: none"> ▶ Members that are older than the general population of the region ▶ Lack of racial diversity ▶ Membership selection process is outdated and needs to be revamped ▶ Cost/fees are too high ▶ Lack of exhibition opportunities 	<ul style="list-style-type: none"> ▶ Revamp membership selection process: <ul style="list-style-type: none"> ○ Develop a member jurying process to select the “best” artists. ○ Offer an open membership ▶ Offer member discounts ▶ Consider group health benefits for members ▶ Offer members paid opportunities (i.e. teaching K-12 students for pay) ▶ Strategically increase the value of AAP’s membership ▶ Develop networking opportunities for members 	
Community Outreach	<ul style="list-style-type: none"> ▶ The use of E-blasts and websites to help track upcoming events 	<ul style="list-style-type: none"> ▶ Limited awareness about AAP programs outside of the Annual Exhibit 	<ul style="list-style-type: none"> ▶ Provide more opportunities to create a community of artists ▶ Be a resource for other organizations’ programming and other available community resources for artists ▶ Expand web presence to: <ul style="list-style-type: none"> ○ attract younger members to the organization ○ promote exhibitions, events, and programs ▶ Establish outreach/recruiting programs (high school and college level) that is designed to target a younger membership ▶ Increase/Improve marketing efforts. (i.e. use of social media) 	
Leadership / Governance		<ul style="list-style-type: none"> ▶ Lack of continuity in both Board and staff leadership ▶ Ineffective governance/staffing model ▶ AAP lacks one leader as the face of the organization ▶ Poor communication within the organization 		
Mission/ Vision	<ul style="list-style-type: none"> ▶ Clarity of AAP’s mission and goals 	<ul style="list-style-type: none"> ▶ Unclear mission 		
Staff	<ul style="list-style-type: none"> ▶ Strong volunteer tradition 	<ul style="list-style-type: none"> ▶ Lack professional staff 		

First Year Action Plan

Exhibitions											
STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Develop and maintain relationships with space providers to allow for rotating exhibitions each year.	Develop a venue and partner database.	Develop	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Staff	Deputy Director
Revamp the Annual.	Conduct the Annual Exhibition.	Plan	Plan	Implement	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Staff • Volunteers	Executive Director
Increase and enhance exhibitions offered to ten opportunities per year.	Build and expand the Exhibitions Committee.	Build	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing			• Staff	Board Executive Committee
	Develop electronic member portfolios.	Build	Implement	Ongoing	Ongoing	Ongoing	Ongoing			• Staff	Executive Director

Exhibitions

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
	Develop a 1 year exhibition calendar.	Develop	Develop	Implement	Implement					• Staff	Executive Director with Exhibitions Committee
	Conduct at least 6 exhibitions.	Plan	Implement	Implement	Implement	Implement	Implement			• Staff • Volunteers • Funding • Partner Orgs	Executive Director with Exhibitions Committee
	Conduct at least 6 exhibitions.						Plan	Implement		• Staff • Volunteers • Funding • Partner Orgs	Executive Director with Exhibitions Committee
	Conduct at least 6 exhibitions.							Plan	Implement	• Staff • Volunteers • Funding • Partner Orgs	Exhibition Coordinator
	Hire an Exhibition Coordinator.							Hire		• Funding	Executive Director
Explore the feasibility of an art space wholly owned by or shared with AAP.									Conduct study	• Staff • Feasibility consultant	Executive Director with Board of Directors

Member Services											
STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Reevaluate membership structure, pricing, and benefits.	Build and expand the Membership Committee.	Build	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing			• Staff	Board Executive Committee
	Define membership groups, including non-artists, and the benefits for each group.	Reevaluate	Reevaluate	Implement						• Executive Director	Executive Director with the Membership Committee
Encourage socialization and the exchange of ideas between members by developing and implementing an artist/member directory and by hosting at least six annual social gatherings by 2015.	Conduct at least 2 social events.	Plan	Implement	Implement	Implement	Implement	Implement			• Staff • Funding	Executive Director with the Membership Committee
	Conduct at least 4 social events.						Plan	Implement		• Staff • Funding	Executive Director with the Membership Committee
	Conduct at least 6 social events.							Plan	Implement	• Staff • Funding	Executive Director with the Membership Committee
Provide resources to the membership.	Add an educational element to at least 50% of exhibitions, i.e. gallery talk, artist talk, etc.	Plan	Implement	Implement	Implement	Implement				• Staff • Volunteers	Deputy Director

Fundraising & Revenue Generation

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Create and implement a fundraising plan that includes resource and technology needs and an annual schedule of key milestones.	Develop a funder and donor database.			Develop	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Staff	Executive Director
	Engage Board in fundraising initiatives.			Engage	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Executive Director	Vice President of the Board or Vice President of Fundraising
	Develop a fundraising plan.	Develop	Develop	Implement	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Executive Director	Vice President of the Board or Vice President of Fundraising
Strengthen grant support from the foundation and corporate community.	Establish relationships with corporations and funders.	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Staff • Hospitality • Travel • Funding	Executive Director
Reevaluate individual donor program structure and benefits, aiming to increase individual donations by 50% from current levels by FY2016.	Define and market individual donor benefit structure.				Reassess	Implement	Implement			• Staff	Executive Director
Implement annual fundraising event by FY2014.	Conduct fundraising event.			Plan	Plan	Implement				• Staff • Volunteers • Funding	Executive Director

Marketing & Community Outreach

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Redesign AAP website to enhance accessibility, visibility and user-friendliness, aiming to increase utilization of the website by 50%.	Update the member registry, so that XX members have work listed on the website.	Design	Implement	Implement	Implement	Implement				• Staff	Deputy Director
	Benchmark other websites for potential design concepts.	Begin Research	Findings Report							• Funding • Intern	Deputy Director
	Map out and implement AAP's website needs, such as: <ul style="list-style-type: none"> • Online member directory • Ability to pay dues online • Member Forum • Online purchase capability 		Release RFP	Hire Consultant	Website Development	Website Development	Website Development	Website Launch		• Consultant • Funding	
Strengthen AAP's influence in issues affecting the arts sector by increasing active participation with local arts organizations and the professional artists' community.	AAP participates in various art and art related conferences.	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		Executive Director, Staff

Marketing & Community Outreach

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Increase AAP's visibility in the community by developing partnerships with local businesses, engaging the media community, and by strengthening connections with the local arts community in order to advertise AAP events and show artists' work.	Draft and implement a plan for engaging arts organizations, the media, and local businesses.							Draft Plan	Implement	<ul style="list-style-type: none"> • Staff • Travel • Hospitality 	Executive Director
The AAP education program will continue providing monthly workshops in a wide range of the visual arts to high school students in Allegheny County.	<ul style="list-style-type: none"> • Offer 6-8 workshops to high school students. 	Implement	Implement	Implement	Implement	Implement	Implement			<ul style="list-style-type: none"> • AAP member-teachers • Funding 	Executive Director

Infrastructure

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
Build a functional committee structure and ensure that the board possesses the right skill sets needed (financial, legal, marketing, and fundraising) to function properly.	Revamp AAP's Board Recruitment process to include: <ul style="list-style-type: none"> Board job descriptions Board contract Board orientation packet 	Revamp process	Develop materials	Recruit new members	Ongoing	Ongoing	Ongoing			• Executive Director	Board Nominating Committee
	Conduct Board training on roles and responsibilities of a traditional Board in order to transition AAP's Board from a volunteer Board to a Board focused on fiscal responsibility.				Board Training	Transition Board Responsibilities Back to AAP's Board	Transition Board Responsibilities Back to AAP's Board			• Executive Director	Board President
Reevaluate current volunteer recruitment, management, and retention processes in order to build a strong volunteer base.	Develop volunteer job descriptions.				Develop Job Descriptions	Implement	Implement			• Volunteers	Deputy Director
	Hire a Volunteer Coordinator.							Begin Search Process	Hire Coordinator	• Funding	Executive Director
Develop adequate staffing infrastructure to support organizational	Develop the staffing model needed to accomplish AAP's tasks.	Develop Model	Implement	Implement	Implement	Implement	Implement			• Consultant • Funding	Executive Director

Infrastructure

STRATEGIC GOAL	ACTION	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Q3 FY 2014	Q4 FY 2014	FY 2015	FY 2016	RESOURCES	RESPONSIBILITY
growth.	Hire new staff members, as needed.			Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	• Funding	Executive Director
	Consider implementing a member requirement to volunteer annually.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		Executive Director