

THE ARTS PARTNERSHIP TACTICAL PLAN

Updated 3/1/19

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, provides a short-hand for TAP’s board and staff to gauge its progress. Items shaded in grey have been completed or are not relevant at this juncture.

RECOMMENDATION	STATUS	NOTES
VISIBILITY & COMMUNICATIONS		
Diversify the “voice” of the arts by including non-TAP voices in TAP’s social media outlets	Moot	TAP occasionally uses non-staff bloggers. However, doing so on a more regular and/or sustained basis requires more work than we have the capacity to manage at this juncture.
Add a new position to assume day-to-day marketing/communications tasks	Completed	TAP has hired a part-time administrative/executive assistant position who has taken on some day-to-day communications tasks in addition to other work. TAP also continues to work with interns (paid and unpaid) and free-lance, project-based hires
Develop a Speakers Bureau for the Arts	On-Going (Reactive)	TAP’s Communications Coordinator has taken on some speaking gigs, freeing up the President & CEO’s time. TAP remains mindful that others (Board members, donors) can speak to the arts as opportunities present themselves.

RECOMMENDATION	STATUS	NOTES
Explore the use of info-graphics to tell TAP's Story	On-Going	The Fiscal 2017 annual report proved a good testing ground for using infographics to tell our story. Using infographics has remained front-of-mind, and we have incorporated them into subsequent print and presentation materials.
RELATIONS WITH THE TRI-CITIES		
Develop value statements to guide grant making process and reflect its community-focused goals.	Completed	The Board articulated the following core values: <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. Note: This is also relevant to The Business Sector below.	On-Going	Over the past two years, we have revamped our website (in terms of both content and functionality) and print materials that better explain and clarify what TAP does and how it does it – and why that's important.
Create a Big Vision for the arts community, working with stakeholders to convene a "visioning" session.	On-Going	Beginning in Spring 2017, TAP has convened meetings with arts and business leaders (sometimes separately, sometimes together) to discuss how to create a bigger vision for the community – and how the arts are a vital part of a stable economy. Too, the President & CEO attends relevant meetings to ensure an arts presence, including meetings of the Performing Arts Center Task Force.
	New	The President & CEO continues conversations with the City of West Fargo and its recently elected mayor to explore how the arts can help identify and brand the City.

RECOMMENDATION	STATUS	NOTES
	In Progress	TAP received a grant in Summer 2017 that allowed travel to communities that have turned their vision of the role that the arts can play in sustaining a community into reality. A subsequent grant received in 2018 will continue that work by bringing key individuals from other communities for a series of Metro conversations in March, April and May 2019.
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.
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 both organization and individual artist grant programs 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	This process started in 2015 with a program review by an outside consultant. Substantial changes were implemented in stages, culminating in opening the May 2017 City Arts Partnership (CAP) grant review panel to the public; it was attended by nearly all 34 organizational applicants. An on-line survey conducted after the panel indicated strong satisfaction with the process.
	On-Going	Every year, we review our guidelines and grants process to ensure that it remains transparent and that we continue to raise the bar in terms of how we are asking our potential grantees to articulate the work they do.
Engage the arts groups in revisions to the grant-making process.	On-Going	The guidelines and process are refined each year based on feedback from both panelists and applicants.

RECOMMENDATION	STATUS	NOTES
	On Hold	Staff has discussed creation of a Community Arts Partnership grant that would replace or supplement the Project grants, and was poised to convene an advisory committee of board reps, staff and others to address this question. However, this is on hold for the foreseeable future, because the FY19 cut in funding from the City of Fargo will largely impact the pool of funds available for Project grants.
	Completed	Arts organizations had the opportunity in January 2017 to review both CAP guidelines and panel scoring rubric. Comments were incorporated into subsequent revisions.
Develop concrete, deadline-driven plans to utilize arts groups in advocacy campaigns and throughout the year.	Moot	<p>The CAP grant agreement includes a requirement that organizations thank the Tri-City officials for their CAP grants, but we need to reinforce the importance of doing so.</p> <p>TAP issues occasional calls-to-action, but we don't have the capacity to develop a more formalized plan to use arts groups on a regular/on-going basis.</p>
Continue to engage on a regular basis with grantees and Primary Arts Partners.	On-Going	<p>TAP's President and CEO meets monthly with the leaders of the larger arts organizations to discuss issues facing the arts community.</p> <p>More informally, both the Director of Operations and the Communications Coordinator are in often daily conversations with grantees and/or Partners.</p>
	New	TAP's Communications Coordinator convenes a monthly meeting of mid- to lower-level staff to both discuss issues facing the arts community but also provide support and development opportunities for our next arts leaders.

RECOMMENDATION	STATUS	NOTES
	On-Going	All GOS I and II grantees and a board member meet with TAP's President & CEO, Director of Operations and a TAP board mid-way through the grant period (in January).
THE BUSINESS SECTOR		
Call upon business contacts to assist with communications plans and strategies to provide sufficient recognition to corporate benefactors.	Completed	The publication of TAP's annual report provides one opportunity to thank publicly corporate donors. The revamping of TAP's website has provided another, with much more visible recognition.
Seek help from corporate donors to get TAP included in civic initiatives that deal with planning, economic development and growth.	On-Going	TAP has convened a number of meetings over the past months to create more awareness – and open more doors.
	In Progress	<p>We brought in Dave Viotti from Smallify in August 2018 to work with the other sectors over a 90-minute breakfast meeting. Nearly 40 leaders from across the Metro participated, setting a good foundation for future support/participation.</p> <p>The series of Metro conversations scheduled for Spring 2019 (discussed above) will build from that foundation</p>
	In Progress	In March 2019 we will present a modified ArtWORKS artist/employee engagement event to a group of HR professionals from a wide range of businesses. We believe working with both senior business leaders (as above) and also with mid-level managers as in this instance provides a great one-two punch to best engage the business sector.

RECOMMENDATION	STATUS	NOTES
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	Part-time staff handles the bulk of 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 remains staff-intensive. It is unlikely that TAP will break even on staffing costs before the end of the relationship in June 2019.
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 new Primary Arts Partners through APT and has solicited and received donations for APT from both businesses and individuals.
	On-Going	We have been responsive to the community at large with space for collaborations, including ND Make a Wish, FMVA, Mental Health Month, the ND Humanities Council, Springboard for the Arts and NDSU's Trio Programs.
Life After APT (June 2019).	New	TAP has been in talks with West Acres to move APT to two locations inside the mall at July 1, 2019, but many details remain to resolve before the TAP board approves moving forward.

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Create an APT Card that would entitle donors to X% discount on ticket prices.	Moot	There are not enough paid performances or events at APT to use a discount card as a premium. It is something we can consider if APT ends up moving to West Acres.
Explore the feasibility of creating a tax-free zone.	On Hold	This may be part of the Big Vision that comes of TAP's research and convenings. Not working on this at all at this point.
TAP PROGRAMS: ChalkFest, Community Supported Art and ArtWORKS		
Regularly assess the programs to ensure that they continue to meet both programmatic and organizational goals.	On-Going	TAP staff review programs and events annually, usually at the culmination of each event or season.
	New	TAP staff is currently exploring options to revamp ChalkFest, including moving it from August to September. Conversations with the Red River Zoo, which hosts the event, have been positive but no firm decisions have been made.
ArtWORKS	On-Going	In 2018 staff revamped the Artist-in-Residence program – now called ArtWORKS – to more cost-effectively and efficiently deliver a high-quality program that places rotating art exhibits in corporate spaces and offers employee engagement opportunities. It is currently being offered in 12 locations.
ChalkFest	Under Consideration	Signature sponsor Gate City Bank has declined to fund ChalkFest for 2019, leaving its status up in the air. Staff and advisors will consider whether the event can be reimagined and/or downsized.

RECOMMENDATION	STATUS	NOTES
Community Supported Art (CSA)	On-Going	<p>The program continues to attract both shareholders and artists interested in participating. We have minimized expenses by ensuring that artists do not produce (nor are paid to produce) more art shares than are sold.</p> <p>Also, we now offer the opportunity to purchase a single event or participate in all three events but not receive the take-home art.</p>
ORGANIZATIONAL INFRASTRUCTURE		
Determine whether the staff structure is appropriate for where the organization finds itself versus where it wants to go.	On-Going	As the organization evolves, staff structure remains front of mind to ensure that we can effectively and efficiently accomplish the work we do.
	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.
Determine whether and how an additional staff position could best support the existing staff.	Completed	TAP hired Christina Johnson as the part-time Project Coordinator in October 2017. Her main responsibilities are managing APT and project managing the ArtWORKS program.
	Completed	TAP hired Danica McDonald as a part-time executive assistant in May 2018.
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	<p>TAP will use <i>Principles & Practices for Nonprofit Excellence in North Dakota</i> to help determine whether additional policies should be adopted.</p> <p>In the next months, staff and board members will review existing policies to update them as necessary and to determine whether we are missing key policies.</p>

RECOMMENDATION	STATUS	NOTES
<p>Continue to bolster TAP's committee structure with individuals from outside the Board, who can bring new energies and talents to those committees.</p>	<p>On-Going</p>	<p>TAP had success with the Marketing Committee and will form such ad hoc committees as needed.</p> <p>Additionally, TAP will work on some of the issues raised above (e.g. should ChalkFest continue and how?) with short-term committees.</p>