



Strategic Plan

2016 – 2021

Overview:

As an organization we strongly believe in the power of the arts to transform the lives of individuals and the communities where we live and work. Thus, the pursuit of positive transformation through the arts and humanities, cultural immersion and educational enrichment guides the development of this plan as a roadmap to help us visualize both the destination and the journey.

The strategic planning process requires inclusion and communication with as many stakeholders as reasonably possible. MCC began this process in 2015 with the help of consultant Lena Jones of Synergy 2. Lena organized two day-and-a-half strategic planning sessions with a wide variety of community leaders, business owners, educators, government officials and everyday citizens gathered to converse and envision the future of Port Gibson, Claiborne County and Mississippi Cultural Crossroads. Through this series of workshop sessions, exercises, interviews with MCC board members and research into the history of both the town and the organization, Lena was able to craft an initial SWOT analysis document which gave significant insight about our current position as an organization.

In the months that followed, the board has tried vigilantly to use insights from the SWOT to strengthen our administrative processes internally and to nurture our external relationships and partnerships. Though we certainly don't get it right all the time, we can see measurable improvements from our persistent efforts. Nevertheless, attempting to fix or address every challenge at once in a hodge-podge manner overburdens limited human and financial resources and creates a confusing public image. The board recognized the need to develop a formal strategic plan that will guide and prioritize our decision making and operations during the next five years.

It is our intent that this plan be a living document, revisited and revised regularly to account for changing circumstances and priorities in the communities we serve.

Vision: A center which contributes significantly to a vibrant city and county where the arts and culture are an integral part of the social and economic fabric of everyday life.

Mission: To promote the educational, cultural, and economic development of our community by providing and supporting programs in the arts and humanities which will develop talents, provide outlets for personal expression, and create opportunities for persons of diverse cultural backgrounds to celebrate their heritages and gain respect for other cultures.

Core Values:

Diversity. All the things that make us different make the world a much more interesting place to live in. Celebrating, honoring, understanding our differences and learning to live and work together despite them, makes us all stronger. And stronger is better.

Respect. We do not all have to agree. But we must all respect each other's right to hold an opposing viewpoint. This is not always easy. But it is always the right thing to do.

Lifelong Learning. We are committed to providing unique and engaging learning opportunities for all ages.

Creativity. We strive to provide place and opportunity for creativity to flourish; to be presented and appreciated, inspired and preserved.

Goals:

- 1) **Organizational Stability.** To strengthen the financial and administrative position of the organization for continuity and growth.
- 2) **Programmatic Excellence.** To develop and maintain a schedule of both planned and impromptu programs with a high standard of execution and increased sophistication.
- 3) **Marketing and Communication.** To develop a comprehensive communication strategy for telling our stories, recognizing and acknowledging our donors, recruiting new funders and building/reinforcing our brand.
- 4) **Facilities Enhancement and Expansion.** To invest in repairs and upgrades to our physical facilities including safety, security, damage repair/prevention, equipment, inventory, technology and eventually additional space.

GOAL 1: Organizational Stability. To strengthen the financial and administrative position of the organization for continuity and growth.

- a. Generate base monthly revenue of at least \$2000.00 consistently to cover basic operational costs. This can include sales, facility rentals, etc.
- b. Schedule two major board-driven fundraising activities/events per year.
- c. Secure funding to hire a senior administrator. This person might transition to the executive director role or the organization might launch a search for a permanent executive director as appropriate.
- d. Secure funding to support grant writing assistance.
- e. Develop additional small branded and original design products for sale, geared toward tourism.
- f. Seek funding and opportunities for annual board development retreat for professional development. This is imperative to develop organizational leadership that is more than highly engaged volunteers.

GOAL 2: Programmatic Excellence. To develop and maintain a schedule of both planned and spontaneous programs with a high standard of execution and increased sophistication.

- a. Develop and publish a calendar of major activities (i.e. Quilt Show, Ministers Breakfast, Camp Crossroads) for a 12 month period, including timelines and checklists for successful completion of each activity.
- b. Present high caliber artists, performers, lecturers and exhibits.
- c. Select or create projects with meaningful, measurable community impact.
- d. Mentor the development of similar organizations in neighboring communities to replicate our impact in ways that makes sense.

GOAL 3: Marketing and Communication. To develop a comprehensive communication strategy for telling our stories, recognizing and acknowledging our donors, recruiting new funders and building/reinforcing our brand.

Objective 1: Brand identity development

1. Redesign the website, including eCommerce, social media and Web 2.0 tools.
(DONE 12/2016)
2. Develop social media channels and get (volunteer, student?) to keep them updated.
3. Design consistent branding across items including letterhead, envelopes, notecards, invoices, receipts, packaging, etc.

Objective 2: Donor recognition/gift acknowledgement strategy

1. Develop donor solicitation strategy, gift acknowledgment process
2. Plan donor recognition activities and trinkets

Objective 3: Communication strategy

1. Develop email newsletter, send regularly
2. Develop quarterly or annual print newsletter (or other format)
3. Establish budget for marketing (press releases, ads, brochures, mailings, etc.)
4. Design comprehensive campaign around 40th year celebration.

GOAL 4: Facilities Enhancement and Expansion. To invest in repairs and upgrades to our physical facilities including safety, security, damage repair/loss prevention, equipment, inventory, technology and eventually additional space.

Objective 1: Building/facility enhancement

1. Repair/replace the awning on front of gallery.
2. Repair any leaks in the roof, paint.
3. Cosmetic repairs in gallery, bathroom, paint walls, replace floor tiles, etc.
4. Renovate sewing room as gift shop, including a demo station.
5. Upgrade exhibit and merchandise display capacity.

Objective 2: Service capacity enhancement

1. Purchase white tables and chairs to increase inventory to 100 chairs and 20 tables. (DONE)
2. Purchase 100 metal chairs for renting to public. These are the ONLY chairs that go out of MCC to anyone for any reason. Check in/out process must be implemented and strictly adhered to. (DONE)
3. Upgrade kitchen area to full service kitchen including commercial grade appliances.
4. Secure an additional facility to be used as exhibit or performance space.

Objective 3: Technology infrastructure enhancement

1. Upgrade technology (network, wiring, hardware, software, etc.) to accommodate online collaboration, distance learning and multimedia displays for enhanced museum experience.
2. Purchase and install Mondo (or similar) board, wiring, etc., to facilitate online learning and digital content presentation.
3. Purchase programmable cash registers for gift shop and gallery, and upgrade swipe terminals to chip card technology. Run phone line, data line as needed.