

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

Executive Summary: SEFAA celebrated its first five years in July 2014. This strategic plan sets the stage for the next five years and beyond by focusing on what we must add or improve to most effectively celebrate, support and perpetuate all fiber art forms and to best cultivate a vibrant fiber arts community. Our strategic priorities for calendar years 2015 and 2016 are:

- Cultivate an active and engaged community.
- Improve organizational stability.
- Provide quality programs that meet the needs of our fiber arts community.

An active and engaged community means success on many fronts – membership growth and retention, a lower program vacancy rate, better relationships with existing and potential organizational members, and a larger and more robust volunteer base. Our biggest asset is our volunteers and our biggest business risk is volunteer burnout. Increasing engagement and spreading the workload go hand in hand. Increasing engagement also means increased access to ideas, skills, and experiences along with increased reach, support, sharing, and cooperation.

Improving organizational stability starts with working smarter, not harder, to provide quality services with our available resources. Upgrading our tech infrastructure will allow us to efficiently and effectively collect and evaluate data. It will allow us to easily track member engagement and programming statistics to better define our programming niche, track and analyze donor data to build long-term relationships, optimize volunteer sign-ups, and track monthly metrics. Improving organizational stability also means developing a succession plan and a culture of mentoring to weather the inevitable personnel transitions smoothly.

Quality programming is what we do best. Does that mean we can't improve? Of course not. Developing engagement metrics and better quantifying our audience will allow us to refine our programming niche: Should we focus more on low-cost classes, weekday or evening classes, multi-session classes, beginner or advanced classes? What will rejuvenate Lunchtime Fiber, our current open-studio sessions? What programming would support and interest organizations? Better meeting the needs of our community leads back to increased engagement and improved organizational stability.

Our three strategic priorities are intertwined and interdependent. All are essential to our growth but, more importantly, they are essential to best serve our fiber arts community.

Strategic Plan Contributors: SEFAA Board members developed this plan. We are a working board and run our organization, so we are all intimately familiar with our past, our present, what needs improvement, and where gaps need to be filled.

Progress to Date: This is still a draft plan and we are only one month into the plan period, so progress to date can be easily summarized:

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

- We have established deadlines and responsible individuals for our highest priority goals.
- Our 2015 budget includes funding to start, but not complete, Salesforce implementation and training.
- We add to our cash reserves regularly each quarter.
- We are currently interviewing two prospective volunteers - one with volunteer management skills and one with expertise in publishing, editing, and social media.

Approval Date: Anticipated in late March. We still need to finish establishing responsible individuals and finalize completion dates.

Navigating the Plan: Each strategic priority starts on a new page and each includes strategies, goals, and action items in the following format:

1. Strategic Priority

1.1. Strategy (Completion date, Responsible Individual)

1.1.1. Goal

1.1.1.1. Action Item (Performance measure and target.)

Yellow highlighting indicates our two main focus areas for July 1, 2015 through December 31, 2016 (Georgia Council for the Arts FY 2016).

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

1. Cultivate an active and engaged community.

1.1. Implement fun, rewarding, easy volunteer program. (12/31/2015, Chris Bends)

- 1.1.1. Implement volunteer program.
 - 1.1.1.1. Procedures completed. (Board approval received.)
 - 1.1.1.2. Forms and volunteer information documentation completed. (Ready for distribution.)
 - 1.1.1.3. Website signup page branded, signup procedure simplifies, reports customized. (Salesforce for Volunteers revisions complete.)
 - 1.1.1.4. Use volunteer program to staff events. (100% of events with non-Board volunteers.)
- 1.1.2. Fill all Chair and Vice-Chair positions. (Organization fully staffed.)
- 1.1.3. Ensure volunteers feel important, valued, and appreciated.
 - 1.1.3.1. Hire strong volunteer coordinator. (Coordinator hired.)
 - 1.1.3.2. Evaluate and implement volunteer community building strategies. (2 strategies implemented.)
 - 1.1.3.3. Address volunteer suggestions and ideas for program improvement in a timely manner. (All suggestions/ideas addressed within 14 days.)

1.2. Improve partnerships with member organizations. (6/30/2015, Phyllis Leff)

- 1.2.1. Improve SEFAA – organization communications.
 - 1.2.1.1. Establish organization liaison program with SEFAA members responsible for one or more member organizations. (Liaison's recruited and trained.)
 - 1.2.1.2. Establish deadline for SEFAA newsletter input and send monthly reminder. (Deadline established and reminders scheduled to go out automatically.)
 - 1.2.1.3. Request organizations to actively share SEFAA communications with their members. (Request made of all member organizations.)
 - 1.2.1.4. Encourage each member organization to select a representative to join the SEFAA Board or to attend SEFAA Board meetings. (Suggestion made to all member organizations.)

1.3. Recruit new member organizations. (12/31/2016, Eli Pelizza)

- 1.3.1. Develop membership benefits for GA-based organizations outside the Atlanta metro area.
 - 1.3.1.1. Survey non-local organizations/businesses to determine their needs and how we can best serve them. (Survey analysis complete.)
 - 1.3.1.2. Review/revise organization membership benefits. (Board approval of revisions received.)
 - 1.3.1.3. Update website, Salesforce, Click & Pledge and pdf forms to reflect revisions. (Updates complete.)
- 1.3.2. Promote membership benefits to GA-based organizations.
 - 1.3.2.1. Develop list of Georgia textile organizations. (List complete.)

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

- 1.3.2.2. Send membership benefits to prospective organizations along with invitation to next Open House. (Mailing complete.)
- 1.3.2.3. Follow up all leads and inquiries. (Within 3 days, ongoing.)
- 1.4. Improve publicity.** (6/30/2015, Linda DeMars)
 - 1.4.1. Expand connections
 - 1.4.1.1. Develop relationships with media, city planners, and other potential allies. (One new connection quarterly.)
 - 1.4.2. Schedule and optimize publicity mix.
 - 1.4.2.1. Establish and utilize editorial calendars. (Editorial calendars in use.)
 - 1.4.2.2. Evaluate and implement appropriate social media recommendations from recent Social Ventures Consulting grant. (Implementation complete.)
 - 1.4.2.3. Track, evaluate, and revise publicity strategies to maximize effectiveness and minimize cost. (All 2015 and later programs evaluated.)

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

2. Improve Organizational Stability

2.1. Upgrade tech infrastructure. (6/30/2016, Suzi Gough and Linda Fetter)

2.1.1. Finish Salesforce implementation.

- 2.1.1.1. Migrate remaining membership data. (Migration complete.)
- 2.1.1.2. Migrate data from Vertical Response lists. (Migration complete.)
- 2.1.1.3. Hire consultant to complete Salesforce customization and develop internal reports. (Customization complete.)
- 2.1.1.4. Salesforce training for users. (All key users trained.)
- 2.1.2. New website.
 - 2.1.2.1. Develop request for proposal. (Request complete.)
 - 2.1.2.2. Hire website design firm. (Consultant hired.)
 - 2.1.2.3. Develop design documents. (Documents approved by Board.)
 - 2.1.2.4. Develop and test site. (Site launched.)
 - 2.1.2.5. Training for users. (All key users trained.)
- 2.1.3. Switch from Dropbox to Google Drive for digital files.
 - 2.1.3.1. Organize and transfer files to Google Drive. (Transfer complete.)
 - 2.1.3.2. Google Drive training for key volunteers. (All key users trained.)

2.2. Develop staff. (6/30/2016, Suzi Gough)

- 2.2.1. Develop Succession plan.
 - 2.2.1.1. Define organization chart positions covered by plan and BASKET (behavior, attitude, skills, knowledge, experience, talent) necessary to succeed in each identified position. (BASKET model complete for each identified position.)
 - 2.2.1.2. Perform gap analyses (current, 1-yr, and 2-yr) to determine needs. (Gaps identified.)
 - 2.2.1.3. Recruit candidates. (Vacant organization chart positions filled.)
 - 2.2.1.4. Review and update plan. (Annually in January.)
- 2.2.2. Develop organization-wide culture of training, mentoring, and leadership.
 - 2.2.2.1. Add training, mentoring and identification of two or more successors to all job descriptions. (All job descriptions updated.)
 - 2.2.2.2. Document internal procedures. (All major processes documented.)
 - 2.2.2.3. Develop staff training program. (Program implemented.)
- 2.2.3. Plan for first paid staff member.
 - 2.2.3.1. Define position, typical salary range, and anticipated date of hire. (Inputs defined.)
 - 2.2.3.2. Update draft Financial Growth Plan. (Position funding strategy defined.)

2.3. Improve financial procedures and policies. (12/31/2015, Linda Fetter)

- 2.3.1. Change accounting methodology.
 - 2.3.1.1. Switch to accrual-based accounting. (Switch complete.)
- 2.3.2. Maintain 6 months of cash reserves.

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

- 2.3.2.1. Increase reserves regularly. (Increase 0.15% of annual budgeted expenses quarterly.)

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

3. Provide quality programs that meet the needs of our fiber arts community.

3.1. Improve program alignment. (6/30/2016)

- 3.1.1. Quantify audience.
 - 3.1.1.1. Establish data needed and who to survey. (Data requirements and audience established.)
 - 3.1.1.2. Survey and evaluate results. (Evaluation report complete.)
 - 3.1.1.3. Develop personas with associated programming preferences and strategies. (Personas documented.)
 - 3.1.1.4. Develop re-evaluation/update plan and schedule. (Plan documented and implemented.)
- 3.1.2. Develop metrics to determine engagement.
 - 3.1.2.1. Define metrics for involvement, interaction, intimacy, and influence. (Metrics defined.)
 - 3.1.2.2. Identify input and data sources(s) for all metrics. (Table compiling metrics and input data source(s) complete.)
 - 3.1.2.3. Assess value of each metric and prioritize acquisition. (Engagement measurement plan complete.)
 - 3.1.2.4. Update measurement/tracking capabilities as necessary. (All necessary data readily available.)
 - 3.1.2.5. Establish baseline metrics and create monitoring plan. (Monitoring plan established and in use.)
- 3.1.3. Define our programming niche.
 - 3.1.3.1. Use matrix-map methodology to evaluate existing programs. (All existing programs mapped.)
 - 3.1.3.2. Consolidate and review program exit surveys as a group. (Exit survey analysis complete.)
 - 3.1.3.3. Analyze personas, baseline engagement metrics, matrix map, exit survey summary and other relevant data to analyze and rank programs by appeal. (Program appeal analysis complete.)
 - 3.1.3.4. Develop guidelines for new program development. (Guidelines complete.)
 - 3.1.3.5. Use guidelines to develop new programming. (Guidelines in use.)

3.2. Increase participation and engagement. (9/30/2016)

- 3.2.1. Rejuvenate/rebrand Lunchtime Fiber.
 - 3.2.1.1. Recruit Lunchtime Fiber coordinator. (Coordinator hired.)
 - 3.2.1.2. Survey Meetup.com members and Lunchtime regulars to define needs and preferred structure. (Survey complete.)
 - 3.2.1.3. Use survey results to aid evaluation of neighborhood groups at local libraries, adding a charitable component, etc. and to recommend changes. (Board approval of recommendations.)
 - 3.2.1.4. Implement recommendations. (Recommendations implemented.)

Southeast Fiber Arts Alliance

Draft Strategic Plan

January 1, 2015 – December 31, 2016

- 3.2.2. Reduce class/workshop vacancy rate by 10%.
 - 3.2.2.1. Evaluate early registration program. (Board approval of recommendations.)
 - 3.2.2.2. Eliminate low profitability/low impact programs. (“Stop” programs eliminated.)
- 3.2.3. Increase programming partnerships with member organizations.
 - 3.2.3.1. Define partnership types and parameters, including revenue sharing options. (Parameters defined.)
 - 3.2.3.2. Engage in partnerships. (1 new partnership annually.)
- 3.2.4. Formalize pilot program to provide marketing and/or registration and payment services for independent instructors and organizations to teach fiber classes and workshops.
 - 3.2.4.1. Define benefits, risks, service charges, payment processes. (Blank contact completed.)
 - 3.2.4.2. Document and publicize services and costs. (Services on website.)
- 3.2.5. Evaluate new programming for organizations (as opposed to individuals).
 - 3.2.5.1. Review last organization survey results and survey new member organizations. (Review complete.)
 - 3.2.5.2. Use survey results and program development guidelines to define any new programs. (Guidelines developed.)