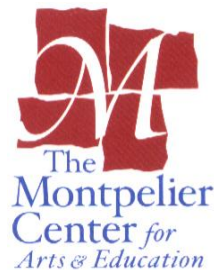


The Montpelier Center for Arts and Education



2016—2017 Interim Strategic Plan

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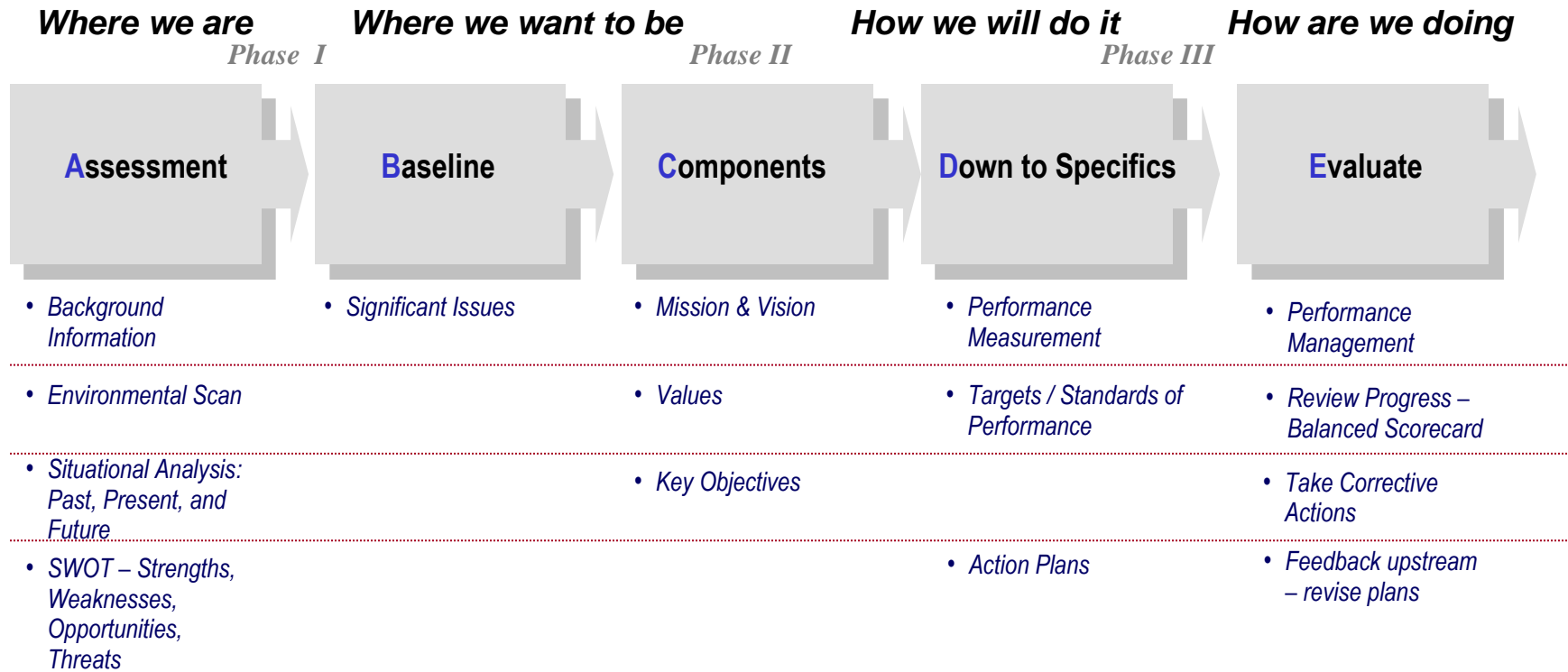
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Strategy Development Process



Executive Summary/ Background Information

An important landmark to western Hanover County (located on the corner of Route 33 and Route 715) is the former Montpelier School, built in 1929. This brick structure is the last surviving public building in Hanover County constructed by funds raised solely by the local citizens during the Depression to provide and education for their children. Today this highly visible landmark stands as a symbol of the community's tradition of caring, contributing and providing opportunities.

The Board of Directors of the Save Our School Foundation was founded in 1988 when the community discovered the County administration had slated demolition for the old Montpelier School which had fallen into major disrepair. This small organization began work to enlist community support to save the building and subsequently went to the Board of Supervisors with a proposal. The Board of Supervisors granted the sale of the building and the deed to the Foundation for \$1.00 and took the responsibility for the removal of the asbestos. The Foundation then moved forward with the auspicious task of raising thousands of dollars to fund the renovation and restoration of the building. Over the many years that followed, work continued throughout the old building as it began to rise into what is known today as The Montpelier Center for Arts and Education.

While the population in western Hanover is growing, this area is still predominantly agricultural. With the arrival of new residents contributing to our economic base, it is of primary importance to provide cultural arts and educational services and facilities to enhance the quality of life in western Hanover. For years, this area has been inadequately served with arts and supplemental educational programs. The programs have been previously non-existent or erratic.

The Board of the Montpelier Center for Arts & Education takes seriously its responsibility as the community's collaborative organization for developing arts and educational partnership programs. The ambitious goals of the Board include education in the arts, aesthetic and technical training in music, visual arts, theatre, dance media and literary arts and architecture. The Center has also partnered with various State and local agencies to deliver services to our community.

Since the small beginning of the "Save Our School Foundation" in 1988, the Montpelier Center for Arts & Education, Inc. has made renovations which include the East and West Wing Art Galleries, a conference room, dance studio, atrium ballroom, art studio, kitchen, two classrooms, office and public facilities. An extensively landscaped area in front of building called the Village Green includes state of the art geographical markers, seating, sound capabilities and commemorative brick landscaping. Over the years, events and programming have brought an estimate of 65,000 people through its doors to enjoy various art media classes/workshops, educational seminars, Preschool, as well as annual events such Celebration of the Arts, Music Under the Stars, and Santa's North Pole.

Environmental Scan:

Internal Environment

Organizational Assets:

- Resources: large facility, fiscally solvent, publications, active media usage, community support, legal counsel, financial services, members, volunteers, and Board of Directors
- People: Board of Directors, Executive Manager/Director, Administrative Assistant, Preschool Director with 2 additional teachers, Event Facilities Coordinator with 1 team member, Attorney, Accountant, Volunteers
- Partnerships: Pamunkey Regional Library, Hanover Business Chamber of Commerce; Market Ashland Partners; Richmond Bridal Association, Diane Hale School of Dance, and other community partners such as Hanover County Government and Public Schools, etc.
- Suppliers: Cruller Technologies, Inc.; Enviro-Care; Pristine Services; James River Heating and Cooling, Inc.; Capital City Electrical Services, Cooley and Darling Insurance Agency; CD Landscaping; Bank of America; Century Link, Cimco; Protection Security Services; R & N Accounting SVCS, LLC; Rappahannock Electric Cooperative; Virginia Business Systems; Minuteman Press, Plumbing Network, LLC.

External Environment

The Montpelier Center for Arts and Education has a unique niche in the community event marketplace.

- It is the only facility in western Hanover County that offers a wide spectrum of arts, programs, education, and rental facilities.
- There are three other major art centers such as The Cultural Arts at Glen Allen, Hanover Arts and Activities Center, and Louisa Arts Center.
- Increased demand for use of social media as the primary mode of communication such as Facebook, Twitter, etc.
- Interest in after school care, public library services, dance/fitness classes, and artistic enrichment services.
- All state, federal, and local regulatory requirements for non-profit tax exempt organizations
- Hanover County's economic health is strengthening including tax rates, low unemployment, and its award winning public education system.

Situational Analysis:

Past, Present, and Future

The Montpelier Center for Arts and Education is a twenty-five year old community institution that offers cultural opportunities including arts, education, and facility rental services. The Center has traditionally relied on public and private donations, grants, and community connections to offer these services. While these strengths have contributed to its successful operation over the years, an analysis of the Center's threats and weaknesses signal a need for change. The current Strategic Plan does not address existing external or internal needs that may adversely affect the Center's future. Needed is the identification of specific key objectives that will be routinely monitored and evaluated in order to achieve the Center's mission and vision.

SWOT:

Strengths, Weaknesses, Opportunities, Threats Refer to Appendix I

Baseline:

Significant Issues

1. Lack of Written Capital Improvement Plan
2. No financial audit in recent years
3. No recent customer survey/data of Stakeholders' needs
4. No written operational functions (including administrative and programming costs), board and staff responsibilities, evaluation of programs, and fiduciary responsibilities
5. Lack of measureable data

Components:

Mission

Our mission is to engage and enrich the community through a variety of cultural and educational opportunities.

Vision

Our vision is to serve as a key resource for cultural and educational enrichment in Central Virginia.

Values

- Excellence
- Community Focused
- Growth through Learning

Key Objectives – Each objective is described in detail through its accompanying action plan. Refer to Appendix II.

1. Respond to community needs
 - Conduct evaluation of community needs and utilization of MCAE
 - Conduct evaluation of current classes/programs/services
 - Following evaluation of current community needs and Center offerings, establish ongoing Evaluation Program to assess all classes/programs/services
 - Develop classes/programs/services that meet the needs of the community

2. Be good stewards of-financial resources

- Develop sources of revenue and strategies for fundraising
- Standardize audit procedures (and take corrective actions)
- Update and enhance the budget
- Establish and implement Development (fundraising) Plan
- Develop donor/sponsor database tracking system

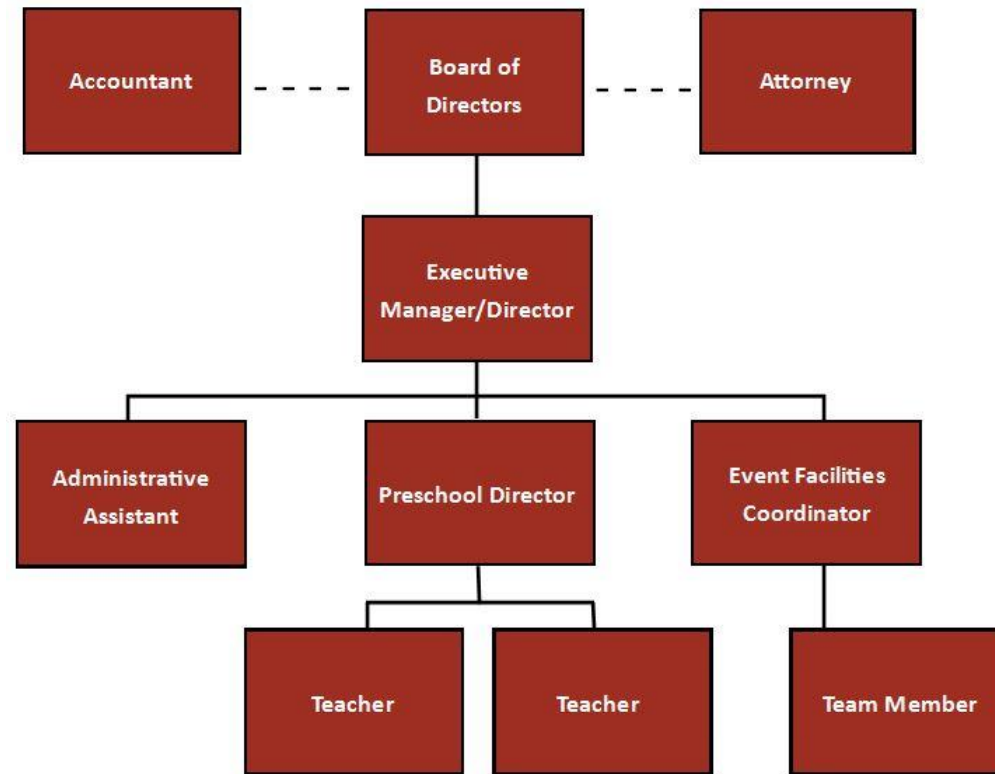
3. Enhance Organizational Effectiveness

- Evaluate and enhance operational effectiveness
- Evaluate and enhance Board of Directors effectiveness
- Evaluate and enhance staff effectiveness
- Evaluate and enhance volunteer effectiveness
- Evaluate and enhance membership effectiveness
- Evaluate and enhance program effectiveness
- Develop and approve final 2018-2021 MCAE Strategic Plan by 12/31/2017 with implementation on 1/1/2018

4. Write and Implement Capital Improvement Plan

- Develop outline of needed improvements
- Establish a capital budget for 1-5 year terms
- Develop process/criteria for selection of contractor bids

Organizational Structure



Resources

Personnel:

Board of Directors, Executive Manager/Director, Administrative Assistant, Preschool Director with 2 additional teachers, Event Facilities Coordinator with 1 team member, Attorney, Accountant, Members, Volunteers

Finance/Budget: FY 2016

Refer to Appendix III

Facilities/equipment:

- Furnishings for office, conference room, 2 preschool classrooms with variety of educational equipment
- 3 computers
- 1 stand-alone printer
- 2 cell phones
- 4 televisions
- Piano
- Projector
- Art Studio furnishings and equipment
- Dance Studio furnishings
- Event furnishings and equipment

Summary

This 2016 – 2017 Interim Strategic Plan is the result of an in-depth process undertaken by The Montpelier Center for Arts & Education. The Board of Directors, staff, and other stakeholders have worked together to put in place a plan that will drive the future development of a Comprehensive Plan for the years 2018 and beyond.

This Interim Strategic Plan identifies several key objectives and guides the direction of work through each accompanying action plan. These objectives focus on: identifying community needs for the development of classes, programs, and services that are relevant and dynamic for multiple audiences that are based on a comprehensive evaluation program; strengthening all areas of organizational effectiveness; developing and implementing a capital improvement plan, and ensuring long-term financial sustainability. Also included are updated mission, vision, and values to reflect the position of the Center as one that serves its regional residents by providing experiences “to engage and enrich the community through a variety of cultural and educational opportunities.”

The process of developing a Comprehensive Plan begins with this Interim Strategic Plan. It honors and pays tribute to the past extraordinary achievements of our visionary leaders, committed members, and invaluable volunteers. It defines areas of further work that will strengthen the Center’s ability to serve in the most effective and resourceful ways. With the Board and staff’s commitment to quality in operations and activities, this plan lays the foundation for the Center’s future prosperity.

Appendix

Appendix I: SWOT

Montpelier Center for Arts and Education SWOT Analysis 2015			
Helpful (to achieving the objective)		Harmful (to achieving the objective)	
Strengths		Weaknesses	
<ul style="list-style-type: none"> • Quality/large indoor facility • Uniqueness • Community connection with donors • Location—more rural vs urban • Appearance • Quality programs • Unique purpose • Easy access (added door) • Community support • Fulfill unique needs • Offer variety of services • Flexibility • Library 	<ul style="list-style-type: none"> • Publications • Webpage • Office personnel • Preschool • Multipurpose facility • Art studio/artists • Rentals • Enrich lifestyles • Some reliable volunteers • Membership base • Money in bank • Good advice/counsel 	<ul style="list-style-type: none"> • Lack space for program expansion • Dysfunctional family internally • Lack of continuity • Lack of market share • Lack of guidance • Identifiable growth paths • Location • Minimal marketing • Lack of position expectations • Image in the community • Dependent on loans from capital accounts to balance budget 	<ul style="list-style-type: none"> • Lack of volunteers • Overworking a few volunteers • Lack of major donors • Low youthful volunteer participation • Lack of major donors • Resistance to organization/routine • Lack of county government financial support • Multipurpose facility • Lack of programs • Lack of best practices • Lack of available parking space
Opportunities		Threats	
<ul style="list-style-type: none"> • Local population with relatively high income • County focus on education • Sub-county identity • Civic volunteering norm • Long history and relationships exist • Quality of quantity of programs to meet our vision /family 	<ul style="list-style-type: none"> • Expand social media • Market rate study • Major donors/sponsors • Prove our relevance in community • Expand all types of art programming • Collaborate with other organizations • Grants for programs, capital, etc. • Developing Sumer/Fall events 	<ul style="list-style-type: none"> • Increasing number of organizations who are functioning properly • Changing profile of membership and community • Community's perception of center • Internet attention/use and busy people • Location-remote distance • Lack of available parking 	

Appendix IV

Interim Strategic Plan Participants

Daniel Johnson, Board President

William Gaspar, Immediate Past Board President

Joseph Monolo, Board Treasurer

Carol Beam, Board Secretary

Douglas Kittle, Board Member

Nancy Cozart, Board Member

Connie Cover, Board Member

David Pangburn, Board Member

Sagle Jones Purcell, Board Member

Richard Claridge, Former Board Member

Wayne Galbraith, Former Board Member

Donna Douglas, Volunteer Consultant

Theresa Bowen, Executive Manager

Amanda Gardner, Administrative Assistant