

Vision

ACAC will be recognized as the epitome of how an excellent nonprofit arts organization can best serve its community. ACAC will be known for providing every Adams County resident and visitor with the quality tools to explore, learn and grow through arts experiences which nurture creative talents.

Mission

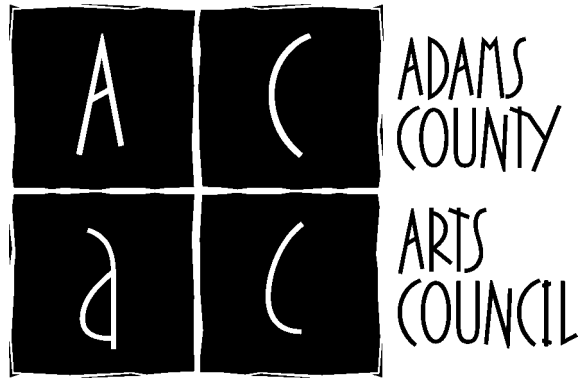
To cultivate an arts-rich community

Value Statements

Strive for Excellence
 Practice Fiscal Responsibility
 Provide Leadership
 Be Innovative
 Build Partnerships through collaborations

Goals

Facility		Finance
Programs		Governance
Partnerships	Members	Staff



GOAL 1: *FACILITIES*: CREATE A WORLD-CLASS EDUCATIONAL MULTI-FUNCTION CENTER TO SUPPORT THE ARTS.

OBJECTIVE A: Locate and procure a building.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Appoint a building committee.	Executive Committee	Volunteers		Active Committee	4Q08
2. Develop a plan for the procurement of a building. a. Create job expectations. Hire an architect/designer.	Building Committee Exec Director	Time RFP	\$25-35K	Plan Expectations reviewed and architect hired	1Q09 2Q09

2009 Program of Work

Goal 1: Objective A: Locate and procure a building. Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
<ul style="list-style-type: none"> b. Determine budget with concrete cash flow projections for purchase. c. Determine a budget with concrete cash flow projections for renovations. d. determine expense and operating budget e. Include necessary insurances and regulatory assurances. 	Finance Committee	<ul style="list-style-type: none"> Projections and inputs from planners Insurance contacts 		Budgets completed and approved by Board	<ul style="list-style-type: none"> 2Q09 2Q09
<ul style="list-style-type: none"> 3. Hire General Contractor 4. Project Manager 	Executive Director	Names of interested Contractors. RFP produced		Contractor and project manager hired	2Q09
<ul style="list-style-type: none"> 5. Develop work plan. 	General Contactor/Project Manager/Building Committee	Qualified Team	TBD	Plan Completed (Draft)	3Q09
<ul style="list-style-type: none"> 6. Submit plan for approval and approve 	GC/PM/AC Board			Complete	4Q09
Goal 1: Objective B: Explore New Locations.					

2009 Program of Work

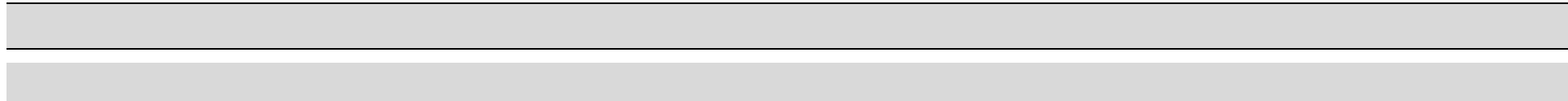
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Develop list of alternative locations such as libraries, store fronts, and especially schools etc.	Ad hoc volunteer/ Program Committee	Time & staging materials (wish list)	\$750	2 additional location	1Q10

Goal 2: GOVERNANCE – DIVERSIFY AND DEVELOP THE BOARD.

Objective A: Diversify the board to accomplish their work.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure Of Success	Time Frame
<p>1. Prepare a professional development plan to equip existing board members with auxiliary skills necessary to perform their work.</p> <p style="padding-left: 20px;">a. Using ChangeWorks! Profiles, conduct training programs for governance and fundraising.</p> <p style="padding-left: 20px;">b. Using ChangeWorks! Profiles, analyze additional professional skills necessary to complement the board's strengths.</p> <p style="padding-left: 20px;">C. Create plan to hold board members accountable.</p> <p>2. Using board profiles, develop plan to purposefully attract board members with complementary professional, cultural and geographic representation.</p> <p style="padding-left: 20px;">a. Create plan to hold board members accountable.</p> <p style="padding-left: 20px;">b. Evaluate board members performance</p>	Executive/Board Dev Comm.	Existing plans from other sources and CW Profiles consultant	\$2,000	Plan completed and approved # of Classes held and attendees	3Q09 Ongoing 3Q09
	Board Dev Comm	Define accountability		Board Analysis	4Q09
	Exec. Comm	Names and backgrounds of possible members		10 names per year of possibilities	3Q09
	Bd Dev Comm	Self & peer Evaluation		1Q09	
				1Q10	

2009 Program of Work

c. Interview prospects d. Prepare board slate for next year e. Select Officers Slate	Bd Dev Comm Bd Dev Bd Dev	criteria and forms Interview form	\$300	Select at least 3 per year or as needed	4Q09 1Q10 4Q09



GOAL 3: PROGRAMS - DIVERSIFY AND INCREASE PROGRAMS WITH ALL ARTS & CULTURES.

Objective A: Programming					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1 Conduct Imagination Station. <ul style="list-style-type: none"> a. Select curriculum and determine measures of success. b. Hire instructors. c. Prepare marketing materials. d. Conduct registration process. e. Conduct classes. f. Evaluate classes. g. Evaluate curriculum/teachers. h. Plan for next year. 	Coordinator Coordinator Staff and graphic designer Instructors student & teacher Coordinator & ED Coordinator, ED	Staff, supplies On-line access and print materials	\$55,800	# Classes increase by 10% per year Above 90% Student and instructor Satisfaction	Ongoing Ongoing

2009 Program of Work

					each 3Q
<p>2. Conduct Roots & Wings</p> <ul style="list-style-type: none"> a. Determine metrics b. Hire artists c. Prepare marketing materials d. Conduct registration process. e. Conduct residency f. Evaluate residency. g. Plan for next year. 	<p>AIE.Co., ED AIE Co., ED Graphic designer AIE, staff Artist & teacher AIE Co, teachers, students, artist AIE Coordinator</p>	<p>Staff, funding, school participation, venues for performances</p>	<p>\$162,715</p>	<p>Increase quantity & quality of student, teacher, artist interaction</p>	<p>1Q -4Q, each year of plan</p> <p>Ongoing</p>
<p>3.STAR Grant</p> <ul style="list-style-type: none"> a. Determine metrics b. Secure grant funding c. Prepare applications d. Distribute applications to past recps. e.. Prepare marketing materials f.. Catalog applications g. Draft panel h. Prep panel materials i. Convene panel j. Panel results approved k. Applicants notified l. Administer funding 	<p>ED, AIE Co ED AIE Co., ED AIE Co., staff AIE Co., staff AIE Co., staff AIE Co., ED AIE Co AIE Co., ED, panel Board AIE Co., staff Office Manager AIE Co.</p>	<p>Staff, PCA, County & Borough funding, meeting space,</p>	<p>\$21,587</p>	<p>Increase local support for arts programming</p> <p>Increased local support for arts programming, # served</p> <p>Artistic quality, ability to carry out project, community served</p>	<p>1Q -4Q each year</p> <p>1Q09</p>

2009 Program of Work

m. Review final reports n. Administer grants o. Plan for next year	ED AIE Co., ED				

Goal 3: Objective A: Programming					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
5. Conduct New Year's Eve Celebration a. Determine funding b. Book performers, sound system. c. Secure venues, permits. d. Prepare marketing materials. e. Conduct event. f. Evaluate event.	ED ED ED ED performers	Borough funding, venues, ACNB fireworks,	\$7,6980	4,000 Participation	4Q09 4Q09

2009 Program of Work

Goal 3:					
Objective A: Programming					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
6. Conduct Recyclable Art Show. a. Appoint Committee Chair. b. Appoint Committee c. Determine metrics d. Prepare marketing materials. e. Conduct registration process. f. Conduct show. g. Evaluate goals h. Plan for next year.	ED, prog.comm.	Funding, Comm., Venue, School participation	\$1584	Participation and Evaluation feedback	1Q09
	Comm chair				2Q09
	Comm				4Q09
	Comm, staff				
	Comm, staff				
	Comm.				
	Comm, teachers				
	Comm, ED				
7. Conduct Juried Art Exhibit (Gett. Fest) a. Appoint Committee Chair b. Appoint Committee c. Determine metrics. d. Prepare marketing materials. e. Conduct registration process. f. Conduct show. g. Evaluate goals. h. Plan for next year.	Board	Funding, Comm, staff, venue	\$11,716	Chair appointed Metrics determined and approved # participants Feedback and reviews	1Q09
	Comm. Chair				
	Comm.,ED, partns				
	Staff				
	Staff				
	Comm, partners				
	Comm, ED, partners				3Q09

2009 Program of Work

Goal 3: Objective A: Programming					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
<p>8. Conduct Children’s Art Fair (Gettysburg Fest)</p> <ul style="list-style-type: none"> a. Hire Coordinator b. Determine metrics. c. Conduct teacher registration process. d. Conduct program e Evaluate goals. f. .Plan for next year. 	<p>ED Coor, ED, GettFest Coor Coor, Teachers Coor, ED, Gettfest, teachers Coor, ED, Gettfest</p>	<p>Staff, funding, teachers, venue, participants</p>	<p>\$3500</p>	<p>Coor. hired Metrics approved Feedback and reviews</p>	<p>1 -2Q09 4Q09</p>
<p>9. Conduct AOK Summer Musical & children’s shows</p> <ul style="list-style-type: none"> a. Determine AOK availability b. Determine metrics. c. Provide admin support d. Conduct sale of tickets e Conduct musical f. Evaluate goals. g .Plan for next year. 	<p>ED ED, AOK Office manager staff AOK, volunteers AOK, ED AOK, ED</p>	<p>Theater company, venue, office support</p>	<p>\$34,400</p>	<p>Ticket sales 10% above previous year Feedback and reviews</p>	<p>3Q09 4Q09</p>

2009 Program of Work

Goal 3: Objective A: Programming					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
10. Conduct Photo Contest a. Appoint Committee Chair b. Appoint Committee c. Determine metrics. d. Prepare marketing materials. e. Conduct registration process. f. Conduct Contest g. Evaluate goals. h. Plan for next year	Program Committee/staff staff Staff Prog. Comm Prog. Comm, Emb rep Prog. Comm, Emb	Funding, staff, venue	\$2670	# of participants Feedback and reviews	1Q09 2Q09 4Q09
11. Conduct Art/Farmers Market a. Determine metrics. b. Prepare marketing materials. c. Conduct registration process. d. Conduct Saturday shows e. Evaluate goals. f. Plan for next year	ED staff staff artists ED, Farmers Mark, artists ED, Farmers Mark	Venue, artists	\$3050	Feedback and reviews	3Q09 4Q09

GOAL 4: FINANCE - BUILD A DIVERSIFIED PORTFOLIO THAT IS NOT VULNERABLE TO FUNDING AND ECONOMIC TRENDS.

Objective A: Increase Financial Support.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Identify key governmental officials.	Executive Committee/Board Development AIE Coordinator	Names of potential contacts		List	2Q10
2. Add names to mailing lists for all celebrations and news releases. a. Conduct outreach to their offices. b. Introduce arts as a critical component of the community. c. Testify at hearings when appropriate. d. Train others to become arts advocates.	Staff Exec Com/Board Development			Participation both in attendance and financial support	Ongoing

2009 Program of Work

Goal 4: Objective B: Fund the New Facility.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Investigate low interest loans i.e. block grants or Nonprofit Finance Fund.	Finance Committee w/building committee			Obtain grants or low interest loan	2Q09
2. Conduct a community feasibility study for fundraising. a. Determine board contributions. b. Determine what is needed from Community	Finance Committee			Dollar amount to be determined	2Q09
3. Develop a plan necessary for the capital fundraising. a. Identify the capital campaign director. b. Hire Development Director	Executive Director w/task force/Capital Campaign Director		Up to 20% of goal	Campaign Director named and Development Director hired	2Q09
3. Conduct the campaign. a. Regularly report on progress. b. Constant evaluation and analysis for additional benchmarks.	Board with support from Capital Campaign Director	Level set of contributions		Achieve Goal	3Q09 Ongoing
4. Develop Comprehensive Development Plan including major gifts, sponsors, corporate donors, grants, foundations and other sources.	Board with support from Development Director and ED			Plan completed and approved	4Q09

2009 Program of Work

Goal 4: Objective C: Conduct special events to supplement budget.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure Of Success	Time Frame
1. Conduct Masquerade Party. <ul style="list-style-type: none"> a. Evaluate last year's event. b. Appoint committee chairman. f. Appoint committee members. g. Develop budget, timeline h. Prepare marketing materials. i. Solicit sponsors, auction items. j. Secure event volunteers. k. Sell tickets l. Conduct event. m. Evaluate event. 	Masquerade Party Committee/ED/Board and Staff	Facility, band, auction items, music, cleanup	\$20,700	# of attendants Money raised meeting goals Residuals Participation and feedback	4Q09 1Q10

2009 Program of Work

<p>2. Conduct WGTY Concert</p> <ul style="list-style-type: none">a. Appoint Committee Chairb. Appoint Committeec. Prepare marketing materialsd. Secure sponsorshipse. Coordinate concert detailsf. Sell ticketsg Evaluate goals.	<p>ED and Exec Board</p> <p>Committee and staff</p> <p>Comm, ED</p> <p>Comm, ED</p> <p>Majestic personnel</p> <p>ED/staff</p>	<p>WGTY commitment, Hoffman grant to pay for Majestic rental, \$10 K Entertainment fee, sound system, hospitality costs</p>	<p>\$15,954</p>	<p>Money raised</p>	<p>4Q09</p> <p>1Q10</p>
<p>3. Conduct Garden Party</p> <ul style="list-style-type: none">a. Evaluate last year's event.b. Secure host participationc. Develop budget.d. Develop timeline.e. Prepare marketing materials.f. Send invitations, prep guest listg. Secure event volunteers.h. Conduct event. --cleanupi. Evaluate event.	<p>Jen LeVan/ED</p>	<p>LeVan participation, Invitations</p>	<p>\$3830</p>	<p>Money raised meets goal.</p> <p>100 people attended</p>	<p>2Q09</p> <p>3Qeach year</p>

2009 Program of Work

Goal 4: Objective D: Explore New Fundraising Programs					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Create collaborative fundraising programs with existing entities in Adams County	Executive Committee	Names of possible entities	TBD	Events held/# participants at each event	Ongoing

Goal 5: MEMBERS - SUSTAIN AND ENHANCE MEMBERSHIPS

Objective A: Sustain memberships.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Determine benefits to artists.	Membership Committee			Sustain 60% each year	2Q each year
2. Determine benefits to Star Grant recipients.	Membership Committee			Feedback from recipients	2Q each year
3. Evaluate existing membership benefits and campaign, including all collateral and integration of marketing, membership, financial software packages.	Membership Committee	Set of objectives		Full report each year and approved	3Q each year
4. Develop comprehensive membership campaign with messages to various constituents.	Development Dir.			Materials and approved approach	4Q each year
5. Conduct campaign.	Development Dir./Membership Committee	Goals and objectives set		Meet financial goals	4Q each year
6. Evaluate campaign.	Development Dir./Membership Committee			Meet objectives	4Q each year

2009 Program of Work

Goal 5:					
Objective B: Enhance memberships.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Implement incremental additional benefits to members, particularly artists. a. e.g. pricing differentials b. e.g. more participation in programs.	Development Dir/Membership Committee	analysis		Increased participation	1Q10
2. . Implement incremental additional benefits to other organizational members e.g. collaborative marketing, reduced fees to educational workshops for organizations	Development Dir/Membership Committee	analysis		Increased participation	2Q10

Goal 6: PARTNERSHIPS - CREATE, SUSTAIN AND GROW COMMUNITY RELATIONSHIPS.

Objective A: Develop partnership plan.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
1. Determine potential partners in the community to collaborate, develop and support special event fundraisers a. Appoint Task Force/Committee. b. Appoint committee members.	ED	Task force to help		Conduct 1 more fundraiser per year	3Q09
2. Determine potential partners in the community to expand their programs to include arts and cultural programs e.g. social service organizations, libraries, schools, etc.	ED	Volunteers		# of Participants	Ongoing
3. Execute the defined activity	ED				1Q10

Goal 7: STAFF – ATTRACT, NURTURE and RETAIN PROFESSIONAL STAFF.

Objective A: Develop proactive personnel performance program.					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame
<p>1. Collect resources from existing organizations and adopt best practices for staff development plan.</p> <p style="padding-left: 40px;">a Research and meet with the “best” organizations.</p> <p style="padding-left: 40px;">b. Collect job descriptions, personnel policies, benefit packages, memberships in key organizations, educational opportunities, technology programs, and performance standards.</p>	<p>Executive Director and Executive Committee</p>	<p>Job Descriptions</p> <p>Benefit Packages</p> <p>Personnel Policies</p> <p>Memberships</p> <p>Technology Programs</p> <p>Educational Opportunities</p> <p>Performance Standards</p>	<p>TBD per activity</p>	<p>Plan/ 3 groups ‘best practices’</p> <p>Standards Created</p>	<p>4Q10</p> <p>4Q10</p>
<p>2. Conduct annual review based on performance standards to retain and support excellent staff.</p>	<p>Executive Director/ Board Chair</p>			<p>Salary enhancements upon completion</p>	<p>Each year</p>

Goal 8: MISCELLANEOUS

Objective A:					
Action Steps	Person/Committee Responsible	Resources Needed	Cost	Measure of Success	Time Frame