

FINAL DELIVERABLE

Title	Maquoketa Arts Non-Profits- Strategic Planning Framework
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Date Completed	December 2021
UI Department	Tippie College of Business
Course Name	MGMT:3600 Non-Profit Organizational Effectiveness
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Community Partners	Jackson County Economic Alliance, Ohnward Fine Arts Center, Maquoketa Art Experience

This project was supported by the Iowa Initiative for Sustainable Communities (IISC), a program that partners with rural and urban communities across the state to develop projects that university students and faculty complete through research and coursework. Through supporting these projects, the IISC pursues a dual mission of enhancing quality of life in Iowa while transforming teaching and learning at the University of Iowa.

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[Student names], led by [Professor's name]. [Year]. [Title of report]. Research report produced through the Iowa Initiative for Sustainable Communities at the University of Iowa.

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Framework for Strategic Planning



Fall 2021

Nonprofit Organizational Effectiveness II
MGMT:3600

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IOWA

Framework for Strategic Planning

Project Overview

The goal of this project is to preface scheduled and structured strategic planning that will be conducted by Maquoketa Art Experience (MAE) or a collaborative arts network within the Maquoketa community. Our project aims to provide resources and knowledge to prepare and engage participants in the strategic planning process and related conversations. We want to emphasize that the steps of this framework are broadly applicable in the sense that any arts organization in Maquoketa could utilize to establish and carry out a strategic plan.

In this report, we will highlight the research process and methods that we used to create a framework for strategic planning, outline the framework that we established for strategic planning, and offer other suggestions and resources related to nonprofit organizational effectiveness. In addition, we touch on alternatives to strategic planning for your consideration.

Methodology

Our team's methodology for completing this project consisted of interviews with members from Maquoketa Art Experience, research on strategic planning, and applying the nonprofit organizational effectiveness material that we have learned throughout the semester to Maquoketa Arts Experience.

Our team interviewed Nancy Kilburg, Nancy Mayfield, and Bob Osterhaus. Throughout these interviews, our team was able to gather information about Maquoketa Art Experience in different areas including current events and activities within the organization, how MAE is designed, their goals/potential ideas for strategic planning, and what challenges they are currently facing or anticipating facing in the future. We were also able to gather insider perspectives to Maquoketa as a community.

Professor Nicholas Benson conducted the first interview with Nancy Kilburg. Nancy Kilburg is the Educational Liaison for Maquoketa Art Experience, board member, and also a volunteer. In this interview Nancy discussed how MAE got started, their mission, current activities going on within the organization, and opportunities for the future. Nancy shared that Bob Osterhaus started this organization in 2008 with a couple others with the intent to bring arts to Maquoketa.

The mission of MAE is to develop and cultivate an expanding interest in art within Jackson County residents and visitors to our community by supporting lifelong learning, sustaining our cultural heritage, and appreciating the arts in our everyday lives. Their vision is to make art accessible to everyone. From this interview, we learned that MAE has two galleries, and they bring in local and established artists to come and display their work. Their studio is free to use, and they hold different art workshops for the community. Maquoketa Art Experience obtains its funding through their annual fundraiser at the end of the year, their gift shop, donors, renting their building, and through artists selling their art. Bob Osterhaus recently received a grant to renovate apartments that are attached to the same building MAE is in with a plan of MAE owning and operating these apartment buildings one day. Nancy shared that MAE has a lot of great partnerships and collaboration which leads to the opportunity to grow and create an arts council for the entire Maquoketa and surrounding community. She also talked about the opportunity to use strategic planning to identify sustainable revenue for MAE and how collaborating with other art organizations could aid in that.

The second interview was conducted by group members with Nancy Mayfield. Nancy Mayfield is a board member for Maquoketa Art Experience and owns the local newspaper companies in Maquoketa, Bellevue, and DeWitt. Nancy was able to provide the group with information regarding the Maquoketa community dynamic and cultural, the challenges Maquoketa Art Experience faces, and potential strategic planning opportunities. Nancy shared that Maquoketa is a predominantly white community with a lot of farmers. There is not a lot of diversity, but some diversity-related art events have done well in the community. Maquoketa Art Experience puts on different events, but typically attendees are the older, retired population with more flexibility in their schedule. Maquoketa Art Experience's mission is to create art accessibility to all, so the challenge of how to reach a more diverse population was brought up. Nancy shared that art is not as much of a priority in school as it used to be, so MAE must figure out how to reach the younger population. Although MAE does put on events for the younger population, transportation is an issue thus leading to the challenge of needing to engage and attract parents to art. Farmers are big part of the community, but there is a challenge with attracting farmers to art and how farmers can connect to art. Maquoketa Art Experience has identified that events with food attracts more people and once people come, they tend to stay so there is the overall challenge of getting people in the door. Some opportunities for strategic planning were brought up and these ideas included how to create sustainable long-term funding as well as deciding what the board make up should be. There does not appear to be much diversity on the board which creates the opportunity to explore what sort of board make up would fit MAE best. Maquoketa Art Experience relies on one annual fundraising event where they receive most of their funding, so more funding opportunities could be explored with a strategic plan.

The third interview was conducted by group members with Bob Osterhaus and Nancy Kilburg. Bob is the founder of Maquoketa Art Experience and the current president of the board. During this interview, Bob and Nancy discussed the history of Maquoketa Art Experience and their history with the community, upcoming events for Maquoketa with potential collaboration or partnership, and their goals for the future and where strategic planning can come in. Bob and Nancy shared the history of Bob's involvement in the community and with MAE. Bob is a stakeholder within MAE. Bob has served in the Iowa House of Representatives, was a pharmacist, and activist for quite some time. Bob has made many connections is able to use his networking skills to help MAE. They shared that MAE is evolving and they want to put Maquoketa on the map but are trying to figure out how the arts can help with that. Some upcoming events and projects coming up in the community include opening three galleries, Mississippi Mud moved to Maquoketa from Dubuque, Maquoketa Brewing Company is new and there is potential and opportunity to collaborate with them, the Holiday Fair Event, University of Iowa Dance Graduate program has started sending dancers to Maquoketa for ballet, working on building MAE within the schools, and continued art classes and workshops. When discussing their goals for the future and how strategic planning can play a role, looking into legal collaboration, continuing to work towards making art accessible to all, and looking at creating diversity within their volunteers.

The final interview was conducted by group members and Nancy Kilburg. During this interview, Nancy shared the importance of exploring strategic planning when it comes to board and how it functions. As mentioned earlier, the board is not very diverse or has much engagement from members. Exploring if Maquoketa Art Experience board members could benefit from having younger members, what engagement should or could look like, and what are the procedures for departing board members were all brought up as ways a strategic plan could help MAE.

Most of our strategic planning research came from the book, Strategic Planning in the Arts: A Practical Guide by Michael M. Kaiser. This resource provided our group with information on the importance of creating a strategic plan as well as how to execute it step by step. There are several resources on strategic planning, but this one particularly focuses on art organizations. Some important information

gathered from this book included how to conduct an art centered environmental scan, things to consider when creating a Board of Directors, and the step-by-step guide for carrying out the strategic plan. A PDF copy of this book will be attached for reference.

Class materials that were used came from the following modules, Nonprofit Collaboration, Partnership, and Mergers; Community Engagement and Partnerships; Nonprofit Governance and Governing Boards; Managing Staff and Volunteers; Marketing and Public Relations; and Nonprofit Sustainability and Impact Giving. These modules fit in well with the challenges and opportunities Maquoketa Art Experience shared with us and how strategic planning could be helpful to them. Potential for collaborations or partnerships, establishing board functions, dealing with volunteers, and how to market were all things that were brought up by the MAE members throughout member. Helpful resources from these modules will be attached for reference.

Our primary research process was to meet with and conduct informational interviews with members from Maquoketa Art Experience to get an idea of what is currently happening within the organization and where opportunities and challenges lie for them. Our secondary research process was to read and apply Strategic Planning in the Arts: A Practical Guide to our project to be able to create a framework for strategic planning and provide Maquoketa Art Experience with the steps on how to strategic plan the different opportunities they could use it for.

Assessment

We concluded that there are 5 steps that Maquoketa Art Experience, or any arts network, can use to construct a strategic plan. A strategic plan will increase financial stability and operational efficiency while maintaining focus on the organization mission.

The first step is to define a mission statement for the plan. This can be thought of as similar to the overall organization mission statement but is targeted specifically to the project. The mission statement should identify the problem and explain how the problem fits with the organization. It is necessary to include goals in your mission statement. Would you like to raise money? Educate? Serve a region? These goals help guide the strategic plan and should be SMART, Specific, Measurable, Achievable, Realistic, and Time-based. SMART goals will play a role in data collections throughout the plan. A mission statement will also include any firm constraints or priorities. These are often considerations about money, people power, or time.

The next step is to conduct an analysis of the current environment. This fact-finding step may not need to be completed with each strategic plan if updated internal and external data is available. The first part of the analysis is to consider the internal environment of your organization. Identify key stakeholders that will be required to participate in planning and executing the mission statement. There may be similar projects or programs that have succeeded or failed in the past. Identify the specific strengths and weaknesses of your organization. Good data collection during previous projects will be useful during this analysis. The second part of the current environment is the external analysis of the larger industry most related to your mission. Identify other organizations and other projects currently working in the industry. There may be opportunities for partnerships found within the arts community. Identify any strengths and weaknesses of peer organizations in the industry.

After revealing the current environment, the third step is to identify strategies to execute the mission. Participants will brainstorm possible paths to the goals outlined in the mission statement. This will include considering data such as financial and personnel costs for any of the strategies. The strategies should maintain evidence of a relationship to the mission statement.

The fourth step is to choose from the list of valid strategies and execute the plan. This is a critical step for accountability. It is often argued that strategic plans are created, and nothing gets done. By confirming tasks, assigning work, and sticking to a project timeline, it keeps the project moving to completion and aligned with the mission goals. A master planning calendar is a useful tool to identify key checkpoints.

At the end of the project timeline, the goals of the mission statement should be complete. The final step is to assess and review the plan. If the goals were not met, this assessment will uncover any successes and failures that occurred. The actual costs and project timing throughout the plan will be identified and documented. A review of key benchmarks during the project will provide evidence of the desired outcome. This information can be effective to influence future strategic planning.

In addition to our work about strategic planning we discussed multiple other topics concerning nonprofit organizations today. We believe our commentary on how Maquoketa Art Experience fits into the larger nonprofit sector will promote future dialogue within your organization. We will now discuss additional recommendations we have for MAE regarding nonprofit governance, volunteer programming, and philanthropic trends.

Nonprofit Governance

Our discussions with Nancy Kilburg uncovered a need for ideas related to the structure of the board of directors at Maquoketa Art Experience. There are many excellent resources available to nonprofit boards as you are exploring this topic. The Iowa Principles and Practices for Charitable Nonprofit Excellence was created by the Iowa Secretary of State Office to promote good management practices, ethical conduct, and public accountability. Boardsource.org also provides a variety of articles and strategies for nonprofit boards.

The current self-perpetuating board strategy being used at Maquoketa Art Experience is common with charitable nonprofits. New board members are currently selected by existing board members. These board members should be advised of their legal responsibilities related to MAE. The three core duties are the duty of care, the duty of loyalty, and the duty of obedience. Board members should fulfill their roles to the best of their ability by proactively participating and communicating. All activities should be done in the best interest of the organization, not in the best interest of individuals. The board should follow organizational rules as defined in the nonprofit's governing documents.

We found that the Carver Policy Governance Model could be applied at MAE. The board of directors will control the big picture and staff and volunteers will implement this vision. This will allow for the desired separation between the daily activities of the apartments and the arts activities. The apartments are a source of revenue and not arts related. A separate building committee of board members should be designated to address all issues related to the physical structure.

A key emerging strategy of board management is diversity, equity, and inclusion. It is evident that if your board members all look the same, your recruitment of new board members will continue to look the same. By addressing diversity, equity, and inclusion of your board there will be a larger pool of people to be involved and make valuable contributions. Diversifying the voices that are involved with MAE will help your organization grow and expand its presence within the community.

Volunteer Programming

We recognize our knowledge of the Maquoketa Art Experience volunteer program is limited. We do know that they have some regular volunteers. If we consider their website page "Volunteers &

Sponsors” alone, it only displays a list of donors and nothing about volunteer recognition. Of course, we can assume you don’t have to donate to be a volunteer. We recommend a user-friendly way to contact the organization other than the contact tab. Recognition can be a path to retaining volunteers. Volunteers can become future board members, future donors, future staff, or future patrons.

The layered volunteer structure described by the nonprofit organization Summer of the Arts in Iowa City works for a larger organization but could also apply to MAE. These volunteers can be described as spot, episodic, regular, mandated, and virtual. This open view can allow access to more members of the community. If all ages, occupations, and other demographics are included in some way, they will be advocates for MAE recruitment and the arts community. This is an insight that MAE can consider when it comes to creating a more fulfilling experience for potential volunteers as it thinks about strategic planning.

It's important for nonprofit organizations to think about the motivating factors that underlie peoples' volunteerism within organizations and implement these factors into their volunteer experience. For example, MAE will want to identify and articulate ways in which it can showcase the real impact volunteers are making in the arts community in Maquoketa through their volunteer efforts and acknowledge these efforts on their social media platforms. If MAE works to expand its volunteer-base it will bring more diverse, younger perspectives into the organization and create more advocates for MAE and the arts within the community.

Maquoketa Art Experience could consider personal motivations in their volunteer experience to help recruit volunteers. Something people often look for in volunteering is personal growth. This gives the volunteer a reason to come back and a reason to recruit others for your nonprofit. One way could be working with the Maquoketa schools and establishing an arts-related mentoring program for volunteers and children that may need more after-school attention. They could do arts and crafts together to give something to a child that they might not be able to get at home or at school.

We have discussed the need to bring in younger perspectives and diversify the Board of Directors. Bringing in more diverse perspectives to the leadership of the organization could help find ways to better relate to a younger audience, recruit volunteers, and create a meaningful volunteer experience. It is important to focus on ways to increase recruitment and ensure that the volunteer experience is fulfilling and worthwhile for the people giving their time to the organization. Organizations should create a structure and plan for their volunteers before they work to expand their volunteers. Recognition can also be helpful with developing relationships with volunteers and having non-monetary incentives. There appears to be a lot of growth that can be done with MAE and their volunteers.

Trends in Philanthropy

Our reading from the Dorothy A. Johnson Center for Philanthropy highlighted 11 key trends in philanthropy for 2021. The article discussed areas where the philanthropic sector is making changes in response to the health, economic and racial justice issues of 2020.

Two trends are most pertinent when it comes to Maquoketa Art Experience are Trend #8: "It's Getting Harder to Distinguish Philanthropy and Business" and Trend #11: "Philanthropy's Next Gen Is Starting to Make Big Changes". The component of Trend #8 that stood out the most was the ever-increasing importance of corporate social responsibility and how a "commitment to charitable giving and social giving is increasingly seen as a necessary and profitable aspect of any business". Taking this into consideration, MAE can establish partnerships with businesses that care about creating social change by increasing arts accessibility. In addition, we believe if MAE really centers its work and mission around arts accessibility, it will also be able to appeal to the growing importance of DEI and social justice within our society.

MAE can also leverage the growing sentiment for actively giving back and creating lasting change amongst younger generations by incorporating younger voices into its Board of Directors and developing a younger volunteer-base as described in Trend #11. We have learned that a lack of diverse perspectives within the Board of Directors is a concern for MAE, so they could capitalize on this philanthropic trend as an organization. MAE could consider finding ways to appeal to talented younger professionals who have a desire to find simple ways to give back to their communities by creating valuable ways for them to be active in the work and mission of MAE.

The trend that it is getting harder to distinguish philanthropy and business is relevant to Maquoketa Art Experience. The new apartments above the facility are meant to generate income as expected from a for profit business. If people move out or don't move in at all this business will impact the nonprofit activities. The article points out a need for limits when blurring such as this occurs. It could be helpful for new fundraising strategies to continue to be planned to supplement the old and new income. It was mentioned that minimal income is generated from their gift shop. It could benefit the organization's mission by expanding the products and creating an online presence.

Maquoketa Art Experience can also benefit from their unique opportunity to build public trust. The article argues that individuals are more likely to donate after considering the ethics and competency of an organization. There is an opportunity for Maquoketa Art Experience with increased participation and commitment to equity. This could be achieved by having a more diverse board and active volunteers. If people see their community reflected in the experiences offered, then it will enhance public trust. A way to build this relationship is to be transparent with the people donating and using services about how they get their money. There are likely creative ways to support the arts community and recognize issues of racial and social justice. This could be putting a strategic plan together to make a change in their community.

UN Sustainable Development Goals

In 2015, all United Nations member states adopted a shared blueprint for peace and prosperity for people and the planet, now and in the future. This plan includes 17 sustainable development goals where urgent action is needed. It recognizes that ending poverty and other worldwide struggles results in improved health and education, reduced inequalities, and spurs economic growth while being aware of the climate crisis. We previously previewed this topic during our conversation with Bob and Nancy.

It appears that some past and present programs at Maquoketa Art Experience align with some of the goals. Goal 17 to create partnerships in support of the other goals appears to be most evident in the current work. Through their work with the Maquoketa School District, Maquoketa Art Experience is directly and indirectly impacting goal 4 to support quality education and lifelong learning opportunities. MAE also partners with the Maquoketa Chamber of Commerce to attract visitors to the community. This promotes decent work and economic growth described in goal 8. Another SDG in their current work is goal 5 to achieve gender equality for all women and girls. In 2022, MAE will have an all-female art exhibit to commemorate the delayed 100th anniversary of women's suffrage.

The SDGs could be used to create a story for MAE. The variety of art experiences that MAE provides creates opportunities to include the UN sustainable development goals. There might be more effective ways to use them as a framework without directly bringing attention to them. The goals can be thought of as a marketing tool for good. An exhibit of all recycled farm materials might be a draw for the community and could highlight multiple SDGs. There is also an opportunity with the apartment rentals to market any green building features.

The most value for MAE possibly comes from goal 17 and having strong partnerships to promote the other goals. They could have a day that a canned food item is collected for a local food bank instead of admission. This partnership would connect with their audience more than an exhibit themed around zero hunger. MAE could partner with organizations to paint murals around town such as their neighbor city did in their downtown. They could focus on reducing inequities by having their murals represent inequalities in their town. Iowa City did this by hiring artists downtown to paint murals for Black History month. Another idea MAE could do that would fit SDGs is to use environmentally safe products, buy used products, or sustainable products to fit the reusable consumption and production SDGs. The different artists in Maquoketa could be asked to donate brushes, easels, or canvases that they don't plan on using in the future.

Intersectionality has been a growing trend that helps both the organization and the community become more united and gives a wider demographic. MAE impacts the SDGs in subtle, but important ways. For example, MAE is contributing to Goal #10: Reduced Inequalities with its focus on arts accessibility in its work. MAE strives to find ways to make everyday art experiences more accessible to those who don't have the financial resources to incorporate art into their lives. Art can be a relatively exclusive experience as it is reserved for those with the financial means and time to spend on arts experiences. MAE is finding ways to break down these barriers by creating art experiences for everyone in the Maquoketa community, especially by implementing arts programming into the Maquoketa School District.

MAE promotes Goal #8: Decent Work and Economic Growth by creating a positive arts community which draws prominent artists to Maquoketa, but also draws more people into the Maquoketa community in general. Art has a powerful ability to bring people together and create meaningful experiences. This may seem like an indirect impact, however, but MAE's art exhibits and events spur economic growth by putting Maquoketa on the map and encouraging spending at other local businesses because of events and exhibits that bring people together in the community.

Goal 10 also applies to MAE. They really aim to make art accessible to all people. They have a Creativity Cafe that is open to everyone to come in and create different types of art. This is free and allows all people of all socioeconomic status, age, race, and gender to come in and get creative.

Maquoketa Art Experience is making an impact on the SDGs but failing to showcase and communicate this in the story that they tell of their organization. MAE could incorporate SDGs into everything that they do as an organization and focus on ways they can better highlight how they create a social impact through art. One example that we have discussed with MAE is finding ways to increase exposure to diverse perspectives into the predominantly White Maquoketa community to increase exposure to differing cultures and perspectives through artwork. In addition, I think MAE can find ways to incorporate their goal of increasing arts accessibility into their mission and the language that they use to showcase their commitment to the SDGs and resonate with the Maquoketa community.

It's difficult to identify how the SDGs fit in with MAE, but there are some that align with the work they do or to their mission. Again, goal 17 is one to keep in mind, to strengthen the means of implementation and revitalize the global partnership for sustainable development. This goal discusses using expertise of other organizations to help achieve sustainable development. More so locally than globally, MAE has some great partnerships already and has a lot of potential for growth in this area to really expand and reach more people when it comes to the arts.

Alternatives to Strategic Planning

During our final presentation to MAE, a question was brought up regarding the shortcomings of strategic planning and potential alternatives. While we strongly believe a strategic plan will enable MAE and other arts organizations in Maquoketa to successfully collaborate and expand their presence in the community, we have included research on potential alternatives to the creation and implementation of a strategic plan.

Because of the unknown certainties that revolve around the future and the increase in complexity in the world, we need to be conscious of alternative planning methods to have in Maquoketa's back pocket in case our standard method falls through.

The Agile Strategy is a 4-step process of exploration and experimentation that adapts to what is currently being done and finds the weak signals of new opportunities. The first step is asking the question are we leveraging our assets to continue to explore new opportunities. Social networking can generate innovative ideas that are connected to the overall goal of operational efficiency. The second step of this strategy is asking how we are converting opportunities into outcomes. This step targets the measurable goals in the planning process, which Maquoketa can assess through the payoff of recruiting volunteers and how their diversity, equity, and inclusion objectives are succeeding. The next step in Agile strategy is creating a project plan to move towards short-term objectives. This is the how of the previous step. How is Maquoketa going to increase our volunteers or increase inclusion to overall attribute to the goal of developing an interest in art in the Jackson County. The last step would be to ask themselves if they have a commitment to course correction and is it simple enough to adapt to quickly changing circumstances in the world. If this process is used, collaboration and participation

from the leaders of the organization will be crucial to meet the complex changes of the world every day.

The Zoom out, Zoom in approach utilized by Deloitte focuses on the long-term objectives and the short-term ones in two separate scopes in hopes to gather 2 to 3 high-impact initiatives in the short term to build critical objectives for the long term. Zooming in focuses on the time less than a year out. Its goal is to find the initiatives that have a mass of resources to ensure success. This spectrum also asks for finding the best metric to assess how Maquoketa met their expectations at the end of the year. By zooming out, Maquoketa may ask themselves what will our relevant market look like 10-20 years from now and how will we be successful at that point to meet the mission statement. Expanding horizons while also narrowing the focus will help Maquoketa learn about the organization's desired future and how to get there in an efficient, impactful way.

An alternate strategy Maquoketa could implement the community-oriented decision-making process. This approach is analyzing the target population and asking what they need our organization to be doing right now. Making sure to accommodate the ever-changing needs of the world today i.e., technology and social media advancements. Put yourself in the community's shoes and consider how Maquoketa wants to be perceived by the community and what they are going to do to become that perception.

Either strategy is an efficient alternate process for Maquoketa to keep in mind as they move towards the strategic plan. If something falls through, Maquoketa can use either of these two approaches to appeal to their target audience and continue to spread the knowledge and interest of art in everyday life.

Conclusion

Overall, we see the role that art plays in making Maquoketa unique and we appreciate the role MAE has had in creating a thriving arts community. When it comes to the implementation of a strategic plan, we encourage arts organizations in Maquoketa to keep the mission of arts accessibility central to the strategic plan. We encourage you to follow the strategic planning roadmap that we have outlined in this report. In addition, it is important to consistently engage in environmental scans to ensure that you are up to date with trends and assessing the challenges and opportunities within Maquoketa. As the methods of communication continue to change, your environmental scans will guide future engagement. Lastly, we would encourage you to emphasize collaboration amongst arts organizations in Maquoketa to leverage unique partnerships. We endorse the development of a Maquoketa arts network in which #MaquoketaCreates fuels the momentum of art within the community. In order to accomplish this collaboration moving forward, it is evident that the Maquoketa arts community should utilize both traditional print media and social media to communicate about arts in the community. This will help expand the reach of arts organizations to different populations within Maquoketa and ultimately help Maquoketa recognize untapped potential for the arts to thrive within the community.

Resources

- Strategic Planning in the Arts: A Practical Guide, Michael M. Kaiser
- The Collaboration Game: Solving the Puzzle of Nonprofit Partnership, Jacob Harold, https://ssir.org/articles/entry/the_collaboration_game_solving_the_puzzle_of_nonprofit_partnership#
- Nine Ways Nonprofits Can Increase Community Engagement, Forbes Nonprofit Council, <https://philanos.org/resources/Documents/Conference%202020/Pre-Read%20PDFs/Breaking%20the%20Grantmaking%20Mold%201.%20Nine%20Ways%20Nonprofits%20Can%20Increase%20Community%20Engagement.pdf>
- Recommended Governance Practices, BoardSource, www.boardsource.org
- Volunteer Management Practices and Retention of Volunteers, The Urban Institute
- UN 2030 Agenda for Sustainable Development, <https://www.youtube.com/watch?v=xVWHuJOmaEk&t=1s>
- The Principles of Brand Storytelling, Nick Westergaard, <https://www.nickwestergaard.com/the-principles-of-brand-storytelling/>
- Considering the Context-Lifecycle of a Social Issue, Pew Charitable Trust, <https://www.pewtrusts.org/en/research-and-analysis/reports/2003/08/01/considering-the-context-lifecycle-of-a-social-issue>
- 11 Trends in Philanthropy for 2021, Dorothy A. Johnson Center
- Four Approaches to Nonprofit Sustainability, SSIR, https://ssir.org/articles/entry/four_approaches_to_nonprofit_sustainability#
- Trends in Philanthropy-The Rise of Impact Giving, NW Innovation Resource Center

SAMPLE PLANNING CALENDAR

	Planning Step	Elapsed Time	Participants
1.	Solicit/Educate Participants	2 weeks	All Participants
2.	MEETING 1: Organizational		
3.	Write/Review Mission	2 weeks	All Participants
4.	MEETING 2: Mission Review		
5.	Collect Data	3 weeks	Coordinator
6.	Complete Environmental Analysis	2 weeks	Coordinator
7.	Review Environmental Analysis	1 week	All Participants
8.	Perform Internal Analysis	2 weeks	Coordinator
9.	Review Internal Analysis	1 week	All Participants
10.	MEETING 3: Environmental Scan		
11.	Develop Proposed Strategies	3 weeks	Coordinator
12.	Review and Revise Strategies	2 weeks	All Participants
13.	MEETING 4: Strategy Development		
14.	Create Implementation Plan	1 week	Coordinator
15.	Create Financial Plan	1 week	Coordinator
16.	Write Draft of Plan	1 week	Coordinator
17.	Review and Revise Plan	2 weeks	All Participants
18.	MEETING 5: Final Strategy Review		
19.	Approval by Board		
20.	Communicate Plan	On-going	All Participants

SAMPLE GANTT CHART

Project Planner

