

Strategic Planning Session

for



Facilitated by:

Natalie Lear

Jared Thorson

Stephanie Warner

Charlie Zellner

Date of Session

---

—

On Thursday, December 6, 2008, Tamara Merfeld, the Executive Director of AHA! Kenosha and a group of AHA! Kenosha stakeholders, met with a group of MBA Students on the UW-Parkside Campus to facilitate a strategic planning discussion for the organization. The following pages are the result of that strategic planning discussion.

## Participants

---

### Stakeholders

Tamara Merfeld, Executive Director, AHA Kenosha

John Planner

 Connie Ferwerda

Ellen Ferwerda

Ray Forgianni

Alan Goldsmith

Deanna Goodwin

Mike Gordon

Peggy Gregorski

Melanie Hovey

Ron Larson

Francisco Loyola

Tammy Peacy

Donovan Scherer

Franco Tarsitano



### MBA Students

Natalie Lear

Jared Thorson

Stephanie Warner

Charlie Zellner

## Strategic Planning Session

---

On Thursday, December 6, 2008, a group of fifteen AHA! Kenosha stakeholders met with a group of four MBA Students in Tallent Hall on the UW-Parkside Campus for a strategic planning discussion.

The objective of the discussion was to analyze the strengths and weaknesses of the organization; to identify opportunities for and threats to AHA! Kenosha; and to set some SMART (Specific, Measurable, Achievable, Realistic and Time-Bound) goals for the organization.

The evening began with a great deal of energy and excitement, along with some cold pizza and limp salad from caterer, Aramark. The cookies, at least, were good.

Better than the cookies, though, was the discussion.

After arranging the desks in a circle and giving everyone a chance to introduce themselves, the AHA! Kenosha stakeholders were asked to divide into two groups. Over the course of the next three hours it became apparent that, while both groups had great ideas and both were equally excited about the possibilities for the organization, the groups had very different dynamics. Charlie and Jared's group was more serious and subdued. Natalie and Stephanie's group laughed a lot and went off on tangents. By the end of the evening it was decided that Charlie and Jared's group was the left-brain group and Natalie and Stephanie's group was the right-brain group.

Both the left-brainers and the right-brainers were guided through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. AHA! Kenosha stakeholders participated in the discussion while the MBA students took turns facilitating and recording the highlights on giant sheets of paper taped to the wall.

During a short break, AHA! Kenosha Stakeholders were asked to review the fruits of their discussion and to mark on each sheet their top three picks for strengths, weaknesses, opportunities and threats.

Next, the left-brain and right-brain groups created lists of goals and objectives for the organization with instructions that the goals be SMART (Specific, Measurable, Achievable, Realistic and Time-Bound.)

At the end of the evening, we brought the left half and right half of the brain back together for another review. To everyone's surprise and delight, both groups had come up with almost identical SWOTs and very similar goals and objectives. We believe that's a very good sign for the future of the organization.

On the following pages you will find a list of the strengths, weaknesses, opportunities and threats identified on the evening of December 6, along with a list of goals and objectives created by the group and some recommendations from the MBA students. Please consider this document a work in progress. We may have missed some strengths or weaknesses, we may have failed to identify an opportunity or threat. Some of the goals need dates; some of the dates may need revising. It is our hope that this document will be used as a starting point to facilitate additional discussion and set additional goals; and that it will be used and modified often during AHA!'s formative years.

## AHA Mission

---

The Arts & Humanities Alliance of Kenosha works to build awareness of the arts in our community.

It fosters collaboration between artists, cultural organizations, educational institutions, businesses and the public through cooperative planning and development of activities and events.

## Objectives

---

To educate the general public, the business community and local government regarding the social and economic benefits a thriving arts community provides.

To enhance the visibility of the arts in our community by educating and building connections between artists, cultural organizations, educational institutions, local businesses and the general public.

To foster communication, establish, partnerships, and develop arts-related opportunities and activities.

## Services

---

- Community arts & humanities calendar
- Grant listings
- Intern/job board listing
- Advocacy
- Business support and services for artists
- Listserv with all arts, humanities and cultural organizations in Kenosha
- Regional publicity for members
- Networking and collaborative marketing

# SWOT

## Analysis

\*Key:

Indicates the number of votes item received from group members:



*Italics: listed by the "right-brain" group.*

No Italics: listed by the "left-brain" group.

### Strengths

---

#### Management

Tamara – leader/knowledgeable

11

*Tamara – internal leadership*

2

#### **Mission**

*Resource to community*

10

Momentum

- Energy of organization* 7 
- Buzz (momentum, publicity, PR) 5 
- Momentum (63 + 1 members)* 2 

Message

- Website 6 
- Website* 2 

People

- Network – diversity* 6 
- Ethnic diversity of the arts community 4 
- Diverse committee running organization*

Partners

- Connections with other communities 5 
- Chamber connection/support 2 
- City of Kenosha connections* 1 
- Partnership with Lemon Street Gallery 3 
- Colleges with arts programs 2 
- Identified, contacted arts

Other

- Economic study data 2 
- Time is right* 1 
- Regular meeting commitment*
- Cohesiveness

# Weaknesses

---

Funding

- No financial structure* 9 
- Regular, ongoing funding source 8 
- No developed corporate support 5 
- Local government allocation of funds 5 
- No paid positions 4 
- Funding* 1 
- No history – difficult to get access to grants*

Focus

<i>Lack of direction/focus</i>	8	
No defined plan	7	
<i>Haven't prioritized</i>	3	
Need to define/put humanities in play	2	
<i>Need to enlarge/formalize leadership structure</i>	1	
<i>Implementation – move to action</i>		

Familiarity

<i>Lack of awareness in community</i>	8	
<i>No tangible product</i>	2	
Lack of communication	2	
<i>Not able to communicate cohesive</i>	1	
Connecting downtown with county	1	
<i>Promoting website</i>		

# Opportunities

---

Communication

One stop shop for the arts & humanities	10	
Reganter (matching grant/state funding)	10	
<i>Artist resource (find models, framing, etc)</i>	3	
<i>Mentoring</i>	3	
<i>Contact with state government</i>	3	
501c3 status	3	

Community

New audience/increase tourism	8	
-------------------------------	---	--

*Downtown growth/support* 5

*Opportunities to partner with colleges* 4 

*Changing demographics in Kenosha* 3 

*Opportunity to educate new city admin* 2 

*Become part of the community*

Conspicuous

*Develop critical mass* 5 

*Visibility at art org events/resource org* 4 

*Jazzy, big event to get noticed* 3 

*Positive attitude* 2 

*Interest*

*Art community is fractured*

*Combine/merge with another organization*

## Threats

---

Rivalry

*Competitive mentality of arts community* 6 

*Getting bogged down in old baggage* 6 

*Arts community is fractured* 5 

*Lack of common goal* 3 

Reduced Interest

*Could lose buzz/momentum* 9 

*Losing "old guard"*

Recession

*Reduced discretionary income* 4 

Other

Exodus of college grads

3 

Perception there's nothing to do in Kenosha

3 

Jaded corporations

2 

New city administration

2 

*High expectations/too diverse*

2 

Lack of diverse workforce

Not a first-tier city

# Goals and Objectives

## Goals & Objectives

---

On the following pages are lists of Goals & Objectives identified by the “right-brain” and “left-brain” strategic planning groups. First, we’ve presented the raw data from each group. Next we’ve combined the answers from the two groups.

### **AHA Kenosha Goals & Objectives (right-brain)**

Develop awareness/use of the calendar

- Double number of entries within 6 weeks
- Kenosha news article within 4 months
- Develop press release to introduce AHA and calendar
- Identify other publications, links, websites, etc
- Find "press" relationship/facilitator
- Reprint brochures

Develop Leadership team & structure

- Identify key people
- Board of directors
- First meeting within one month (first week of January)
- Membership meeting by 2/15 to confirm board

Grow membership by 100% by June 1

- Put together a directory of potential members
- Double number of entries within 6 weeks
- Kenosha news article within 4 months
- Develop press release to introduce AHA and calendar
- Identify other publications, links, websites, etc
- Find "press" relationship/facilitator

Identify services, benefits, etc for potential members

- Needs assessment to determine type
- Complete by March 30
- Who is the audience for benefits etc (business, individual)
- Survey at 2/15 meeting for member input
- Resources to community members

Develop financial structure/plan

- Sources of income
- Business plan

Plan art contest judged by AHA for high school students within 6 months

Conduct 4 quarterly meetings for members in 2008

Celebrate milestones

- New members, etc

Develop communication method to members

#### **The Path**

- Paid Executive Director
- AHA Mascot
- How do we give back to the community?

## Goals & Objectives

---



---

### **Goals & Objectives (left-brain)**

Paid Position

- Full-time
- Competitive salary (research needed)

- Part time salary available within a year

Community Calendar

- Increase awareness – among arts community and general public
- Count hits

Updated brochure

- Distribution & inventory plan

Update directory

Board of Directors by February

- Initial board meeting
- 6 month membership goal – 50
- 12 month membership goal – 100

Achieve 501c3 status within a year

AHA merchandising

Marketing & Communications plan within 6 months

- Street team delivery
- Cross promotion
- Member spotlight
- Easy calendar update awareness

Membership database - January

E-mail service provider (such as Constant Contact) - January

Presentation packages - March

Volunteer/committee/presence at events

Packet/plan/engage

Artist/musician space on website

## Goals & Objectives

---

Below is a list of both “right-brain” and “left-brain” goals combined and organized under six headings. To keep the goals top-of-mind and make them easy to remember, we have used alliteration. The six categories are: management

goals, mission-related goals, membership goals, marketing goals, money/financial goals and more (the things that didn't fit anywhere else.

#### 1. Management

Develop leadership team & structure

- Identify key people
- Establish Board of Directors
  - Board nominations by first week of January
  - Membership meeting to confirm board by 02/15
- Conduct four quarterly board meetings in 2008

#### 2. Mission

More clearly define mission

- Identify member benefits & services
  - Survey members at 02/15 meeting
  - Mail survey to non-attendees by 02/29
- Define audiences for benefits & services by 03/31
  - Businesses
  - Individuals

#### 3. Members

Membership goal

- Membership database program by 01/31
- 50 total members by 06/30
- 100 total members by 12/31

#### 4. Marketing

Marketing and communications goals

- Select e-mail service provider by 01/31
- Develop presentation materials by 03/31
- Presence at events to create awareness/solicit volunteers (tbd)
- Provide space for artists/musicians on website
- Develop member spotlight on website

#### 5. Money

- Develop financial structure/plan
  - Determine business plan
  - Determine sources of income
  - Achieve 501c3 status
- Develop paid executive director position
  - Full-time
  - Competitive salary
  - Part-time salary for executive director available by 12/31

#### 6. More

- Plan and judge art contest for high school students before the end of the school year
- Celebrate milestones (as achieved)
- Merchandising?
- Mascot?

## Timeline

---

Goals and objectives should be SMART: specific, measurable, achievable, realistic and time-bound. Below is a timeline showing some of the key goals and objectives identified by AHA! Kenosha stakeholders during the strategic

planning session. It will be important to review the goals and objectives to ensure that they realistic and are achievable within the established timeframe and that all important goals appear on the timeline.

<b>Event</b>	<b>Date</b>
Reprint Brochures	1/31/2008
Select E-mail Service Provider	1/31/2008
Double Number of Calendar Entries	2/15/2008
Confirm Board	2/15/2008
Survey Board Meeting Attendees	2/15/2008
Survey Stakeholders by Mail	2/29/2008
Define Audiences for Benefits & Services	3/31/2008
Select Member Database Program	3/31/2008
Develop Presentation Materials	3/31/2008
Kenosha News Article (prior to this date)	3/31/2008
Board Meeting 1 (prior to this date)	3/31/2008
Membership Goal - 50 Members	6/30/2008
Board Meeting 2 (prior to this date)	6/30/2008
Board Meeting 3 (prior to this date)	9/30/2008
Develop Financial Structure/Plan	12/31/2008
Paid Executive Director (part-time)	12/31/2008
Achieve 501c3 Status	12/31/2008
Membership Goal - 100 Members	12/31/2008
Board Meeting 4 (prior to this date)	12/31/2008

## Recommendations

---

Use this document

Use this document as a starting point. Review the SWOT analysis; Goals & Objectives; and Timeline. Make additions, subtractions and changes where necessary. You've imagined it, now it's time to create your masterpiece.

### Promote Artists

Consider providing space for member artists to showcase their work on the AHA! Kenosha website. And provide e-mail addresses and e-commerce capabilities to allow artists to connect with patrons and with each other. The cost of the service could be funded partially by member artists and partially by advertising partners (ads on the site from art supply stores, etc.)

### Hang On

Hold on to the excitement, energy and vision you have today. Have fun!