This Plan

This plan was developed by the leadership staff and Board of Trustees of Scottsdale Arts in conjunction with Bailey Strategic Innovation Group, a municipal consulting firm based in Phoenix, AZ. By developing a plan such as this, organizational leadership has a higher sense of ownership over the direction of the work, and will exhibit higher energy and passion toward achieving the outcomes. This ownership leads to more efficient use of time, more creative work output, and increased job satisfaction.

The Process

The strategic planning process is as important as the plan itself. The process is designed to teach participants how to understand themselves so that they can clearly communicate their purpose. It is designed to teach participants how to understand each other so that they can honestly listen to new ideas; and how to better understand the process, so that they can be fully engaged in executing the strategic plan.

The steps of creating the strategic plan

1. Learn the Principles of Human Understanding
2. Uncover the Results Oriented Statement
3. Identify Fundamental Attribution Error impact
4. Identify the Focus Areas
5. Define the Focus Areas
6. Create goals for each Focus Area

Intentionally absent from this strategic plan

The strategic planning process is designed to outline the direction (the WHAT) and the motive (the WHY) to the employee team, not the process (the HOW). Understanding that there are virtually infinite methods for accomplishing a given goal, we are allowing the employees to take ownership in the process, because we believe that we have given them clear purpose and guidelines.

Following this document is the Action Plan. The Action Plan, co-developed by the entire Scottsdale Arts staff, will provide clear guidelines as to accomplishing our goals.

Created: March - May 2018
Revised: August 2018

Result Oriented Statement Exercise

Making clear the Results we want as a team.

Strategy allows us to start a process with the end in mind. This proves to be difficult for teams as they begin the goal-setting or strategic planning process. Typically, teams identify projects to take on (or complete) and set their goals from there. With this exercise we are identifying the results we want to achieve. The process helps identify the deeper purpose of the organization, rather than outline tasks. Teams which have a clear united understanding of purpose are more likely to have productive dialog. Teams which do not are more likely to have unproductive debate.

Process Questions

- Why now / What in our environment is providing this window of opportunity?
- Why us / Why are we uniquely positioned to take advantage of this opportunity?
- What new / What needs to change in order to take advantage of this opportunity?
- Who Cares / How will our key stakeholders benefit from this work?

The Scottsdale Arts Result Oriented Statement

As Scottsdale continues to evolve, Scottsdale Arts is at a pivotal moment and poised to reinvigorate our history as a thought leader in the arts. We need to build trust, develop the courage to innovate with confidence, and create renewed excitement within our internal and external constituencies. Leveraging the resources, talent and vision of each branch allows Scottsdale Arts to create enriching human experiences. Connections deepen when we celebrate the broad cultural and artistic experiences that exist within and beyond our community. Diversity is our greatest strength and we strive to cultivate compassion and creativity in authentic ways to shape our future.

Focus Areas

We have identified five key focus areas for the new strategic plan:

- Culture and Identity
- Audience Development
- Campus Development
- Programming
- Finance

Culture and Identity

Definition
The Scottsdale Arts way of working, living, being; and how others know us.

Goals:
1. Rebrand to original creative vision across all areas by December 31, 2019.
2. Over the next 18 months, be the driving resource working closely with the City for developing and implementing the City's vision for arts and culture downtown as well as throughout Scottsdale.
3. Improve internal, i.e., staff, board, and volunteers, survey scores of trust, respect, and pride by 15% per year through 2021
4. By 2020, 85% of staff and volunteers recognize Scottsdale Arts as an effective and desirable workplace.
5. By 2023, Scottsdale Arts and the work we do is identified by our audiences as one of the top three reasons to live, work or visit Scottsdale.

Audience Development

Definition
Building trust and confidence in Scottsdale Arts for increased engagement from our audiences.

Goals:
1. Increase participation of underserved demographics annually by 25%.
2. Demonstrate trust and confidence in audiences by exceeding industry standards for repeat customers by 5% annually.
3. By 2023, double the number of initiatives that engage, empower and leverage local community.

Campus Development

Definition
Enhancing and modernizing the physical spaces of campus to create engaging environments that foster a stronger identity

Goals:
1. Increase use of underutilized spaces by 10 events and/or 50% annually.
   a. Improve atrium acoustics, due: 12/31/20
   b. Revitalization of Stage 2, due 12/31/20

2. Increase identity, visibility and signage on the campus that results in a 90% reduction in "lost patrons".
3. Within five years, Scottsdale Arts' campus will have a clear gateway and delineated campus identity through new and/or renovated spaces.

Programming

Definition
Innovative programming across all Scottsdale Arts divisions with a focus on originality to drive development and marketing

Goals:
1. Increase innovative activities, e.g., ideas, projects, partnerships, 50% by 2020.
2. Increase cross-divisional activity by 20% each year.
   a. Action Step: Understand, build and leverage knowledge of audience(s)
3. Increase year over year, patron participation and awareness that results in an increase in earned and contributed revenue by 20%.

Finance

Definition
Improve financial efficiency by increasing revenue and optimizing functional expenses.

Goals:
1. Grow endowment to $10 million by 2023 through new gives and reduced draw.
2. Increase contributed revenue to $3 million in two years with higher percentage of unrestricted revenue; reduce cost to $0.35 per $1 raised.
3. Increase earned revenue by 10% in two years
4. Reduce voluntary employee turnover due to salary by 50% every year for 3 years.
5. Lower administrative expenses to 12% of "annual operating expenses" by 2021.