

Engaged Alliance

A Model for Arts Advocacy

Tippecanoe Arts Federation
Lafayette, Indiana

Strategic Plan: 2005 – 2011

October 2005

PREAMBLE

The *Tippecanoe Arts Federation* (TAF) was founded in 1976 by a group of visionary citizens who saw a need to coordinate an arts calendar for local arts organizations in Tippecanoe County. Initially, TAF also managed the Long Center for the City of Lafayette. It soon became apparent that TAF could not develop as an arts federation while managing the Long Center. Thus, it moved away from that role and began to focus on services to its member organizations and to the public.

Today, TAF has over 100 member arts and culture organizations in Tippecanoe and surrounding counties. Services of TAF have evolved to meet the needs of a growing community with a growing number of arts and culture organizations. In 1997, the Indiana Arts Commission (IAC) formed a system of Regional Partners in 12 regions of the state of Indiana. TAF was named the Regional Partner for Region 4 – the largest geographical region of the Partnership, consisting of 14 counties with a total population of about 500,000.

As a Regional Partner of IAC, TAF is charged with delivery of four core services to its members and to the region: information and referral, technical assistance, re-granting of state funds through a block grant program, and cultural needs assessment and planning. TAF receives funds from the State to administer the grant program and to deliver community arts programming and services.

In 1988, TAF moved to the Wells building, the original Tippecanoe County Public Library. The building, constructed in 1926, is an outstanding

example of Neo-Classical architecture and is located two blocks north of Main Street in Lafayette's oldest neighborhood, the Centennial Neighborhood. After renting for one year, TAF entered into a purchase agreement with the Tippecanoe County Public Library for the building and the adjoining parking lot. The mortgage was retired in 2003. Landscaping for the building was provided by a landscape architecture class at Purdue. In 2000, TAF added an elevator to the facility, making it fully accessible to the public.

TAF takes its role of steward of the Wells building very seriously. The building enables TAF to provide important services to its dues-paying member organizations by providing space for meetings, auditions, rehearsals, performances and storage. The TAF staff coordinates use of the building, and assists member organizations with other needs, such as publicity, bulk-mailing, program planning, training on a variety of topics and grant searches.

TAF also owns a grand piano, which is available for use by its member organizations in the Wells building. In addition, the Tippecanoe Music Teachers Association purchased a Steinway grand piano for use by its members when using the building.

When TAF purchased the building, one of its member organizations, the Wabash Artists' Alliance (WAA), was instrumental in creating three rooms of gallery space in the building. The purpose of the galleries has been, since their inception, to provide a space for local artists, both experienced and less experienced, to exhibit their work.

Originally, WAA selected the artists, but soon realized it did not have the capacity to continue this role and asked TAF to form a gallery committee to oversee exhibit selection. Now a standing board committee of TAF, the gallery committee invites community representatives to assist with the annual selection process for gallery exhibits.

The galleries are free and open to the public for viewing during posted hours. The gallery exhibitors, once selected by the selection committee, are responsible for all aspects of their exhibits, including installation. They must publicize their exhibits, provide for an opening reception for the public and carry their own insurance on their work. For many inexperienced artists, this is truly a valuable learning opportunity.

After gaining considerable experience in grants administration through IAC's grant programs, TAF assumed the role of grant administrator for the City of West Lafayette's Arts and Culture Enhancement Grant program from 2002-2005. These grants were available to 501(c) (3) arts and culture organizations in Tippecanoe County. Due to budget constraints, the program is not included in the City's 2006 budget. It is hoped the program can be restored in the future.

In addition, in 2004, TAF was named administrator of a capital grants program funded by NCHS, Inc. These grants were available to TAF member organizations with 501(c) (3) status located in Tippecanoe and the contiguous counties, the service area of NCHS, Inc. TAF is well-equipped to administer grant programs, and it is hoped that other sources of grant funding for redistribution to TAF member organizations can be found in the future.

TAF is the presenting organization for one of Tippecanoe County's largest festivals, The Taste of Tippecanoe™. TAF has had administrative responsibilities for this festival since soon after it was founded. In 2006, the Taste will be 25 years old. The Taste has grown to a very large festival featuring live music, food booths by local restaurants, beer and wine gardens, fireworks, family activities, and more.

In 2004, due to construction on a large, formerly vacant area in downtown Lafayette normally used for a Taste staging area, the Taste presented activities on both sides of the Wabash River. Estimated attendance at the 2004 Taste was 30,000. TAF had anticipated this construction in 2003 and had written a strategic plan for the Taste that addressed changes that would be necessitated in trying to accommodate the new site configuration. It was also recognized that the Taste was no longer an event that could be conducted informally, and the use of contracts for all aspects of the event was put into place. The main challenge to TAF with regard to the Taste is the fact that TAF's operating budget is disproportionately dependent upon the revenue generated by this event, which can be adversely affected by the weather.

In 2000, TAF suffered a series of financial set-backs. The Taste was rained out, causing revenues to drop to about 25% of a normal year's revenues. Simultaneously, the State's Build Indiana funds were frozen, causing TAF to lose a second year of promised funds to help offset the costs of the elevator project. TAF had to borrow from its own reserves to complete the elevator project; this, on top of the losses from the Taste, caused the organization to cut

expenses drastically and to begin efforts toward stabilizing the budget.

As it celebrated its 25th anniversary in 2001, TAF undertook to make itself more visible in the community with its “Arts Questions? Arts Answers” marketing initiative. More extensive marketing will be needed in the future to insure TAF’s position in the community as a “one-stop” source for information about our vibrant arts community and region.

Today, TAF has rebuilt its reserves and, while still on a “spending diet,” is operating efficiently and effectively. It continues to seek ways to be of service

to and to collaborate with the community and its member organizations, and it prides itself on accountability, transparency and high ethical standards in all its endeavors.

The history and responsibilities of TAF have positioned TAF to take a critical look at itself with a view to charting its course for the future. Serving as a *Federation* sets TAF apart from other arts organizations – a characteristic that is strategically important and purposeful as TAF repositions itself to become a model for arts advocacy. Creating this model is the object of this strategic plan – a plan that rekindles the *Federation* to a new *Engaged Alliance*.

CULTURE AND VALUES

The Tippecanoe Arts Federation is dedicated to serve the public. All staff, Board Members, and volunteers have a commitment to excellence in advancing arts advocacy. With a collective resolve to serve diverse audiences, the staff and Board Members are sensitive to issues of diversity and inclusivity, and are committed to a system of shared leadership that empowers each person in the organization. The contributions of all individuals in a broad spectrum of roles are given appropriate recognition and respect.

Since TAF depends on public funds from the state, and the contributions of the community, the Board strives to oversee the most prudent use of these resources in conformance with the state’s and community’s expectations. All members of the organization practice the highest standards of honesty, integrity, and openness in fiscal and operational stewardship. As a unique community organization that connects the state, the communities, and individuals, TAF demonstrates exemplary ethical standards in all of its policies, procedures, and operational culture. It prides itself on accountability, transparency and high ethical standards in all its endeavors.

MISSION

Arts Advocacy

Promote the role of the arts in the region and facilitate the artistic activities of member organizations.

Key Characteristics:

- Proactive advocacy for the arts attending to the breadth of the fourteen-county member organizations.
- Effective liaison with the State of Indiana and local communities to secure support for the arts to benefit the programs of member organizations.
- Heightened public awareness of the role and value of the arts in the quality of life and economic development of communities.
- Coordination of member organization activities and service to programs and program development.
- Advancement of arts and cultural activities in the market for the arts in communities.

VISION

Engaged Alliance

Emerge as a model for arts advocacy in Indiana with shared leadership of an engaged alliance of arts organizations in the region.

Key Characteristics:

- Shared leadership of a strong alliance of the fourteen-county arts organizations as members of the *Federation*.
- Strengthened communication and voice of the arts in the region with collective ownership of advocacy by alliance members.
- Valued service as the primary resource and information clearinghouse for the arts in the *Federation* communities.
- Leadership of a powerful representation of the arts and the member organizations to enhance recognition and support from the State of Indiana, local communities, and other patrons.
- Effective partnerships, coordination, and collaboration among member organizations toward increased community appreciation of the arts.
- Recognition of the alliance as a model for infusing and cultivating the value of the arts in community prosperity.

1GOALS

Goal 1: Education

Inform arts providers, consumers, and supporters about the values, trends, and challenges shaping the role of the arts in community life.

Key Characteristics:

- Primary organization for advocating the value of the arts and its infusion as intrinsic elements of an educated society.
- Leadership role in regional arts and cultural planning, coordinated among the member organizations, that advances arts exposure and opportunities, and expands audience, patrons, and the presence of the arts in the communities.
- Central role in educating the public about the role, depth, and breadth of the arts in enhancing quality of life.
- Expert role in providing technical assistance/skills and knowledge for member organizations.
- Active encouragement of K-12 student development by member organizations through arts education programs that complement curricula and expand arts opportunities.

Key Strategies:

1. Communicate the value of the arts in the quality of personal and community life, and its role in economic development. [Actions: codification; website; newsletters; speakers; informative workshops.]
2. Define the arts needs in communities including prioritized program, service, and organizational needs. [Actions: needs analysis; informative workshops.]
3. To serve as clearinghouse for information about the arts to the community. [Actions: program coordination; venue assessment; information clearinghouse.]
4. Provide up-to-date knowledge and skill development services to member organizations to assist with their organizational, developmental, and program needs. [Actions: staff training; technical assistance; informative workshops; website; newsletters; speakers.]
5. Conduct effective promotional activities to raise public awareness of the quality, breadth and depth of programs and services offered. [Actions: website; newsletters; media communication; brochure/catalog.]
6. Respond to K-12 needs in arts education and encourage member organizations to develop and offer complementary programs to enhance K-12 curricula. [Actions: needs analysis; articulation of member organization programs and activities.]

Metrics [Strategy #]:

- Effective completion by time line. (1,2,5,6).
- Number and type of occurrences; participation rates. (1,2,3,4,5,6)
- Number of programs and venues coordinated; number of referrals. (3).
- Public perception assessment. (1,2,5)

Goal 2: Engagement

Engage arts organizations in developing complementary visions and programs for the community, and facilitate their capacity for collaboration, partnerships, and development.

Key Characteristics:

- Shared ownership of vision in realizing a rich and effective regional arts partnership.
- Collective and collaborative approach on the part of member organizations in engaging each other and business communities in the communities they serve in advancing arts and cultural environment as a partner in economic development.
- Partnerships among member organizations in presenting coordinated and complementary programs that serve breadth of interests, and stimulate growth of the presence of arts and culture in communities.
- Leadership role in building and maintaining a repository of arts information, and in building the capacity of member organizations to be effective stewards of their missions.
- Sustained support to arts organizations and artists in nurturing their creativity, explorations, and artistic endeavors including providing exposure to the public.

Key Strategies:

1. Assess the status and needs of the Regional Arts Partnership, and adjust and align scope in accordance with the imperatives of the strategic plan. [Actions: assessment involving partners; articulation of scope.]
2. Encourage complementary strategic/action planning for member organizations, support arts programming in the communities and extend seed support for arts. [Actions: facilitating strategic planning; promotional and funding support.]
3. Encourage collaborative approaches for resource and program development among member organizations, including public and private partnerships. [Actions: collaborative grant applications; collaboration with Purdue University.]
4. Involve the business community in arts and cultural activities, and build a stronger network between “providers” and “consumers.” [Actions: facilitating business participation in events; creativity competitions.]

5. Promote the value of human and intellectual diversity in arts and cultural activities and leadership. [Actions: enhancing personnel diversity; encourage diversity in member organization programs.]
6. Seek *Federation* representation on economic development boards and agencies to collaborate with public and private sectors in articulating the role of the arts in economic development. [Actions: articulating role; pursuing representation on boards.]
7. Encourage member organization participation in TAF governance at all levels. Actions: assessing and adjusting representation of member organizations on TAF board.]

Metrics [Strategy #]:

- Effective completion by time line. (1,2,3,4,5,6,7).
- Number of occurrences; participation rates. (3,4)
- Type and amount of support. (2).
- Participant demography and diversity of programs. (5)
- Amount of funds generated. (3).

Goal 3: Sustainability

Exercise leadership in facilitating resource development and accountability for TAF and its member organizations.

Key Characteristics:

- Leadership in garnering increased State and local community support for member organizations with the strength of ownership of the vision, along with building collaborations and partnerships to foster their stability and growth.
- Enhanced annual operating resources (for TAF) and sustained growth in endowment funds.
- Effective plan for sustained maintenance, preservation, and management of facilities – primarily the Wells Center.
- Increased community/public memberships, patrons, and sustained growth in audience and community/public interest.
- Widespread recognition of the alliance of member organizations as an effective model for arts and culture advocacy and infusion in community life.

Key Strategies:

1. Develop coalitions with business and government entities in seeking to increase State support for the arts. [Actions: developing and pursuing collaborative proposals; pursuing with legislators.]

2. Explore the prospects for alternative public support for the arts through new tax or other options. [Actions: developing proposals and pursuing with legislators impact associated with the arts on the quality of community life.]
3. Seek to increase private funds through collaborative ventures with business community, private grant administration, and direct fund raising that is coordinated among member organizations. [Actions: capital campaign.]
4. Seek to develop endowment funds and establish a foundation for the effective fund management. [Actions: capital campaign; creation of foundation and management.]
5. Consider expansion of the fee-based utilization of the Wells Center facilities by community organizations as a source of revenue. [Actions: promoting and coordinating utilization.]
6. Increase Friends of TAF memberships and patronage through events and aggressive membership drives. [Actions: Taste of Tippecanoe; dessert taste; special membership drive programs.]
7. Market the value of TAF membership services and explore the prospects for cost savings through realignment of member organizations as well as resource sharing among them. [Actions: promotion of membership services; collaborations for services provided.]
8. Reexamine dues and fee structures and adjust them for appropriate increases (Friends of TAF, member organizations, “art grants” program). [Actions: assessing fee structures vis-à-vis fee revenue for operational budget; proposing and implementing adjustments.]
9. Consider expanding volunteer base and corresponding training programs to assist with various organizational, program, and service activities. [Actions: volunteer recruitment and training; collaboration with Leadership Lafayette.]
10. Develop a continuity and succession plan for TAF leadership, organization, and administration for seamless transitions at times of change. [Actions: advisory council for sustainability; developing plan.]

Metrics [Strategy #]:

- Completion by time line. (1-10)
- Success of proposals; amount of funding. (1,2)
- Amount of funds raised. (3,4)
- Amount of revenue. (5)
- Number of memberships. (6).
- Event participation rates. (6)
- Number and type of collaborations. (7)
- Fee structure adjustments leading to revenue increase. (8)
- Number of trained volunteers. (9)
- Success and collective accomplishments of member organizations. (1-10)

PLAN CONCEPT

Engaged Alliance

A Model for Arts Advocacy



Tippecanoe Arts Federation

Strategic Plan

PEER ORGANIZATIONS

The *Tippecanoe Arts Federation* (TAF) will explore opportunities for benchmarking with recognized organizations with similar purpose, role, and scope. It is important to select a set of peers that will challenge TAF for comparison purposes and to better engage in best practices to attain a higher level of success.

At the outset, these peers will include the other eleven Regional Partners in Indiana designated by the Indiana Arts Commission. In addition, since the scope and characteristics of these types of organizations in other states might vary considerably, a selected set of public and private sector peers outside Indiana will be chosen based on like characteristics. It may also be necessary to tailor the scope of the comparisons based on specific peer characteristics, i.e., the specific comparison factors might vary among the chosen peers. The primary characteristics surrounding the selection of these peers would include:

1. Similarity of mission
2. Mix of organizations served
3. Population/demography served
4. Scope of services/programs offered
5. Scope of revenue/size of budget
6. Public/private partnership

Based on these characteristics, TAF will select four-to-six other organizations outside Indiana for annual comparison purposes. These comparisons will be made on a set of benchmarks for which data will be collected and analyzed by TAF administrative staff.

BENCHMARKS

Various benchmarks will be reviewed annually to assess the progress on TAF's strategic plan toward its goals and vision. Based on the metrics identified for each goal, the following benchmarks have been identified for annual comparison with the peers. The specific aspects of these benchmarks will be defined by the Board.

- Organizational Framework
- Services and programs offered
- Participant demography
- Partnerships/Collaborations
- Membership organization dues
- Annual revenue/revenue mix
- Endowment value
- Resources leveraged by core funding
- Advocacy/Marketing
- Facility development/utilization

KEY PRIORITIES REQUIRING NEW INVESTMENTS

With this strategic plan, the *Tippecanoe Arts Federation* (TAF) will position itself in addressing a number of key priorities. As featured in the Plan Concept, these priorities emerge from the mission, vision, and salient aspects of the goals and strategies. Successful undertaking of these key priorities will be central in achieving the strategic plan vision.

Some of these priorities will require the investment of new and/or reallocated resources. For this purpose, new revenues and reallocations growing over the six-year plan period will be allocated commensurate with the stepped growth of these funds. A preliminary estimate of the scope of these revenues/reallocations and their investment toward key priorities to reach a steady state are summarized below. (These investments exclude any inflationary growth during the plan period. All amounts are in 2005 dollars.)

KEY PRIORITIES/INVESTMENTS	SOURCE	\$ TOTAL	\$ GOALS		
			EDUCATION	ENGAGEMENT	SUSTAINABILITY
Starting Resource Base (2005)	A	323,289 100%	84,055 26%	126,083 39%	113,151 35%
New Investments (Recurring Base):					
Communication/Advocacy	C, D, E, F, G	36,600	21,600	10,000	5,000
Cultural Planning	C, D, E, G	10,000	10,000		
Tech. Assistance/Organizational Capacity	C, E, G, H	48,000	32,000	16,000	
Program Coordination	C, D, G	10,000	5,000	5,000	
Partnerships/Memberships	H, I	20,000		10,000	10,000
Total Recurring Base Investments		124,600 100%	68,600 55%	41,000 33%	15,000 12%
New Investments (Non-recurring):					
Communication/Advocacy	C, D, E, F, G	32,000	17,000	10,000	5,000
Cultural Planning	C, D, E, G	10,000	10,000		
Capital Campaign	F, H, I	20,000			20,000
Endowment Value	H, I	500,000	250,000	250,000	
Wells Building Repair/Upgrade	A	330,000	200,000	100,000	30,000
Total Non-recurring Investments		892,000 100%	477,000 54%	360,000 40%	55,000 6%

Note: Revenue Sources

- | | | |
|----------------------|---------------------|----------------------------|
| A. All Sources | D. Events Income | G. State/Local Tax Funding |
| B. Facilities Income | E. Grants | H. Corporation Support |
| C. Program Income | F. Special Projects | I. Individual Patronage |

IMPLEMENTATION

Engaged Alliance—A Model for Arts Advocacy

This strategic plan reflects a promising vision and achievable goals for the *Tippecanoe Arts Federation* (TAF). Upon adoption by the Board, the plan will require the concerted effort of Board members, staff and volunteers through TAF governance structure to realize this plan.

As the Board begins the implementation of this strategic plan, annual action plans will be prepared based on the priorities selected by the Board. The action plans will identify implementation time lines and specific responsibilities of Board members, administrators, staff, volunteer workers, and others as appropriate.

Annual budgets will be developed based on allocations that are guided by the priorities selected by the Board. These allocations will take into account existing revenues, reallocations of existing revenues, and appropriate apportionments of the required revenue increases projected for the plan period.

To implement this Strategic Plan, the Board will constitute a strategic plan oversight and implementation committee – a standing committee whose responsibility will be to:

- Recommend the selected priorities and corresponding action plans for each year;
- Propose methods for carrying out the action plans to address the priorities;
- Define, collect, and analyze metrics data for each of the goals;
- Review progress made on the strategic plan goals based on the metrics and comparisons with peer organizations on an annual basis;
- Propose mid-course adjustments to the strategic plan, if any, based on level of progress and/or unforeseen changes in the environment such as the operational environment, resource outlook, and the community/political environment.

This will help the Board in assessing progress on goals based on the investment of resources, and adjusting the priorities, action plans, and resource allocations within the framework of the plan as needed.

A comprehensive review of strategic plan accomplishments vis-à-vis the cumulatively invested resources will be conducted at the end of the plan implementation period. This review will serve as the basis for developing the next strategic plan of TAF.

The mission, vision, goals, strategies, and priorities that have been articulated in this strategic plan represent the enthusiasm of the leaders, administrative staff, and representatives of community partners, participants, and patrons associated with TAF. The organization is passionate of the exciting vision it has created. It now looks forward to emerging as a leader in Indiana through its exciting and challenging journey to ***“Emerge as a model for arts advocacy in Indiana with shared leadership of an engaged alliance of arts organizations in the region.”***