



the MAC
Marion Art Center

Strategic Plan
2024-2026

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BACKGROUND

The Marion Art Center was officially incorporated in August 1957 as a non-profit community cultural organization dedicated to promoting the visual and performing arts. It grew out of the merging of two existing entities in Marion, MA. One was the Hornblowers, a group of actors who put on plays in the summer as a way to fundraise for St. Gabriel's Episcopal Church. The other was a group of volunteers who, worried about the lack of artistic endeavors in Marion, began to put on art shows, the first of which was held in 1956 in an empty lot across from St. Gabriel's Church.

In 1957 the MAC also found its permanent home in a former 1830 Universalist church, when leading members of both the Hornblowers and the artistic group approached the owners and offered to fix up the church in order to form an art center if they could rent it for \$1 a year. The owners agreed, and thus began the Marion Art Center.

Since 1957, the MAC has continued to grow. Initially, the MAC was entirely staffed by a group of dedicated volunteers who ensured that the art center successfully offered a variety of visual and performing art programs to the community. Over the years, as the MAC grew, it became apparent that a paid staff member was necessary to take on some of the day-to-day operations associated with the programs and the building, so the first Executive Director was hired. Today, under the leadership of the Board and Executive Director, as well as a large and committed cadre of volunteers, the MAC is thriving. It has expanded beyond the founders' original intent and is now a center where one can attend art exhibits, theater productions, and music concerts, as well as find creative workshops, classes, and clubs for both children and adults. In addition, the MAC is also actively involved in the community through its sponsorship of events such as SouthCoast Spring Arts, Art in Bloom, Reading Frederick Douglass Together, Arts in the Park, and the Marion Halloween Parade.

The MAC is stronger than ever. It is known for being a welcoming and inclusive community, offering excellent multidisciplinary programming. It is housed in a building which is integral to its history, its culture, and the community it serves. However, there is room to do even more. Despite the past renovations, the facilities still need further upgrades to allow for more programming and to be more accessible to its members and patrons. There are opportunities for expanded programming, both in and outside the building, and through partnerships with other community organizations. This is the focus of this plan. The MAC leadership intends to make this happen by creating the infrastructure to support the current and future programming and obtaining the resources which will allow the MAC to restore and preserve its building as well as deliver the programs.

MISSION STATEMENT AND CORE VALUES

MISSION STATEMENT

The mission of the Marion Art Center is to enrich the SouthCoast community by supporting and promoting a vibrant arts experience for all.

CORE VALUES

- Integration: opening the MAC to all and providing accessible educational programming
- Engagement: connecting the MAC to the community and its needs
- Sustainability: ensuring that the MAC remains vital for present and future generations

STRATEGIC GOALS

I. PROGRAM

Expand our program offerings across all disciplines to engage wider audiences and involve more participants.

Before determining the strategic goals for the MAC, the Strategic Planning Committee surveyed and spoke with numerous MAC constituents. Several messages came through loud and clear. 1) The MAC's visual and performing arts programs are high quality, 2) there is demand for additional programming, particularly adult art classes and workshops, and 3) filling the demand for additional programming will necessitate finding supplemental programming space. Therefore, over the next 3 years, the MAC will continue to make the best programmatic use of the current building while adding classes and other programs outside the current building. This expanded programming will allow the MAC to reach wider and more diverse audiences and students, thus enriching the arts experience for all.

II. FACILITIES

Renovate our current building to maximize its functionality and make it more accessible.

The MAC is fortunate to own its beautiful home, conveniently located in the center of Marion, MA. It is a beloved building with all the charm and history one would expect in this seaside town. However, running the MAC's programs has taken a toll on the facility and has exposed the limitations of the current spaces. Despite the building improvements which have been made over the years, more are still needed in order to support the growing programs and improve access. A comprehensive and cohesive facilities plan will lay out the available options to upgrade the building and allow the board to strategically select and prioritize the projects.

III. FUNDRAISING

Grow the MAC's base of financial support to ensure long term sustainability and achieve our strategic goals.

The MAC relies on program revenue, membership dues, and fundraising to support its operations. Program revenue covers only 39% (FY22) of the operating budget, with the remainder coming from the other sources. As the MAC continues to expand the programs, maintain the building, and fund the current and additional staff, expenses will increase. A portion of this will be covered by additional program revenue but it is important that membership and fundraising also grow. Two of the challenges facing the MAC's long-term financial sustainability are 1) communicating the need for support as many people surveyed indicate that they do not know why the MAC needs to fundraise and 2) the ongoing effort of growing and maintaining the MAC's base of supporters; either as members and/or donors. Through the development and implementation of an all-inclusive fundraising plan, coupled

with expanded marketing and outreach, the MAC will increase its overall revenue to ensure the success of this plan as well as the MAC's long-term sustainability.

IV. MARKETING AND COMMUNICATIONS

Increase awareness of the MAC's mission and programs and expand engagement among our key constituents and community at large.

Over the last few years, the MAC has worked on increasing its presence in the SouthCoast community. Initiatives such as redesigning the website and growing the MAC's social media presence have helped with this endeavor. However, through recent surveying of the MAC's constituents, it has become apparent that even more needs to be done to amplify our messaging within our community and particularly beyond the Tri-Town area. Of particular importance is improving the functionality of our website, expanding the MAC's social media presence, and reaching a broader and more diverse population. Developing and implementing a comprehensive marketing and communications plan will focus our efforts and ensure that we are actively communicating our message across a variety of platforms in an effort to expand our reach and attract more people to participate in the MAC's programs.

V. STAFF, VOLUNTEERS, AND BOARD

Strengthen the MAC's infrastructure to ensure high quality program delivery and strategic growth.

At the heart of every successful organization are dedicated and talented people who get the work done, whether they are paid staff or unpaid volunteers. The MAC has been fortunate enough to deliver its programs with an outstanding executive director and a small part-time administrative staff, together with a mighty corps of volunteers. If the MAC wants to expand its programs, attract more participants, upgrade its facilities, and raise more money, it will surely need more human resources and the infrastructure to support them. Also critical to a nonprofit organization's success is a dedicated board of directors. As the MAC has matured, its board has also been maturing; transitioning from a hands-on working board to a governing board, providing oversight along with volunteer assistance. To support this transition, the Board will ensure that it has the proper knowledge and infrastructure to support the MAC's growth and development.

STRATEGIC PLAN

GOAL #1 PROGRAM

Expand our program offerings across all disciplines to engage wider audiences and involve more participants.

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p>Strategy 1</p> <p>Grow the number of MAC participants by targeting geographic, ethnic, and age diversity.</p>	<ol style="list-style-type: none"> 1. Expand the type of artist shows currently being exhibited. 2. Partner with other organizations such as Tri-Town Against Racism to offer programming which appeals to a more diverse group of attendees. 3. Enroll in and offer the Cards to Culture program for EBT, WIC, and ConnectorCare card holders. 	<ol style="list-style-type: none"> 1. Q2 2025 2. Q1 2025 3. Completed 	<ol style="list-style-type: none"> 1. Exhibitions Committee 2. E.D. and Community Eng. Committee 3. E.D.
<p>Strategy 2</p> <p>Strategically select and offer high-quality programs which makes the best use of our current building.</p>	<ol style="list-style-type: none"> 1. Utilize survey and other data to determine which programs are most in demand. 2. Assess the costs and benefits of each program. 	<p>Q4 each year</p>	<ol style="list-style-type: none"> 1. E.D. 2. E.D. and Treasurer
<p>Strategy 3</p> <p>Offer 3 to 5 new programs each year outside of our current building.</p>	<ol style="list-style-type: none"> 1. Deepen our current partnerships and develop new ones to access additional space for programs and broaden the MAC's reach. 2. Assess potential spaces for additional off-site programming. <ol style="list-style-type: none"> a. Create master list for reference. 	<ol style="list-style-type: none"> 1. Q4 2025 2. Q2 2025 	<ol style="list-style-type: none"> 1. E.D. 2. E.D. and task force

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p align="center">Strategy 4</p> <p>Grow the number and type of adult education classes and workshops offered, both inside and outside of our building.</p>	<ol style="list-style-type: none"> 1. Develop 2 to 3 1-day and short-term classes each year on a variety of topics. <ol style="list-style-type: none"> a. Determine which, if any, can be continued on a regular basis. 	<ol style="list-style-type: none"> 1. Q2 2024 and ongoing 	<ol style="list-style-type: none"> 1. E.D.

**GOAL #2
FACILITIES**

Renovate our current building to maximize its functionality and make it more accessible.

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p style="text-align: center;">Strategy 1</p> <p>Create a master plan, prioritization, and budget for renovating our current building.</p>	<ol style="list-style-type: none"> 1. The Building and Grounds Committee will select someone (a volunteer or paid consultant) to develop a facilities master plan. <ol style="list-style-type: none"> a. The plan will take into consideration maximizing the use of the existing space, needed repairs and maintenance, and improving accessibility. 2. Determine which projects should be undertaken in the short term vs. longer term. <ol style="list-style-type: none"> a. Develop a corresponding budget. 3. Seek board approval for recommendations. 	<ol style="list-style-type: none"> 1. Q2 2024 2. Q3 2024 3. Q4 2024 	<p>Buildings and Grounds Committee</p>
<p style="text-align: center;">Strategy 2</p> <p>Conduct a targeted fundraising campaign to fund the renovations, if warranted by the renovation budget.</p>	<ol style="list-style-type: none"> 1. Appoint campaign committee members and a chair. 2. Create a case statement to provide clarity, purpose, and impetus for raising money for renovating the existing building 3. Create a campaign plan and timeline 	<ol style="list-style-type: none"> 1. Q1 2025 2. Q3 2025 3. Q4 2025 	<ol style="list-style-type: none"> 1. Board President 2. Campaign Committee 3. Campaign Committee

**GOAL #3
FUNDRAISING**

Grow the MAC’s base of financial support to ensure long term sustainability and achieve our strategic goals.

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p>Strategy 1</p> <p>Develop an annual fundraising plan to grow income from all sources to meet our financial goals.</p>	<ol style="list-style-type: none"> 1. The development committee will develop the plan. 2. Build a robust individual giving program by identifying, engaging, and stewarding donors at all levels, particularly major donors. 3. Increase grant income. <ol style="list-style-type: none"> a. Identify and apply for grants on a strategic basis. <ul style="list-style-type: none"> – Recruit an intern/volunteer to research potential grants. 4. Grow membership income. <ol style="list-style-type: none"> a. Review membership levels and benefits at each level. b. Consider new membership options. c. Attract younger members. 5. Assess the costs and benefits of current and alternative fundraising events. 6. Grow corporate sponsorships. 	<ol style="list-style-type: none"> 1. Q1 2024 2. through 6. Ongoing 	<ol style="list-style-type: none"> 1. Development Committee and E.D.
<p>Strategy 2</p> <p>Install a CRM (Customer Relationship Management) program to better track and understand donors, partners, as well as marketing and outreach efforts, etc.</p>	<ol style="list-style-type: none"> 1. Create a dashboard to track fundraising results. 	<ol style="list-style-type: none"> 1. Q3 2024 and Q1 2025 	<ol style="list-style-type: none"> 1. Development Committee and E.D.

**GOAL #4
MARKETING AND COMMUNICATIONS**

**Increase awareness of the MAC’s mission and programs
and expand engagement among our key constituents and the community at large.**

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p style="text-align: center;">Strategy 1</p> <p>Develop and implement a marketing and communications plan.</p>	<ol style="list-style-type: none"> 1. Create a task force to develop the plan. <ol style="list-style-type: none"> a. Consider website functionality, social media, and targeting new and underserved communities 2. Develop metrics to measure effectiveness and success of the plan 3. Present plan to the board for approval 	<ol style="list-style-type: none"> 1. Q3 2024 2. Q3 2024 3. Q4 2024 	<p>Marketing and Communications Manager, Community Engagement Committee, E.D.</p>
<p style="text-align: center;">Strategy 2</p> <p>Provide staff, board members, and volunteers with the necessary tools to become more effective ambassadors for the MAC within their networks and at the MAC events.</p>	<ol style="list-style-type: none"> 1. Create talking points for the board, staff, and volunteers. 	<ol style="list-style-type: none"> 1. Q2 2024 	<p>Marketing and Communications Manager and Community Engagement Committee</p>

GOAL #5
STAFF, VOLUNTEERS, AND BOARD

Strengthen the MAC’s organizational infrastructure to ensure high quality program delivery and strategic growth.

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
<p>Strategy 1</p> <p>Optimize staff and volunteer structure, productivity, and function.</p>	<ol style="list-style-type: none"> 1. Hire the appropriate staff to support the Executive Director and ensure that the programs operate efficiently. <ol style="list-style-type: none"> a. Marketing and Communications Manager b. Program Coordinator/Volunteer Coordinator c. Grant writer d. Development Associate 2. Create an employee handbook and necessary human resources policies. 3. Review the volunteer program to ensure that it is fulfilling the MAC’s operational needs. <ol style="list-style-type: none"> a. Assess how we recruit, train, and engage all volunteers. b. Develop necessary volunteer tools such as policies, handbooks, reference materials, etc. 	<ol style="list-style-type: none"> 1a. Q4 2023 1b. Q4 2024 1c. Q3 2026 1d. Q2 2026 2. Q2 2024 3. Q2 2025 	<ol style="list-style-type: none"> 1. E.D. 2. E.D. and board volunteers 3. Program Coordinator
<p>Strategy 2</p> <p>Strengthen the board.</p>	<ol style="list-style-type: none"> 1. Provide the board with on-going education on board governance, board roles and responsibilities, etc. 2. Establish a governance and nominating committee 3. Review the committee structure and streamline where possible. <ol style="list-style-type: none"> a. Review committee charters. b. Ensure all committees have the right number of members and the needed skills. c. Appoint ad hoc (non-board member) committee members, when appropriate. 	<ol style="list-style-type: none"> 1. Q1 2024 2. Q4 2023 3. Q4 2023 	<ol style="list-style-type: none"> 1. Governance Committee 2. Board Chair 3. Governance Committee

STRATEGY	ACTION STEPS	TARGET DATE	RESPONSIBILITY
	<p>4. Ensure board processes are established, documented, and implemented.</p> <ul style="list-style-type: none"> a. Develop a board recruitment process <ul style="list-style-type: none"> - Recruit new board members with a DEI lens and for potential leadership ability b. Develop a board leadership succession process for board officer and committee chair succession <p>5. Ensure necessary board policies are up-to-date and in use.</p>	<p>4. Q2 2024</p> <p>5. Q4 2024</p>	<p>4. Governance Committee</p> <p>5. Governance Committee</p>

NEXT STEPS

The creation of this document is only a first step in achieving the MAC's objectives. The next step is for the Executive Director and Board of Directors to further develop the appropriate plans, action steps, and timeline to meet the goals.

During the implementation of the plan, it is the Board's responsibility to ensure that the organization is meeting its goals by monitoring progress on a regular basis and evaluating performance against each goal.

This is a working document, a tool to help the MAC achieve its goals. As such, it may be adjusted and modified as needed to support the changing environment and the needs of the organization.

ADDENDUM A: PRO FORMA BUDGET

	2023 PROJECTED	2024 YEAR 1	2025 YEAR 2	2026 YEAR 3
Income				
Program	\$174,000	\$173,700	\$186,700	\$199,200
Membership	\$24,000	\$30,000	\$35,000	\$40,000
Individual Giving	\$55,000	\$60,000	\$70,000	\$85,000
Grants	\$25,000	\$20,000	\$25,000	\$30,000
Fundraising Events	\$71,759	\$80,000	\$85,000	\$87,500
Investment Income	\$12,600	\$13,230	\$13,892	\$14,586
Total Income	\$362,359	\$376,930	\$415,592	\$456,286
Expenses				
Current Program	\$115,721	\$116,300	\$126,000	\$133,000
Current Salaries	\$91,650	\$94,406	\$97,272	\$100,253
Summer Fundraiser	\$35,000	\$35,000	\$36,000	\$37,000
Other Operating Expenses	\$52,000	\$62,560	\$59,200	\$61,000
Outside Services	\$7,000	\$6,000	\$6,000	\$6,000
Additional Program	\$30,590	\$10,500	\$10,500	\$10,500
Additional Salaries	\$6,250	\$25,000	\$71,000	\$101,500
Total Expenses	\$338,211	\$349,766	\$405,072	\$448,853
Net Surplus/Deficit	\$24,148	\$27,164	\$10,520	\$7,433

Note: This budget does not include capital fundraising revenue or major capital expenses.

ADDENDUM B: TIMELINE

		FY	2024				2025				2026			
		23	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Program	Grow number of participants													
	Expand type of exhibitions				X	>	>	X				X	X	
	Partner with other organizations	X					X				X			
	Enroll in Cards to Culture, etc.	X												
	Offer programs in our building													
	Determine high demand programs	X				X				X				X
	Assess cost-benefits	X				X				X				X
	Offer programs outside our building													
	Partnerships for added space									X				
	Assess off-site spaces							X						
Grown adult education														
Increase number of new adult classes			X		X		X	X	X		X	X	X	
Facilities	Facilities master plan													
	Develop plan	X	>	X										
	Set priorities				X									
	Board approval					X								
	Fundraising campaign													
	Appoint committee						X							
	Case statement								X					
Campaign plan									X					
Fundraising	Annual fundraising plan													
	Develop plan	X	X											
	Implement plan			X			X				X			
	Track results					X				X			X	
	CRM													
Install CRM	X	>	>	X										
Create dashboard						X								
Mktg & Comm	Marketing & communications plan													
	Task force develops plan		X	>	X									
	Develop metrics				X									
	Board approval					X								
	Ambassadorship tools													
Create talking points			X											
Staff, Volunteers, Board	Staff & volunteer structure													
	Hire marketing & communications manager	X												
	Hire program/volunteer coordinator					X								
	Hire grant writer											X		
	Hire development associate										X			
	Create employee handbook		X											
	Review volunteer program							X						
	Board													
	Board education		X											
	Review committee structure	X												
Establish board processes			X											
Update board policies					X									

ADDENDUM C: METHODOLOGY

The Board of Directors of the MAC embarked on a strategic planning process to address the programmatic, operational, and facilities needs and opportunities facing the growing organization. After beginning the planning process in 2021, the Board decided in the Fall of 2022 to retain Amy Cahners and Susan Donahue of Cahners & Donahue Associates LLC to guide the planning process.

The Board of Directors formed a strategic planning committee comprised of Board members, a volunteer, and the Executive Director.

The consultants undertook an institutional assessment to understand the strengths, weaknesses, and opportunities facing the MAC. They conducted focus groups, interviews, and electronic surveys to gather the perspectives of multiple constituencies. These included the Board, Executive Director, volunteers, members, artists, students, visitors, donors, and the community at large. In addition, a landscape survey of select local community arts organizations was conducted to understand the structure and programs of “peer” organizations.

The Strategic Planning Committee, informed by the collected data, developed a S.W.O.T. (strengths, weaknesses, opportunities, and threats) analysis for the Board to consider as it set the goals and priorities for the future.

The Board and Strategic Planning Committee held a retreat in June 2023. At the retreat, participants defined and discussed five overarching goals for the next three years along with strategies for achieving them.

Following the retreat, the Strategic Planning Committee met over the course of several months to further define the strategies and develop action steps, a timeline, and a pro forma budget to meet the goals set forth at the June retreat.

This document lays out a plan that guides the work and priorities of the MAC through 2026.

The MAC Board of Directors voted to approve this plan on _____ 2023.

ADDENDUM D: SWOT ANALYSIS

THE MAC SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Excellent E.D. (Jodi) 2. Charming, historic building 3. Welcoming and inclusive environment 4. Volunteer corps 5. Board of Directors 6. Intimate theater 7. Wide variety of quality programs/classes 8. In-town location 9. Newsletter communications 	<ol style="list-style-type: none"> 1. Building needs improvements <ul style="list-style-type: none"> • Accessibility • ADA compliance 2. Building does not offer enough space 3. Not enough volunteers or staff 4. Lack of public transportation 5. Limited hours of operation 6. Website needs upgrading 7. Lack of diversity among Board, members, volunteers, etc. 8. Dearth of younger members 9. Identifying new major donors
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Collaborating with other organizations on programming 2. Satellite spaces for increased programming, larger venues 3. Broader reach <ul style="list-style-type: none"> • Grow membership • More patrons outside of Marion • Donor development 	<ol style="list-style-type: none"> 1. Losing Jodi 2. Disgruntled neighbors

ADDENDUM E:
BOARD OF DIRECTORS AND STRATEGIC PLANNING COMMITTEE

BOARD OF DIRECTORS

Jennifer Wolfe Webb, President
Jack Boesen, Vice-President
Kim Tirrell, Treasurer
Susan Maguire, Secretary
Suzanne Bellanger
Cecily Cassum
Kate Corkum
Wendy Cullum
Darren Fredette
Holly McDonough
Sarah Mitchell
Michael Sudofsky
Philip Tift
Erin Zell

STRATEGIC PLANNING COMMITTEE

Jennifer Wolfe Webb, Chair
Jack Boesen
Wendy Cullum
Darren Fredette
Nan Johnson
Jodi Stevens, Executive Director
Michael Sudofsky