



Prizery Strategic Plan

2023-2027

Community Arts Center Foundation, dba The Prizery
www.prizery.org
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Strategic Planning process and report led by Epstein Clark Consulting

About This Strategic Plan

From October 2022 through January 2023, The Prizery went through a planning process to create strategic goals and action items for the next three years. The purpose of this plan is to guide The Prizery by providing an operational framework that is aligned with the organization's current capacity and the communities needs.

The strategic planning process consisted of multiple work sessions with the Board of Directors and reviewing community survey results. This helped generate ideas to strengthen, sustain and move the organization forward over the next few years.

Findings and strategies developed over the course of the strategic planning process are summarized in this Strategic Plan document. The Strategic Plan identified action steps through which The Prizery can work towards, outlining specific steps, partnerships, and timelines to maximize accountability and success.

This plan should serve more as a guiding framework than a rigid set of instructions. As such, The Prizery's leadership and staff may choose to execute some- but not necessarily all- of the specific actions steps and may incorporate additional strategies and measures not identified in this plan.

The Prizery's Priorities

The Strategic Plan identifies four key areas for organizational change

- Programming
- Education
- Finance & Fundraising
- Capital Development & Internal Capacity



Programming and Education

Overview

The Prizery currently offers many different arts and cultural programs designed to educate, inspire, and engage citizens in the community and across the region. Throughout the years, there have been new programs and changes to existing programs to further the mission of The Prizery. During one of the workshops with the Board of Directors, the top programming needs for community members were entertainment, education, diversity, and access and affordability. When asking what is working with the current programming, Board members stated the education programming, multi-use of the facility, art galleries and various classes. Generating revenue, concert/musical programs, Summer Theatre were listed as programs that are not strong programs and working against the current programming.

Over the next three or more years, The Prizery plans to continue to expand and grow their programs and educational activities to be diverse, accessible, and unique. Programming will continue to support all community members, regardless of their age, race, gender, or religion. The goals for programming and educational activities include new partnerships and classes, as well as expanding and updated some of the current programs to further the mission of The Prizery.

Prizery Strategic Plan Programming Goals

Goal: Visual Arts/Gallery Artist in Residence

Action Item 1 Recruit 9-10 local regional artists annually	Lead Staff w/referrals	Start Date Fall 2023	Completion Date April 2024
Action Item 2 Use art gala artists to recruit	Lead Staff/art gala chair	Start Date Winter/Spring 2024	Completion Date April 2024
Action Item 3 Work with schools to develop curriculum-based goals for educational residency and study guides	Lead Executive Director/school staff	Start Date Summer/Fall 2024	Completion Date October 2024
Action Item 4 Work with artists to develop specific activities and dates for residency	Lead Executive Director/Artists	Start Date Fall 2024	Completion Date November 2024
Action Item 5 Update artist contract to include workshops	Lead Executive Director	Start Date Fall 2024	Completion Date October 2024
Action Item 6 Develop marketing plan for gallery	Lead Executive Director and support staff	Start Date Fall 2024	Completion Date November 2024
Action Item 7 Art Gallery Residencies Begin	Lead Artist	Start Date January 2025	Completion Date Ongoing

Goal: Host an annual or biennial film festival

Action Item 1 Meet with VA Film commission/VA Humanities and other groups to determine focus area	Lead Executive Director	Start Date Fall 2024	Completion Date December 2024
Action Item 2 Develop an ad hoc committee to plan genre and specifics	Lead Staff and committee	Start Date Feb/March 2025	Completion Date May 2025
Action Item 3 Call for entries to go out	Lead Executive Director/Marketing	Start Date Summer 2025	Completion Date July 2025
Action Item 4 Submissions reviewed and participation invitations issued to filmmakers	Lead Selection committee	Start Date January 2026	Completion Date February 2026
Action Item 5 Hold Festival	Lead Staff and committee	Start Date Fall 2026	Completion Date Fall 2026



Programming
and
Education

continued

Prizery Strategic Plan Programming Goals

Goal: Host an off-site music concert

Action Item 1 Select and secure a venue	Lead Exeutive Director/ Technical Director	Start Date Summer/Fall 2023	Completion Date August 2023
Action Item 2 Develop a committee to determine music genre and event specifics	Lead Exeutive Director/ Technical Director Committee	Start Date September 2023	Completion Date November 2023
Action Item 3 Book Headline Band	Lead Exeutive Director	Start Date December 2023	Completion Date January 2024
Action Item 4 Secure sponsorships	Lead Prizery Board and staff	Start Date January 2024	Completion Date March 2024
Action Item 5 Develop comprehensive marketing plan	Lead Staff, committee, board	Start Date March/April 2024	Completion Date April 2024
Action Item 6 Hold event	Lead Exeutive Director/ Technical Director	Start Date August/September 2024	Completion Date September 2024

Prizery Strategic Plan Educational Goals

Goal: Develop an outreach/residency/educational performance program

Action Item 1 Send out survey to teachers in Halifax County, private schools, homeschools and surrounding areas	Lead Executive Director	Start Date March 2023	Completion Date March 2023
Action Item 2 Using feedback from survey develop a schedule of workshops, residency options and performances	Lead Exeutive Director	Start Date April 2023	Completion Date July 2023
Action Item 3 Disseminate information to teachers	Lead Executive Director	Start Date August 2023	Completion Date August 2023
Action Item 4 Evaluate success of programs and modify for future	Lead Executive Director, schools	Start Date September 2023	Completion Date Ongoing

Goal: Develop a Silver Arts Program

Action Item 1 Meet with state Senior Games representatives	Lead Executive Director	Start Date Spring 2025	Completion Date Spring 2025
Action Item 2 Develop a time-frame compatible with state program	Lead Executive Director	Start Date Summer 2025	Completion Date Summer 2025
Action Item 3 Create categories, criteria and judging sheets	Lead Executive Director/VSG staff	Start Date Fall/Winter 2025	Completion Date December 2025
Action Item 4 Kick off with information for state games	Lead Executive Director/VSG staff	Start Date Early 2026	Completion Date unknown
Action Item 5 Host the state Heritage Arts and Follies	Lead Executive Director/VSG staff	Start Date Date TBD	Completion Date Ongoing

Goal: Host a Heritage Arts Festival

Action Item 1 Secure Funding through grants	Lead Executive Director	Start Date Ongoing	Completion Date Ongoing
Action Item 2 Compile list of folk and heritage artists and performers	Lead Exeutive Director	Start Date Ongoing	Completion Date Ongoing
Action Item 3 Coordinate time of performances with local heritage festival	Lead Executive Director/ Heritage Festival	Start Date Upon receiving funds	Completion Date Upon receiving funds
Action Item 4 Schedule performers and artisans/Execute event	Lead Staff	Start Date Upon receiving funds	Completion Date Upon receiving funds

Capital Development & Internal Capacity



The Prizery has gone through significant organizational changes such as staff and board turnover and coping with COVID-19 for the past few years. It is critical that as The Prizery continues to grow and develop, the staff and board members are motivated and empowered to carry out the organization's mission and continue building capital development and internal capacity to sustain the organization.

Goals for the organization over the next three years include tightening processes and documentation related to staff management, cross training employees, purchasing equipment/technology/machinery, reviewing the by-laws and other important organizational documents that provide guidance and a foundation.

Prizery Strategic Plan Capital Development and Internal Capacity Goals

Goal 1	Start Date	Delivery Date	Lead
Increase capital gain (machinery, equipment, technology, etc.) to facilitate decision making and prioritization of various initiatives and identify the ability to maintain financial position in the longer term	04/2024	06/2025	Executive Director Technical Director
Action Item 1	Start Date	Delivery Date	Lead
Identify existing materials and assess potential threats. Consideration will be given to ongoing facility costs and equipment needs for implementing mission driven opportunities. A list with estimated costs and average resource life should suffice	04/2024	07/2024	Executive Director Technical Director
Action Item 2	Start Date	Delivery Date	Lead
Report findings to board and create plan of action	07/2024	09/2024	Executive Director
Action Item 3	Start Date	Delivery Date	Lead
Begin purchases of needed materials based on budget	10/2024	06/2025	Executive Director
Action Item 4	Start Date	Delivery Date	Lead
Create inventory and monitor functionality on a routine basis	Contingent Upon Purchasing		Technical Director
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Goal 2	Start Date	Delivery Date	Lead
Improve sustainability by building organizational capacity	04/2023	06/2025	Executive Director
Action Item 1	Start Date	Delivery Date	Lead
Examine current internal processes to ensure the effective and efficient use of organizational resources. Increase the organization's capacity to serve more patrons more effectively	04/2023	12/2023	Executive Director
Action Item 2	Start Date	Delivery Date	Lead
Create written documentation of main processes related to staff management, such as assessment of staff performance, managing performance expectations, program staffing, staff development, salary, and benefit administration and relevant policies and procedures.	05/2023	11/2023	Executive Director/ Personnel Committee
Action Item 3	Start Date	Delivery Date	Lead
Implement cross training employees on operational functions to improve employee engagement, codify institutional knowledge and drive productivity gains.	07/2023	01/2024	Staff
Action Item 4	Start Date	Delivery Date	Lead
Review personnel manual and make needed adjustments and updates	06/2023	12/2023	Executive Director/ Personnel committee
Action Item 5	Start Date	Delivery Date	Lead
Review organizational by-laws	06/2024	12/2024	Executive Committee/Board
Action Item 6	Start Date	Delivery Date	Lead
Review strategic plan every 3-6 months	06/2023	Ongoing	Staff/Board



Finances & Fundraising

Over the years, The Prizery has had many different kinds of fundraisers to support the organization’s operations. Financial health of the organization is a key part in this strategic plan focusing on sustaining The Prizery and thinking forward about endowments or other avenues of investing larger sums of money that come from bequests and donors. During the finance and fundraising workshop, the Board reviewed characteristics of a financially healthy organization, having a business/for profit mindset for finances, financial policies for nonprofit organizations and the benefits of starting an endowment for The Prizery.

Partnerships play a big role in The Prizery’s financial health, whether it is government agencies such as the Town of South Boston, Town of Halifax and Halifax County or community partners such as local businesses and the Southern Virginia Higher Education Center, the Southern Virginia Higher Education Foundation, Halifax County Little Theater, Parsons Bruce, or funders like the Virginia Commission for the Arts and The Community Foundation of the Dan River Region. Over the next three years, The Prizery plans to maintain and strengthen these partnerships while also identifying new partners that can provide the organization with additional resources and organizational sustainability.

Prizery Strategic Plan Financial Strength and Stability Goals

Goal 1: Review and update organizational financial policies and procedures

Action Item 1 Establish Ad Hoc Committee to assist with review	Start Date 6/1/23	Delivery Date 6/1/23	Lead Treasurer
Action Item 2 Review current policies and procedures	Start Date 7/1/23	Delivery Date 7/23/23	Lead AdHoc Committee
Action Item 3 Draft updated policies and procedures, and provide to board for approval	Start Date 7/24/23	Delivery Date 9/15/23	Lead AdHoc Committee
Action Item 4 Implement updated policies and procedures to ensure best practices	Start Date 10/1/23	Delivery Date 10/1/23	Lead Executive Director
Action Item 5 Review financial policies and procedures annually	Start Date 10/1/24	Delivery Date 10/1 yearly	Lead Treasurer



Goal 2: Explore options to establish Endowment Fund

Action Item 1 Establish AdHoc Committee investigated setting up an Endowment Fund	Start Date 04/01/23	Delivery Date 05/01/23	Lead President of Board
Action Item 2 Seek legal and financial advice pertaining to establishing Endowment Fund	Start Date 06/01/23	Delivery Date 08/01/23	Lead AdHoc Committee
Action Item 3 Report findings and make recommendation to full board	Start Date 09/01/23	Delivery Date 10/01/23	Lead AdHoc Committee
Action Item 4 Implement approved Endowment Fund plan	Start Date 12/01/23	Delivery Date 01/01/24	Lead Treasurer

Finances & Fundraising continued



Prizery Strategic Plan Financial Strength and Stability Goals

Goal 3: Grow reserve funds

Action Item 1	Start Date	Delivery Date	Lead
Ensure all organizational funds are held in best practice interest bearing accounts	03/2/23	Ongoing	Treasurer
Action Item 2	Start Date	Delivery Date	Lead
Review investment options bi-annually to ensure best return/profit	3/2/23	quarterly-2027	Treasurer

Prizery Strategic Plan Financial Strength and Stability Goals

Goal 4: Ensure succession planning for Treasurer position

Action Item 1	Start Date	Delivery Date	Lead
Recruit/Elect assistant Treasurer for Executive Committee	05/01/23	Ongoing	Board President
Action Item 2	Start Date	Delivery Date	Lead
Provide mentorship for assistant Treasurer	05/01/23	Ongoing	Treasurer
Action Item 3	Start Date	Delivery Date	Lead
Train Executive Director, Treasurer, and assistant Treasurer in basic Quickbooks	06/01/23	10/01/26	Treasurer Bookkeeper

Goal 5: Annual Giving Campaign

Action Item 1	Start Date	Delivery Date	Lead
Ensure Annual Campaign is implemented yearly from October-December	08/01/23	yearly-2027	Fundraising Chair
Action Item 2	Start Date	Delivery Date	Lead
Raised funds should equal 25% of operating budget	12/23 yearly	yearly-2027	Board of Directors
Action Item 3	Start Date	Delivery Date	Lead
Execution of mailing list and kick off letters for campaign	08/01/23	yearly-2027	Executive Director President of Board
Action Item 4	Start Date	Delivery Date	Lead
Planning and Execution of Giving Tuesday Phone-a-thon	11/01/23	yearly-2027	Fundraising Chair Board President Board of Directors
Action Item 5	Start Date	Delivery Date	Lead
Follow-up thank you letters and cards	10/1/23	yearly-2027	Executive Director



Finances & Fundraising

continued

Prizery Strategic Plan Financial Strength and Stability Goals

Goal 6: Art Gala alternating years Spring fundraising event (2024, 2026) – raising \$30,000

Action Item 1	Start Date	Delivery Date	Lead
Appoint Chairperson for Art Gala Committee	03/01/23	03/01/23-25	Board President
Action Item 2	Start Date	Delivery Date	Lead
Begin planning for execution of Art Gala fundraiser in following year	04/01/23	04/2024 04/2026	Committee Chair Executive Director

Prizery Strategic Plan Financial Strength and Stability Goals

Goal 7: Dancing with the Stars OR OTHER alternating year Spring fundraising event – raising \$20,000

Action Item 1	Start Date	Delivery Date	Lead
Begin planning for execution of fundraiser	07/01/24	04/2025 alternating	Executive Director Fundraising Chair
Action Item 2	Start Date	Delivery Date	Lead
Appoint Chair of Committee to co-lead with Executive Director	08/01/24	2025 alternating	Board President

Goal 8: Explore opportunities to diversify revenue model to support financial health and growth

Action Item 1	Start Date	Delivery Date	Lead
Reinstate Fundraising Committee quarterly meetings	04/01/24	2024-ongoing	Fundraising Chair Executive Director
Action Item 2	Start Date	Delivery Date	Lead
Establish a minimum of two additional fundraising events per year	06/01/24	1/01/25	Fundraising Chair Executive Director Board of Directors
Action Item 3	Start Date	Delivery Date	Lead
Secure sponsorships for every performance or program	04/01/23	2023-2027	Executive Director Board of Directors
Action Item 4	Start Date	Delivery Date	Lead
Research, explore, and pursue additional grant funding opportunities	04/01/23	2023-2027	Executive Director
Action Item 5	Start Date	Delivery Date	Lead
Review rental space usage and marketing to determine opportunities for expansion	10/1/23	2023-2027-yearly	Executive Director Rentals Manager