



Arts Council of Fairfax County **Strategic Plan, 2009-2014**

Vision Statement

Fairfax County is a creative center where artists and the arts thrive and are valued as essential to the County's character, sense of community and economy.

Mission Statement

The Arts Council is the recognized voice of the arts in Fairfax County, dedicated to fostering a dynamic and diverse local arts presence and participation. We ensure that artists and the arts thrive by providing vision, leadership, advocacy, funding, education and capacity building.

Pillar I: ADVOCACY AND COMMUNICATIONS

Be the "voice of the arts" in Fairfax County: *Represent the interests of arts and artists; advocate for favorable arts policies, funding, arts education, public art programs and facilities; build the case for, and communicate the value of, the arts to Fairfax County.*

Goal I.1. **Engage the Fairfax County arts community in advocacy and outreach initiatives to encourage pro-arts policies and public awareness of the arts in Fairfax County.**

Objective I.1.1. Recruit and engage a majority of Fairfax County artists and arts organizations in the Arts Council membership.

Objective I.1.2. Develop arts community consensus around a clearly stated advocacy platform that includes facilities, a public art program, funding, and support for arts education by 2009.

Objective I.1.3. Develop a mobilization capability to advocate for the arts in Fairfax County by 2011.

Goal I.2. **Establish and maintain a robust, broad-based citizen advocacy program to encourage initiatives in support of the arts in Fairfax County.**

Objective I.2.1. Design a comprehensive grass roots arts advocacy program including mechanism(s) for building community consensus around the arts community's advocacy platform by 2009.

Objective I.2.2. Develop a robust and effective membership program by 2010.

Objective I.2.3. Provide a draft policy to Fairfax County for its Comprehensive Plan that establishes County cultural/arts policy by 2010.

Objective I.2.4. Position the Arts Council as the principal advocate for arts facilities and a public art program in Fairfax County by 2011.

Objective I.2.5. Develop a comprehensive concept for support to arts education in the public schools and for the citizens of Fairfax County by 2011.

Objective 1.2.6. Develop a network of formal and informal alliances with advocates for sectors (e.g, libraries, the environment, parks and recreation, housing) to address areas of mutual interest by 2011.

Goal 1.3. Engage the Fairfax County arts community in creating and supporting advocacy and public relations initiatives to encourage support for pro-arts policies and to increase public awareness of the arts in Fairfax County.

Objective 1.3.1. Develop arts community consensus around a clearly stated advocacy platform that includes facilities, a public arts program, funding, and support for arts education by 2009.

Objective I.3.2. Establish and maintain regular communication with the Board of Supervisors and Fairfax County agencies by 2009.

Objective I.3.3. Establish and maintain regular communication with other elected officials, such as members of the Fairfax County Public Schools School Board and members of the Virginia General Assembly by 2010.

Objective I.3.4. Establish and maintain regular communication with the business/development community and civic leaders by 2011.

Objective I.3.5. Establish an Honorary Board to acknowledge civic and arts leaders who have significantly supported the arts in Fairfax County by 2010.

Objective I.3.6. Establish an Advisory Committee to advise the Arts Council's Board of Directors and staff on arts programs and activities in Fairfax County by 2010.

Goal I.4. Become the primary source for information about the arts in Fairfax County in order to influence arts policy and support for the arts.

Objective I.4.1. Play an integral advisory role in public decision making on issues relating to the arts in Fairfax County by 2011.

Objective I.4.2. Document ongoing arts activities, arts participation opportunities, and cultural arts facilities to communicate the breadth and impact of the arts in Fairfax County by 2011.

Objective I.4.3. Monitor and inform the public and key decision makers about the arts' economic impact within Fairfax County by 2012.

Objective I.4.4. Communicate the rich cultural heritage and diversity of Fairfax County arts to the public and key decision makers by 2013.

Goal I.5. Promote local arts and increase visibility of Fairfax County as a diverse, creative center to build audiences for the arts.

Objective I.5.1. Assess opportunities for regional arts marketing efforts and collaborative communications programs by 2009.

Objective I.5.2. Enhance and implement regional arts marketing efforts and collaborative communications programs by 2014.

Pillar II: BUILDING FUNDING, CAPACITY, AND PROFESSIONAL DEVELOPMENT FOR ARTISTS AND ARTS ORGANIZATIONS

***Advance the arts in Fairfax County:** Provide funding and enhance arts management capacity in Fairfax County by helping artists, arts organizations and arts educators better manage and leverage their human, financial and organizational resources and promote their arts endeavors.*

Goal II.1. Secure the appropriation of Fairfax County funds equal to one dollar (\$1.00) per capita to the Arts Council for granting to local artists and arts organizations

Objective II.1.1. Prepare the "business case" for increased grant funding by 2010.

Objective II.1.2. Implement a robust advocacy campaign for increased grant funding by 2011.

Objective II.1.3. Secure Fairfax County funds in excess of \$1,000,000 in the County's approved fiscal year 2015 budget.

Goal II.2. Create a development approach to secure private funding for grant making.

Objective II.2.1. Conduct a feasibility study in relation to establishing a private endowment to support Arts Council granting for the arts by 2011.

Objective II.2.2. Determine approach(es) to obtain private funding for grant making, to include endowment funds, bequests, and one-time gifts by 2012.

Objective II.2.3. Obtain at least \$50,000 in private funding for grant making by 2014.

Goal II.3. Increase capacity of artists and arts organizations in Fairfax County.

Objective II.3.1. Conduct a needs assessment with artists and arts organizations to determine their capacity building and professional development needs by 2010.

Objective II.3.2. Assess existing offerings to define a baseline of existing services and professional development opportunities available from the Arts Council and others in the county by 2011.

Objective II.3.3. Support artists and arts organization through direct services and through partnerships with other providers of technical assistance to nonprofit organizations, including institutions of higher education by 2012.

Goal II.4. Encourage life-long arts learning and arts participation.

Objective II.4.1. Identify existing arts learning and arts participation opportunities beyond K-12 education in Fairfax County by 2013.

Objective II.4.2. Create mechanism(s) to connect interested individuals with artists and arts organizations that provide arts learning and arts participation opportunities in Fairfax County by 2014.

Goal II.5. Develop and sustain an approach to grant funding that best serves Fairfax County artists and arts organizations.

Objective II.5.1. Identify “best practices” in counties/organizations of comparable scale for grant programs by 2010.

Objective II.5.2. Identify “best practices” from published literature by 2010.

Objective II.5.3. Revise ACFC grant making policy and procedures to ensure that “best practices” for Fairfax County are being used by 2011.

**Pillar III BUILDING OPERATIONAL STRENGTH AND SUSTAINABILITY
FOR THE ARTS COUNCIL OF FAIRFAX COUNTY**

Strengthen and sustain the Arts Council of Fairfax County: Create a stable and diversified financial base, adequate volunteer and staff resource capacity and appropriate physical infrastructure for the Arts Council to become a fully professionalized local arts organization.

Goal III.1. Develop and sustain private funding opportunities to support Arts Council of Fairfax County efforts on behalf of all the arts in Fairfax County.

Objective III.1.1. Prepare a detailed analysis of existing arts funding and potential new arts funding by 2011.

Objective III.1.2. Conduct a feasibility plan, design, and implement a development plan for Arts Council fundraising on a continuing basis by 2011.

Objective III.1.3. Launch an endowment campaign from private sources such as individuals, foundations, and corporations to fund Arts Council's future operating expenses by 2014.

Goal III.2. Develop and sustain public funding opportunities to support Arts Council of Fairfax County efforts on behalf of all the arts in Fairfax County.

Objective III.2.1. Complete a comparative analysis of funding structures and approaches used by similar local arts agencies to determine a funding program by 2010.

Objective III.2.2. Complete a feasibility study and develop a public funding strategy by 2011.

Objective III.2.3. Secure \$300,000 in Fairfax County funding for the Arts Council's operations and programs by 2014.

Goal III.3. Strengthen and diversify the Arts Council of Fairfax County's Board of Directors.

Objective III.3.1. Develop ongoing orientation and training opportunities for Board of Directors members by 2010.

Objective III.3.2. Prepare a plan by 2011 for a multi-year realignment of the Board of Directors designed to ensure that the diversity and skills needed to achieve the goals of this plan are in place for the future.

Objective III.3.3. Implement the Board realignment plan to ensure a balanced representation of arts, businesses, and foundations, as well as the cultural diversity of Fairfax County, on the Board of Directors by 2013.

Objective III.3.4. Continue to strengthen the roles and impact of committees of the Board of Directors.

Goal III.4. Increase staff skills and capacity to become sustainable and achieve the vision of this plan.

Objective III.4.1. Prepare a plan that identifies the functional staff skill sets and number of staff required for the execution of the Strategic Plan by 2010; begin implementing by 2012.

Objective III.4.2. Provide necessary training and enrichment of the staff consistent with the needs of the Strategic Plan by 2012.

Goal III.5. Regularly assess community and constituent needs, evaluate programs and develop new services that align with Arts Council of Fairfax County strategy, human and financial capacity.

Objective III.5.1. Begin regular evaluation of all Arts Council programs and services by 2012.

Objective III.5.2. Design a community arts assessment program that will serve as a tool to identify needed services by 2012.

Objective III.5.3. Begin regular implementation of the community arts assessment program by 2013.

Objective III.5.4. Develop appropriate services that result from the community arts assessment program by 2014.

Goal III.6. Regularly assess Arts Council of Fairfax County management policies and operations, systems and physical infrastructure needs to ensure effective and cost efficient operations

Objective III.6.1. Appropriate procedural and financial policies will be adopted by the Board of Directors by 2010.

Objective III.6.2. Develop short range and long range plans for permanent Arts Council facilities to accomplish goals outlined in this plan by 2012.

Objective III.6.3. Begin assessment of the Arts Council against approved policies and best practices by 2013.