



Strategic Plan

December, 2009

MISSION STATEMENT

Created and sustained by the people of the Four Corners region, the Durango Arts Center promotes the exploration, education, enrichment and enjoyment of the arts.

BACKGROUND

Though the Durango Arts Center (DAC) has been in existence for some time, it has encountered several significant challenges during recent years. First, the transition from long-time director Brian Wagner's leadership to a new face and personality didn't go as smoothly as hoped. Second, purchase and management of the Diamond Circle Melodrama did not go as planned. Third, the Board and staff experienced significant turnover during this crucial 2008–2009 timeframe. Fourth, revenue-generating programs were cancelled, and grant writing and fundraising slowed to a crawl.

CREATING A WAY FORWARD

Though the DAC faced countless obstacles and crippling challenges, a re-energized Board of Directors is in place and is creating a plan for action. Effective January 4, 2010, Sheri Rochford has been hired as Interim Executive Director. Sheri, in tandem with many active Board members, is helping us to implement that plan. A Durango native, Sheri served for many years as Director of Admissions and Director of Development at Fort Lewis College. Most recently, she has been serving as Gallery Director for the Sorrel Sky Gallery and as a member of several non-profit boards. Her work ethic, energy, and incomparable local and regional networks will make her a great fit for this job.

The Durango Arts Center is organized as a 501(c)(3) non-profit. The Board of Directors is charged with ongoing fundraising, development, function and maintenance of the center. An Advisory Council has been formed to assist the Board with strong and functional advice on any and all aspects of the DAC. *See board, council and committee members at the end of this document.*

AUDIENCES

The Durango Arts Center provides space for many modes of artistic expression, and functions in different ways for a wide range of constituents and audiences. We have a strong visual and performing arts program for children; we are working diligently at building a dynamic and viable education program for adults; our Exhibits and Friends of the Art Library committees are working to bring cutting-edge exhibits in all media to our galleries. We are committed to our Mission Statement and to achieving a DAC that is also recognized as *the center for all the arts in Durango and the Four Corners.*

BUILDING USE & FUNCTION

High visibility is a key strength of the DAC's location and we need to take better advantage of it by improving gallery signage, and considering an entrance off of Second Avenue. The building is under-utilized, and all of the space needs to be evaluated for highest and best use. Fair and equitable contracts will be used for all rental or leasing situations, and one person will be responsible for this function to assure accessibility to all. During low demand, space could be made available to non-profit or community groups for free or at a low cost. In addition, safety issues must be addressed immediately.

PARTNERSHIPS

An ultimate goal of this plan is to create partnerships with other arts organizations. We have been discussing such a concept with several non-profits, focusing on use of the DAC facilities, and working together on programming, events and support systems. One example is the BID's Showcase of the Arts in the Fall of 2010. We encourage anyone involved in other arts-related groups to offer proposals and suggestions designed to achieve this goal.

MARKETING

We are assembling a Marketing committee and would like to follow the lead of Durango's Business Improvement District (BID) in saturating both local and distant markets with messages touting the happenings at the DAC. We will utilize PSAs, radio, all forms of print media, our own *Artsline* newsletter and the regional *Arts Perspective* magazine. We continue to explore Internet marketing techniques including our bi-monthly e-mail newsletter, social networking, and increased utilization of our website, including the addition of an Arts

Registry. We are working with the Colorado Department of Transportation and the City of Durango to improve directional signage to the center. We hope those in our local community proficient in marketing will step forward to become a part of this very crucial committee.

DEVELOPMENT

We have a development strategy in place for long-term sustainability of the Arts Center. The plan includes five components:

1. Grants
2. Fundraising Events
3. Membership
4. Major Donors
5. Sponsorships (of Exhibits, Performances)

Each component will have an individual strategy, leader, committee and goal for the year.

BOARD OF DIRECTORS

Allison Andersen *Development*
Amy Buchanan
Bobby Duthie
C. Scott Hagler
Tara Homburg *Co-Treasurer*
Connie Imig
Rochelle Mann *Vice-President*
Maureen May *Secretary*
Diane Panelli *Past President*
Cynthia Roebuck *Co-Treasurer*
Terry Swan *President*
Diane Wildfang

ADVISORY COUNCIL

John Anderson
Terry Bacon
Linda Bunk
Robert Conrad
Margy Dudley
John Gamble
Christina Erteszek
Lynne Greco
Joel Jones
Steve Kiely
Mary Ellen Long
Carol Salomon
Bill Vega and Polly Garner

COMMITTEES

Finance: Cynthia Roebuck, Bill Vega, Bob Conrad, Dick Imig, Tara Homburg

Strategy: Terry Swan, Margy Dudley, Joel Jones, Amy Buchanan, Allison Andersen, Rochelle Mann

Exhibits Committee: Mary Ellen Long, Margy Dudley, Diane Wildfang, Maureen May, Connie Imig

Marketing: Scott Hagler

Personnel:

Development Committee:

- **Donor Cultivation:** Allison Andersen, John Gamble, Bob Conrad, Terry Bacon, Cynthia Roebuck, Amy Buchanan, John Anderson, Bobby Duthie
- **Grants:** Connie Imig, Maureen May
- **Membership:** Diane Panelli, Diane Wildfang, Rochelle Mann, Connie Imig,
- **Fundraising Events:** *Lead and members needed*