

3-Year Strategic Plan 2024-2026

Vision, Mission and Values

Vision

to have SPAACES recognized as a leader in making the Sarasota area and SPAACES a place where contemporary art and artists thrive.

Mission

To advance contemporary visual art and professional artists, impact social change, and enhance a vibrant arts community in the Sarasota area.

Values

- New and relevant
- Artistic integrity
- Inclusive excellence
- Stewardship of contemporary art
- Forward thinking
- Inspiring conversation
- Socially engaged
- Transformative

SWOT

Dated: 6/28/2023

STRENGTHS	WEAKNESS
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- Unique & compelling vision & mission
- Cool & flexible warehouse space
- Strong track record
- Full occupancy
- Sustainable income stream from studios
- Growing brand recognition and awareness
- New highly skilled & productive staff
- Quality Programming

- Understaffed
- No SOP's
- Unfulfilled financial needs
- Absence of press contacts
- Lack of unearned income steam
- Paid staff contractors, not full-time payroll
- Lack of people support (paid, board, volunteers)
- Community awareness
- Lack of clarity in SPAACES/artist relationship
- No way finding and perception of parking problem

OPPORTUNITIES	THREATS
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- Collaborative networking (press)
- Better leverage SPAACES/Artist relationship
- Promotional partnerships to drive income & awareness
- Corporate sponsorships
- Enhance/better leverage technology, marketing and operations
- Better leverage technology
- Expand use of interns
- Expand programs (e.g., education)

- Competition for alternative studio space
- Staff turnover/burn out
- Economic downturn
- SRQ doesn't embrace contemporary art
- Rent becomes unaffordable/property sold

Key Pillars

- 1. Build unearned & alternative earned income**
- 2. Build awareness**
- 3. Strengthen operations**
- 4. Create a family culture**

Strategic Goals for 2024 - 2026

Build alternative earned & unearned income: To expand staff resources, support the founding director and ensure sustainability, increase unearned income by 20% annually and earned income from alternative sources.

Build awareness: Establish a systemic approach to relationship building that results in 3 ambassadors, 2 corporate referrals, and 3 community arts leaders annually.

Strengthen operations: Institutionalize current organizational/administrative processes, resulting in documented policies & procedures and prioritize staff allocation to execute them.

Create a family culture: Drive cultural change amongst studio and exhibiting artists that inspires the sense of belonging and responsibility to the SPAACES family that is reflected in artist annual surveys.

BUILD UNEARNED & ALTERNATIVE EARNED INCOME

Strategic Goal: To expand staff resources, support the founding director and ensure sustainability, increase unearned income by 20% annually and earned income from alternative sources.

Action Plan Item	Accountable Leader & Team Members	Start/End Dates	Metric	Rev/Exp	Issues and Comments
Create a process that addresses donor prospecting, cultivation, and stewardship. and create goals/metrics as appropriate	Edwin (L) Marianne Katherine Michael Sara	Completed	A documented process w/ goals/metrics, each month track activities in CRM	N/A	https://docs.google.com/document/d/19HvCDFM3532mpF7x_OXBUQAr-qsWwjxgiD7xxGjD3-8/edit?usp=sharing
Execute the process identified above and track goals/metrics as appropriate	Marianne (L)	Ongoing	Create milestones metrics, identify and track "activity types" in CRM, # of prospects identified; # of prospects contacted; # and nature of contacts with each prospect; # who become donors; # and nature of contacts with new donors		

Build a 'case for support' and development plan that includes 2025 annual fundraising event strategy & calendar	Mariann (L), Karen, Edwin	Completed	# of annual fundraising events, personal needed to implement, SOP's for each, and schedule next 3 years's events		Development Plan 2025 Case For Support
Identify a volunteer grant writer to support the Founding Director	Marianne (L) Karen Stults, Marika	Completed	4 grants written per year, Complete Grant writing tool kit		Marianne will continue to write grants; Karen and Marika will edit/proof
Pursue Grants	Marianne (L)	Ongoing submit grants according to deadlines	Identify 4 grants, Write and submit grants according to deadlines		
Begin to develop an aspect of a fundraising board by identifying & onboarding appropriate new board members	Sara (L) Marianne	Ongoing	3 new board members added that meet the criteria		4 new board members as of 3/25; 1 with development experience; others with good network for fundraising
Pursue corporate sponsors as a feasible source of unearned income	Marianne (L) Karen Stults	In progress	ID prospect list; agree on process; identify xx potential sponsors.		Sponsorship Deck 2025 Sponsorship Supporting Documents We are developing Corporate outreach day to dedicate time to call potential corporate sponsors - Marianne, Asya

Address how to cover ever-increasing operating expenses (e.g., utilities)	Sara (L) Marianne	Completed	Defined solution ready to be proposed to studio artists	No increase in 'net op'g expenses'	
Identify alternative sources of earned income	Asya (L)	Completed	Spreadsheet of alternative sources		<p>Identified exhibition space rental and art sales as the most viable.</p> <p>Venue Rental Action Plan Document - we will be losing SPAACES in the venue rental websites and facebook groups to test the Venue Rental Income stream for the summer while there are no exhibitions.</p> <p>Start working on building the relationships with local designers, we need to complete the list and send them introductory email, that they can buy art work from us for their clients</p> <p>https://drive.google.com/drive/folders/1eHKfjd3CacU8tBWPOZKJ5msXwuG_cQdO?usp=drive_link</p>

INCREASE AWARENESS & STATUS

Strategic Goal: Establish a systemic approach to relationship building that results in new relationships with 3 community arts leaders and 2 new advisory board members annually

Action Plan Item	Accountable Leader & Team Member	Start/End Dates	Metric	Rev/Exp	Issues and Comments
Create & prioritize a list of community art leaders; develop/implement a strategy to build & leverage those relationships	Marianne (L) Katherine	Ongoing	List created and maintained with active communication plan initiated		Art Community Leaders Contact List
Create tools that enable board members to increase word-of-mouth referrals and be champions in the community	Edwin (L) Sara Morgan	Ongoing	Tools created and given to board members		
Create an Advisory Board that serves to elevate the status of SPAACES	Sara (L) Dona	2025	Add 2 new members annually starting in 2025		

STRENGTHEN OPERATIONS

Strategic Goal: Institutionalize current organizational/administrative processes, resulting in documented policies & procedures and prioritize staff allocation to execute them.

Action Plan Item	Accountable Leader & Team Members	Start/End Dates	Metric	Rev/Exp	Issues and Comments
Create a sustainable organization chart that can be implemented as funds allow	Sara (L) Marianne	Completed	Org chart approved by ED & Board	N/A	SPAACES Org Chart
Hire staff as income growth plan achieves results	Marianne (L)	2026	Hire two 20 hour a week staff	+\$32K 2024; +\$38K 2025; +\$46K 2026	Starting in 2026, 3 part-time staff & annual stipend for Founding Director; annual stipend increases \$5K/yr 2026
Optimize staff productivity by implementing a discipline that assigns accountability, prioritizes activities, and sets time allocation/deadlines	Asya (L)	Ongoing	Written Daily Workflow SOP, Weekly-Monthly-Quarterly Activities by Role, Accountability Meetings Scheduled		
Develop SOPs for all programs	Marianne (L) Asya	Ongoing	Written SOPs for Studio, Exhibition, Lecture, & Collaboration programs		

Develop SOPs for Marketing	Marianne	. Repeated annually going forward	Written: 2025 Marketing Strategy Overview, 3+ Channel Strategies, All Processes SOP'd and Assigned to Roles.		Includes website, CRM, international admin.
Develop SOPs for Finance	Marianne	Completed	Written SOP on Rent, QBO, Budget, etc.		Includes bookkeeping, QBO, collections, rent auto pay, leases, donor docs
Develop SOPs for HR	Marianne, Asya	Ongoing as new staff positions are added	Written SOP on office protocol for all roles, culture, responsibilities, paperwork and accountability for processes.		Volunteers and intern SOPs completed; continue to add as additional staff positions filled
Create a strategy to re-build and grow the operating reserve fund	Sara (L) Marianne, ?????	Late 2026	Written Strategy with Percentage Allocation for Budget Approval Meeting		
Build a volunteer pool and processes for events & maintenance	Asya	Ongoing	Centralized communication structure, duty assignments and reporting.		volunteermatch.com; board members; post in newsletter; SCF volunteers Volunteer List Intern List

CREATE A FAMILY CULTURE

Strategic Goal: Drive cultural change amongst studio and exhibiting artists that inspires the sense of belonging and responsibility to the SPAACES family that is reflected in artist annual surveys.

Action Plan Item	Accountable Leader & Team Members	Start/End Dates	Metric	Rev/Exp	Issues and Comments
Document a clearly stated culture for the SPAACES family	Sara (L) Karen Katherine	Completed	Culture statement approved by ED & Board		Respect, positivity, accountability to one another, setting an example, part of a selective community Culture and Guiding Principles Document
Identify, document & communicate responsibilities & accountabilities of studio artists	Sara (L) Marianne	Completed	Document approved by ED & Board and ready to be presented to studio artists		Same as above
Develop/implement a strategy to create positive relationships amongst studio artists, staff & board members. Strategy to include a communication plan.	Karen (L) Katherine, Morgan Marianne	Ongoing	Develop/implement a strategy		Regular coffee klatch for artists implemented. Whats app group. Suggestion to have bi-annual get together with board, staff and artists. January 2026 - Potluck Board Members and Artists