

**West Valley Art Museum**  
**24 MONTH STRATEGIC PLAN**  
**Plan Details**

**VISION**

**Rebuild with purpose & passion to provide local access to a global collection.**

**MISSION**

**WVAM shares its passion for the arts through its permanent collection, exhibitions and educational programs.**

**VALUES**

<b>Service</b>	<b>Leadership, accountability &amp; community responsiveness.</b>
<b>Excellence</b>	<b>High standards in all accomplishments.</b>
<b>Innovation</b>	<b>Embrace creative change and continuous improvement.</b>
<b>Inclusiveness</b>	<b>Partnership and participation in the community.</b>

**Overview**

After many years of growth, the West Valley Art Museum found itself without a permanent location. A single conversation brought about a partnership with the City of Peoria. The Museum is now focusing on the road ahead by creating strategic goals for the next 24 months that will be the foundation for a future five year business plan for the organization. The business plan will include long range strategic goals and associate plans for fundraising, marketing and membership components.

The idea is to erase all debt, begin building a presence in Peoria, and establishing financial independence. To accomplish this, the Museum conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis which was used to indicate what needed to be done to get back on top. A list of goals was collected and then broken down into strategic goals and related actions.

The success of the Museum will be based on its ability to embrace the changes that the strategic goals call for.

## **S.W.O.T.**

<b><u>Strengths</u></b>	<b><u>Weaknesses</u></b>	<b><u>Opportunities</u></b>	<b><u>Threats</u></b>
<b>Collection</b>	<b>Finances</b>	<b>Partnerships</b>	<b>Finances</b>
<b>History</b>	<b>Location</b>	<b>Connections</b>	<b>Economy</b>
<b>Passion</b>	<b>Staff</b>	<b>Image</b>	<b>Viability</b>
<b>Connections</b>	<b>Organization</b>	<b>Presence</b>	
<b>Experience</b>	<b>Direction</b>	<b>New Location</b>	
<b>Volunteers</b>			
<b>Partnerships</b>			

### **Goal Statements**

#### **Establish new organization and leadership.**

*Rationale:* The Museum has successfully survived a year of great turmoil. The Board of Trustees has been faced with difficult decisions. New members have been added, however a move to Peoria deems additional participation representing the new location. The Museum continues to have financial difficulty which prevents the hiring of paid staff. Revitalization of the organization and leadership will enable the Board to face these issues head-on and to move forward in Peoria.

#### **Reestablish a local, regional and state presence.**

*Rationale:* The Museum is in the early stages of building a presence in Peoria. By establishing a sound foundation through partnerships and community involvement, the Museum stands to once again be a leader at the local and state levels. The Museum has the opportunity to create a local, regional and state presence through programming and expanding its art collection.

#### **Become a self sufficient organization.**

*Rationale:* The Museum must continue to embrace the act of planning, not just strategically but in the areas of marketing and fundraising. The plans must be on-going, continuous and evolve as progress is made. Education is also key to the success of the Museum, both internally and externally.

Financial stability is crucial to the success of the organization. Fund raising strategies must be developed and vigorously pursued. Keys components are also continual strategy evaluation and assessment.

## WVAM Strategic Goals

### 1. Establish new organization and leadership

- *Appoint new officers & members.* Develop a campaign to identify and pursue new members, targeting Peoria residents and business leaders.
- *Revitalize volunteer program.* Identify potential community groups and individuals to build volunteer base for Museum activities and events.
- *Pursue office/administrative support.* Create job descriptions for office personnel and identify potential funding sources.
- *Hire paid professional staff.* Create job descriptions for professional staff and prioritize adding positions as funding levels permit.

### 2. Reestablish a local, regional and state presence.

- *Become a community asset in Peoria.* Create a plan that identifies potential opportunities to build partnerships and increases visibility of the organization. Attend local events, host art shows and exhibits, join local associations.
- *Build a new museum community.* Create a membership campaign in Peoria and surrounding towns and cities. Build relationships with local media outlets and other organizations.
- *Create signature events.* Create quarterly events with one targeted as the main signature activity for the Museum. Create awareness by actively participating in similar community programs.
- *Expand collection.* Create publicity campaign to build awareness that the Museum is still in business and accepting art donations. Reestablish a viable Collection Committee. Create a fund to purchase and expand collection.
- *Receive AAM accreditation.* Create a committee to evaluate the potential of receiving AAM accreditation. Assess current situation and determine what is necessary to complete and receive accreditation.

### 3. Become a self sufficient organization

- *Create plans for business, marketing and educational development.* Create committees to handle each of the three areas. The groups should meet together as they progress to ensure that accomplishments are consistent and far reaching.
- *Eliminate debt.* Develop plan to pay off creditors based on priority.
- *Identify funding sources.* Maintain a list of grant opportunities that will enhance opportunities and help build financial independence. Identify partnerships to share expenses and cut costs.
- *Build & nurture partnerships.* Work with City partners to identify other groups and organizations that offer partnering opportunities to: a) build a new community base, b) create cost savings and c) build greater visibility in the community and beyond.
- *Locate and secure new facility.* Parlaying the expression 'start small, work big', the Museum will work towards finding first temporary office space and then focus on a new permanent location.