



STRATEGIC PLAN:

**Twenty Years of Arts
In Our Community**



Hoffman Center for the Arts

Strategic Plan

2024 - 2026

As of September 2023

"...I recognize that what I have is a dream that will not reach full realization during my lifetime, and that for it to reach fulfillment will require the participation of people of my community. I also recognize that, while I can look at the destination, I cannot chart the course. Those who are involved must have the freedom to chart the course as the circumstances change."

Lloyd Hoffman,
artist, philanthropist, visionary



Lloyd & Myrtle Hoffman

Board of Directors

Janice Slonecker Berman, President
Bonnie Laing-Malcolmson, Vice President
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Executive Director

India Downes-Le Guin

Program Leads

Sharon Gibson, Steven Gibson:
Clay Program Co-Leads
Brian Postle, Cindee Maytas:
Visual Arts Co-Leads
Ketzell Levine: Wonder Garden Lead
Vera Wildauer: Writing Program Lead

Past Presidents

Mary Roberts
Vera Wildauer
Dave Dillon
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Hoffman Center for the Arts: Twenty Years of Arts in our Community

In 2024, the Hoffman Center for the Arts celebrates 20 years of bringing fun, passionate participatory art experiences to its community and visitors. The Hoffman Center was founded in 2003, the result of the vision and benefaction of Lloyd and Myrtle Hoffman, who left their home and property at 595 Laneda Street to seed the beginnings of a community art center.

From its inception, HCA was built and managed by dedicated volunteers who developed the facility, ran its programs, and publicized them to the community. They recruited stimulating speakers, writers, and teachers for lectures and classes, worked with artists to show their work in the gallery, published poets and writers in *The North Coast Squid*, *Word & Image*, etc.

By 2021, management of HCA had grown beyond its volunteer structure. After thoughtful deliberation, the Board and Program Leads agreed the time was right to hire Hoffman's first paid staff. After a wide search, India Downes-Le Guin was selected as Hoffman's first Executive Director; she began her tenure in September 2022.



As the search was underway, so was the Covid pandemic. HCA pivoted to online classes in visual arts and writing drawing grateful participants from the North Coast and throughout the country. As things began to open up, in-person programs resumed and exhibitions of outstanding local and regional artists were reinstated.

In addition to exhibiting prominent regional artists, HCA has begun mounting major historical exhibitions. Oregon Painters "Landscape to Modernism 1859-1959" exhibit and John Stahl: A Mini Retrospective, drew appreciative visitors from throughout

northwestern Oregon. A studio tour of 15 local artists sold out, drawing participants from Washington, the Portland metro area, and from up and down the coast. The Wonder Garden's new shade structure sheltered its plants and visitors and added a whimsical, colorful gateway element to Manzanita's commercial district. In 2022, thanks to the generosity of our community, we paid off the remaining mortgage on our building and are debt-free.

Now, in 2023, our new Executive Director is in place, our clay programs are at capacity, our visual arts programs require more equipment and more space, and the Writer's Lounge is doubling as storage space. We are beginning to serve young people in collaboration with community partners. The recently completed Strategic Plan, 2024 – 2026 will guide us as we thoughtfully build organizational capacity and lay the groundwork to better serve our growing community in the future.

Hoffman Center for the Arts

Vision

We envision a vibrant, engaged community in which the arts are integrated into the lives of residents and visitors alike.

Mission

The HCA provides opportunities for artistic and cultural access, education, exploration, and collaboration.

Values

Engagement: Participation in the arts, through fun and stimulating experiences, enriches lives and helps define our humanity and culture.

Inclusion: A respectful, safe and supportive environment welcomes all.

Community: Engagement and collaboration with all parts of our community fulfills mission and contributes to the heritage of the arts in our region.

Opportunity: An accessible environment, where creativity, innovation and diversity thrive, contributes to both the individual and the arts.

Stewardship: Responsible stewardship and prudent financial management ensures our continued viability, growth and long-term sustainability.

Three-Year Goal

Build organizational capacity and lay the groundwork to better serve our growing community.

Strategy 1

Consistent with our value of stewardship, continue to build organizational capacity and infrastructure.

Strategy 2

Consistent with our value of community, increase community awareness of the Hoffman Center for the Arts.

Strategy 3

Consistent with our values of opportunity and inclusion, engage our broader community.

Strategy 4

Consistent with our value of engagement, support our core programs and explore new ones.

PLAN SUMMARY

3-YEAR GOAL: Build organizational capacity and lay the groundwork to better serve our growing community.

	2024	2025	2026	
Strategy	Action Steps	Action Steps	Action Steps	Key Performance Indicators
Continue to build organizational capacity and infrastructure	<ul style="list-style-type: none"> Develop a 3-year financial plan based on the strategic plan. Continue to track finances closely. Review gallery and program pricing to maximize revenue and ensure comparability. Annually, review the 3-year financial plan; adjust as necessary. 	<ul style="list-style-type: none"> Continue to track finances closely. Annually, review the 3-year financial plan; adjust as necessary. Consider budgeting for a financial review in 2026 or 2027. Consider building a business model for HCA, establishing target ratios of earned to contributed income, cash reserves, etc. Revisit facilities plan 	<ul style="list-style-type: none"> Continue to track finances closely. Annually, review the 3-year financial plan; adjust as necessary. Consider commissioning a financial review in 2026 or 2027. 	<ul style="list-style-type: none"> Financial plan is clear and reflects past performance as well as future goals. The Board and ED agree on the financial plan. The financial plan is used in grant proposals. The financial review is conducted quickly because financial practices and records are excellent.
	<ul style="list-style-type: none"> Complete the 3-year development plan for Board review; address planned and endowment giving. Consider fundraising opportunities around HCA's 20th anniversary year 	<ul style="list-style-type: none"> Work with a fundraising professional to assess and recommend action steps to achieve future goals. 	<ul style="list-style-type: none"> Possible feasibility study for a major campaign in the 3rd or 4th quarter. 	<ul style="list-style-type: none"> Development program is well-established with a clean, robust database, calendar, gift acceptance and donor recognition policies, major donor cultivation, annual giving, foundation and government grants, special events, and initial planning giving promotion. Contributed and earned income cover expenses with a budgeted surplus.
	<ul style="list-style-type: none"> Complete a strategic, prioritized staffing plan for Board review, including full- and part-time employees, contractors, and volunteers. Weigh the strategic value of each position. Develop full costs and revenues for the plan. 			<ul style="list-style-type: none"> HCA has adequate staff and volunteer resources to perform all necessary functions of the organization. Staff and volunteers report timely, effective support and reasonable workloads.

	2024	2025	2026	
Strategy	Action Steps	Action Steps	Action Steps	Key Performance Indicators
Increase community awareness of HCA and its impact.	<ul style="list-style-type: none"> Develop a plan to celebrate and promote HCA through its 20th HCA's anniversary. 			<ul style="list-style-type: none"> New members, donations, media coverage, increased sign-ups for programs with space.
	<ul style="list-style-type: none"> Develop a communications plan with talking points around HCA's strategic plan, possible physical expansion, and organizational priorities. Train everyone on the new talking points & messages. 	<ul style="list-style-type: none"> Gain a better understanding of our community and how we can serve its members through updated surveys, focus groups. Consider distinct audiences such as potential donors, peer nonprofits, City government, business community, and new audiences you are working to attract. Employ user feedback in annual program selection and planning. 	<ul style="list-style-type: none"> Employ user feedback in annual program selection and planning. 	<ul style="list-style-type: none"> Board members, Program Leads, ED and volunteers can confidently, accurately and consistently talk about HCA's accomplishments, current status, and future plans. Community members remark on "the new HCA". It is easier to recruit volunteers and Board members. Organizations want to partner with HCA.
	<ul style="list-style-type: none"> Evaluate the effectiveness of local advertising. Consider using the existing HCA tag line consistently. 	<ul style="list-style-type: none"> As plans evolve, consider a professional branding refresh in 2025 or 2026. 	<ul style="list-style-type: none"> Consider a professional branding refresh if not already accomplished. 	<ul style="list-style-type: none"> HCA has a refreshed brand as an open, collaborative, financially strong and programmatically excellent organization.
	<ul style="list-style-type: none"> Emphasize impact in annual reports. 			<ul style="list-style-type: none"> Board, staff and volunteers can discuss HCA's impact. Community members, especially "grass tops", have greater appreciation of HCA's impact.
Engage our broader community.	<ul style="list-style-type: none"> Schedule DEAI educational opportunities for Board, staff & volunteers. 	<ul style="list-style-type: none"> Schedule DEAI educational opportunities for Board, staff & volunteers. Develop initial DEAI goals and begin implementation. 	<ul style="list-style-type: none"> Schedule DEAI educational opportunities for Board, staff & volunteers. Evaluate performance and continue to implement DEAI goals. 	<ul style="list-style-type: none"> All HCA personnel have a better understanding of DEAI and how to contribute to an inclusive, safe, and welcoming environment. There are visible signs of HCA's engagement with DEAI.
	<ul style="list-style-type: none"> Continue to develop HCA's relationship with Library and other organizations if there is capacity to do so. ED keeps the Board aware of organizations with whom she is developing partnerships and collaborations. 	<ul style="list-style-type: none"> Make a strategic community engagement plan for the Board, ED and volunteers annually. Regularly evaluate the effort. 		<ul style="list-style-type: none"> HCA is a go-to partner for peer organizations and community arts initiatives.
	<ul style="list-style-type: none"> Budget for and begin piloting youth programs in collaboration with peer organizations. 	<ul style="list-style-type: none"> Continue budgeting for and piloting collaborative youth programming. 	<ul style="list-style-type: none"> Continue budgeting for and piloting collaborative youth programming. 	<ul style="list-style-type: none"> HCA is becoming known for effective youth arts and culture programming and is a sought-after partner by peer organizations.
Support our core programs.	<ul style="list-style-type: none"> Program Leads and ED prioritize issues to tackle such as volunteer recruitment, pricing decisions, cross-program promotions, online content, and advertising/publicity support. Resolve Thinkific conversation and develop hybrid lecture options. Program Lead/ED meetings have clear agendas and outcomes. 	<ul style="list-style-type: none"> Develop a business plan for online content. Develop a realistic program marketing plan based on current capacity that includes use of Constant Contact, social media, local media, etc. 		<ul style="list-style-type: none"> Program Leads feel heard, respected, and supported. Program Leads feel their workload has lightened. There is a mutually agreed upon plan for Program Lead succession.

Proceedings of the HCA Strategic Planning Workshop

September 18 & 19, 2023

Present: Board officers Janice Slonecker Berman, Bonnie Laing-Malcolmson, Terri Desaro, Gregg Goolsby (via Zoom); Board members Dave Holt, Sarah Johnson, Steve Brier, Amy Bell, Nancy Turner, Ben Rosenberg; India Downes-Le Guin, Executive Director; Program Leads Sharon Gibson (via Zoom), Steven Gibson (via Zoom), Bonnie Laing-Malcolmson, Brian Postle, Ketzell Levine, Vera Wildauer; Barb Gibbs, Consultant/Facilitator

Absent: Candace Kramer

Group Agreements

for conduct during the workshop

- Demonstrate respect for one another
- Keep open minds
- Speak our truths
- Contribute and allow others time to speak
- Take care of our needs
- Observe confidentiality; (a communications plan will be developed for the 2024 – 2026 Strategic Plan)



Creating and Using Our Strategic Plan

Barb Gibbs

1. Overarching or aspirational goal: Where do we want to be in 3 years?
2. What 3 to 5 goals will help us get there?
3. What action steps will we take to achieve our goals?
4. What Key Performance Indicators (KPIs) will we use to measure the success of our action steps?
5. To be complete, our plan MUST include pro forma annual income and expense budgets reflecting our goals and action steps.
6. We will review our progress against our plan 2 to 4 times per year.
7. As a learning organization, we will adjust our plan as circumstances require and communicate our progress and changes to all who need to know.
8. We will take our plan seriously so it becomes an essential tool for staying on track, staying together, and communicating internally and externally.

Capacity Building and Campaign Readiness

Barb Gibbs

1. We steward and operate our nonprofit on behalf of the community.
2. In a growing community, expectations of nonprofit organizations are likely to grow.
3. Nonprofits large and small fund expansion via capital campaigns. Capital campaigns require organizational capacity, including staff, internal systems, fiscal soundness, Board leadership, reputation, supporters with philanthropic capacity, supporters in business, education, government, etc.

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4. Capital campaigning is an art and a science. Campaign methodology is based on years of experience by fundraising professionals and nonprofit leaders.
5. Fundraising professionals can determine “campaign readiness” via checklists such as that of the Association of Fundraising Professionals (AFP).
6. A feasibility study helps assess the willingness of potential donors to support the campaign, while gathering valuable insight into the opinions of top supporters.
7. When embarking on a capital campaign, you want to be as certain as you can be of success.

TURNING OUR VALUES INTO ACTIONS

The group used HCA’s values to stimulate their thinking about goals for the 2024 – 2026 period. The ideas generally fell into four groups focused on stewardship, partnering and leading, broadening audiences, and supporting programs.

Stewardship

- Be a stable, financially healthy, rock-solid organization; a model nonprofit
- Financial transparency and a model nonprofit
- Grow revenue
- Make smart, informed financial choices
- Systematic, thoughtful growth and transparency
- Be a good philanthropic investment/an important, lasting organization to support
- Be a blue chip nonprofit
- Aspire to excellence in all we do

Partnering and Leading

- Lead change rather than following
- Be a leading voice for the arts & culture
- Be a cultural touchstone
- Give back to the community we serve
- Be a go-to community partner
- Extend our reach through partnerships with local organizations
- Create inviting, imaginative collaborations
- Have an informed community footprint

Engage the Broader Community

- Be inviting and inclusive
- Deepening, fostering social connections through the arts
- Listen to what our community wants and needs
- Be friendly and open – lead change rather than following
- Accessible programming – time of day, open hours, pricing, scholarships, etc.
- A place for you regardless of “art knowledge” or skill level – beginners welcome.
- An open, safe place for all.



Engage the Broader Community (cont.)

Remove barriers to participation.

Build social connections through the arts.

Community building

Learn to foster diversity, equity, accessibility, and inclusion (DEAI)

An open, safe place for all.

Fun, open, inviting experiences.

School district, at-risk youth

Instructors and volunteers understand and model our value of inclusion.

Support Our Programs (and our volunteers)

Be a vibrant cultural destination that people seek out.

Keep the experiential in our programming

Strive for exceptional quality programming

Ignite creativity, curiosity, skill development

Offer educational opportunities

Accessible programming – time of day, open hours, pricing, scholarships, etc.

Develop youth programs, artist residency program

Instructors and volunteers understand and model our value of inclusion.

Aspire to excellence in all we do.



OVERARCHING 3-YEAR GOAL FOR 2024 — 2026

The 3-year goal is where the organization wants to be in three years. The consensus was that the period 2024 – 2026 should be used to build organizational capacity and infrastructure to achieve “readiness” for a capital campaign. Because it is premature to talk publicly about a capital campaign, the goal was stated as “Building capacity and laying the groundwork to serve our growing community.”

GOALS AND ACTION STEPS FOR 2024 – 2026

Four goals were set for the 2024 period:

- Continue to build organizational capacity and infrastructure.
- Increase community awareness of the Hoffman Center for the Arts.
- Engage a broader community.
- Support our programs (and program volunteers).

Action steps were identified for 2024 and some for 2025 – 2026. Goals and action steps are recorded on the Strategic Plan grid. They will be refined and added to by work groups, who will also define Key Performance Indicators.

SHARED LEADERSHIP

President Janice Slonecker Berman noted that individual Board members and work groups would be asked to take responsibility for elements of the plan. She noted that in a Shared Leadership model, the group delegates responsibility to smaller groups, who work on the issue and make recommendations. Not everyone participates in every discussion or decision, saving time and energy and exploiting the talents of the full Board.

Barb added that there are five conditions that make the practice of shared leadership work:

- Trust and respect among group members
- Active, effective standing and ad hoc committees
- Clear, written committee charters and charges
- A strategic plan
- A mutual awareness and acceptance of the capacity of the organization

