



DRAFT - STRATEGIC PLAN FY 2023-2026

PURPOSE

The Goals for this strategic plan are to strengthen the governing and operational functions of the PGSMOA to promote the museum as a contemporary art museum inline with the CAP assessment goals and challenges. This three year plan should prepare the institution for the short and medium CAP goals and begin planning for the long range goals of the CAP assessment to include a Capital Campaign in 2027. Of utmost importance is to create goals and objectives that generate sustainable funding sources for PGSMOA.

PROCESS

- Initial Draft Written by BOD members Melissa Smith, Maya Babbish, Dusty Molyneaux, and Alyssa Roggow summer 2023.
- Draft amended by BOD members Nancy Lewis, Madyson Oakes, Dusty Molyneaux, Monty Kunka, Cortni Harant, Carol Gammel, and Alyssa Roggow on September 30th, 2023.
- Revised raft to be presented at October BOD meeting on October 16th, 2023.

Our Mission

To inspire and promote contemporary arts through exhibitions, collections, events, and education in a historic setting.

Our Vision

To connect the community with culture and contemporary art.

Our Values

- Respectfully supports diversity, equity, and inclusion where all voices are heard;
- Creates opportunities for diverse guests to make a meaningful connection with the Arts;
- Engages a diverse population by collecting, preserving, exhibiting, and interpreting art;
- Inspires artistic expression and understanding through educational programming;
- Supports contemporary artists by providing opportunities for them to develop, create, and exhibit new work; and
- Preserves a significant historic building.

Goal 1: Grow community understanding and love for The Square with outstanding contemporary art exhibits as well as educational events and programming – local community, greater Montana, and beyond.

Objective Category	Objective Goal	Measurement	Responsibility
1.a Marketing	1.a.1 Create a presence in the local and greater community that understands the purpose of the institution.	FY 24 Whole board discussions on branding and name to meet CAP goals FY 25 Drafts and implement a membership survey based on BOD discussion FY26 Rebrand/name museum, if determined applicable	Board Staff Museum Membership Broader Community <i>BOD member Maya Babbish will lead a review committee in advance of possible implementation.</i>
	1.a.2 Continue robust outreach to diverse audiences to grow engagement and awareness of the museum through activities and publishing such as activities like Pint Night, Square Night at the Voyagers, various downtown collaborations, events with merchants, YWCA Empty Bowls, No More Violence	FY 24-26 Sustain current outreach FY 25 Develop metrics of community involvement at museum activities FY26 Increase overall attendance at event/activities/programming sponsored by The Square by 10% over baseline established in prior year	Board promotion and attendance to museum activities Committees: as applicable Staff

	Week, Gathering of Families, museum tours, catalog publications, magazine articles, etc.		
	1.a.3 Increase in-kind and actual dollars for marketing	FY 26 Have a budget of \$50,000 or more for marketing in the approved FY 27 budget	Board Staff
	1.a.4 New signage with digital reader board	FY 24 Gather data on the cost of installation, maintenance and warranty plans, insurance, etc. for preferred new signage FY 25 Evaluate the feasibility of funding two reader boards FY 26 By the end of the strategic plan period we will have at one new reader sign aligning with the new branding go see goal 1.a.1.	Board Staff
1.b Education & Curatorial	1.b.1 Expand the rural outreach programming <i>Examples of past outreach programs: museum visits from rural communities as well as programs</i>	FY 24 Collect data on the number of rural communities currently served and funding sources FY 25 Develop plan for going forward and explore/secure funding FY 26 Secure funding and implement at least three rural	Board Committees: Education, Development, Finance Staff: Executive Director, Admin Assistant/Bookkeeper, and Director of Education

	<i>brought to rural schools</i>	outreach programs in alignment with the written plan	
	1.b.2 CAP Goal: to increase the understanding of The Square as a Contemporary Art Museum through a strong docent program	FY 24 Gather data on number of public, non-school based docent tours, number of participants per tour, and who is providing the docent services FY 25 Create a clear structure including training and recruitment for the docent program and other public tour programs. FY 26 Implement the approved plan and increase the number of non-school based docent led tours by 10% based on FY 24 data collection	Board Committee: ACE, Education, Event/Volunteer Staff: Curator and Director of Education
	1.b.3 Increase scholarship funding for studio art classes	FY 24 Annual Arts on Fire donations earmarked for scholarships FY 24 Paddleraise at fundraisers for education scholarship (one year only)	Board Committees: Education, Development, Event/Volunteer Staff: Executive Director, Director of Education, Admin Assistant/Bookkeeper
	1.b.4 Develop sustainable funding for Love for the Arts	FY 24 Create annual budget for each Love of the Arts program FY 24, 25, 26 Write for two grants per year to sustain funding of the	Board Committees: Education, Development Staff: Executive Director,

		Love of the Arts programs, to be repeated annually	Director of Education, and Admin Assistant/Bookkeeper
1.c Curatorial	1.c.1 Develop and propose touring exhibitions for use at other institutions	FY 24-26 Propose at least one traveling exhibition each year at MAGDA	Committee: ACE Staff: Curator
1.d Volunteers	1.d.1 Expand outreach to possible volunteers for committee and board participation from our secular, civic, and religious communities not currently represented in museum participants including those from our business, service, and educational groups.	FY 24 Develop and implement a form for gathering demographic data of board and committee volunteers FY 25 Develop a robust list of diverse community members for cultivation for board positions, this is will be a sustaining goal for all future years in order to keep our board membership at eighteen with diverse representation of our community FY 25 Increase number and diversity of community members on board committees	Board Committees and Chairs Staff to inform BOD of possible new members for committee and/or board membership
1.e 50th Anniversary	1.e.1 Combine 50th Anniversary with the Capital Campaign	FY 24 Establish a committee to prioritize goals for the Capital Campaign based on CAP assessment FY 25 Feasibility study implemented and funded by BOD, see goal 2.c.1 FY 26 Create a committee to prepare the roll out of the	Board Committees Staff Museum Members Community at Large

		<p>Capital Campaign in alignment with the 50th Anniversary of the museum beginning January 1, 2027.</p>	<p><i>Resource: Montana NonProfit Association, see links below</i></p> <p>https://www.mtnonprofit.org/resource-center/working-with-consultants/</p> <p>https://bloomerang.co/blog/planning-a-capital-campaign-the-essential-first-steps/</p>
--	--	---	--

Goal 2: Build and begin implementing a financial plan that will ensure sustainability of The Square

Objective Category	Objective Goal	Measurement	Responsibility
2.a Donors & Sponsors	2.a.1 Identify and reach out to a select group of potential major donors (\$1,000+) and sponsors <input type="checkbox"/> Identify <input type="checkbox"/> Cultivate <input type="checkbox"/> Ask	FY 24 Donor data for FY 20 to through the current FY available for analysis by December 31, 2023 FY 24 Responsible parties will work with with the data to meet budget goals as outlined in the approved FY 24 museum budget FY 25 Board and staff training on endowments	Board Committees: Development/Membership Staff: Executive Director, Development Director, Operations Director
2.b Members	2.b.1 Maintain and track all members, donors and sponsors to facilitate growth	FY 24 Current membership data is available for analysis now FY 24 Continue to fully acknowledge all members, donors and sponsors in a timely manner FY 24 Review Member, Donor, Sponsor Incentives on an annual basis FY 24 Evaluate accessibility of Little Green Light for BOD to aid in member appreciation and asks FY24 By December 2023 have a BOD approved survey for members, donors, and sponsors for their insights as	Board Committees: Development/Membership with input from ACE and Education Committee Staff: Executive Director, Development Director, and Operation Manager Members

		<p>to what is working or is challenging at The Square to go out in January 2024</p> <p>FY 24 Starting now and each fiscal year every BOD member will enlist at least one new member</p> <p>FY 24-26 Responsible parties will work with all available data collection to grow membership as well as giving level</p> <p>FY 26 Review, edit, and use BOD approved surveys from FY 24 for members, donors, and sponsors to gather data for the next strategic plan, using every three years moving forward (FY 29 to inform the next plan, etc.)</p>	
2.c BOD Fundraising	2.c.1 Increase BOD giving/gathering of both in kind and monetary support	<p>FY 24 As BOD raise at least \$10,000</p> <p>FY 25 As BOD raise at least \$15,000 to be used for Capital Campaign feasibility study</p> <p>FY 26 As a BOD we will maintain at least \$15,000 of giving to align with the Capital Campaign goals</p>	Board
2.d Grants	2.d.1 Seek public and private foundations as well as corporate giving	<p>FY 24/25 Grant writing corresponds to specific CAP Goals outlined in strategic plan</p> <p><i>Examples: MHPG for Education Floor and CDBG Parking Lot</i></p>	Staff: Executive Director, Development Director, Curator, Director of Education

	<p>2.d.2 IMLS Grant for Collections Project Manager,</p> <p><i>submission deadline cycles each November (BOD would like to table until a Capital Campaign is secure to ensure a safe space for the collection)</i></p>	<p>FY 24 Establish the probability of securing 50% (\$75,000-\$120,000) matching funds for this grant</p> <p>FY 24 Begin writing grant content.</p> <p>FY 26 Write for Grant once matching funds are secure</p>	<p>Board</p> <p>Staff: Executive Director, Development Director, and Curator</p>
<p>2.e Events</p>	<p>2.e.1 Hold two blockbuster fundraiser events each year</p>	<p>FY 24-26 The two events will be Chef, Champagne and Art (February) and The Gala for the Arts (May)</p>	<p>Board</p> <p>Committees: ACE, Development/Membership, Event/Volunteer</p> <p>Staff</p> <p>Museum Members</p> <p>Volunteers</p>

Goal 3: Advance board and executive management leadership

Objective Category	Objective Goal	Measurement	Responsibility
3.a BOD Projection	3.a.1 Establish long range goals for the next ten years	FY 26 Establish a ten year prioritization of the larger goals for the museum based on CAP assessment and feasibility study	Board Staff
3.b Advisory (?) Board	3.b.1 Establish an advisory (?)	FY24 Research what other museums/non-profits do for advisory (monetary) type board Define what the advisory (?) board does and develop a BOD approved description FY 25 Establish the advisory (?) board prior the roll out of the Capital Campaign planning in FY 26	Board Staff: Executive Director
3.c Board Development	3.c.1 Restructure governance board and board committees	FY 24 Immediately implement BOD leadership to create more robust and community inclusive board committees to meet monthly, see staff generated list below <i>Committee Structure based on Staff Feedback:</i> 1. <i>Development/Membership (Julie Easton)</i> 2. <i>Event/Volunteer (Sara Johnson)</i> 3. <i>ACE (Nicole Evans)</i> 4. <i>Buildings & Grounds (Sarah Justice)</i> 5. <i>Gift Shop (Brent Vista)</i> 6. <i>Education (Ellie Weber)</i> 7. <i>EDI (Sarah Justice)</i> 8. <i>Finance/Executive/Nominating (Marty Cappis, Sarah Justice)</i>	Board Committees Staff

		<p><i>All committees to be chaired by a board member with a staff liaison as outlined above. Committees should be inclusive and should include knowledgeable members of our community who can aid in committee work. Monthly agendas and minutes should be kept in the committee's Google Drive folder and a copy shared bi-monthly in the BOD packet.</i></p> <p>FY24 Restructure board to meet every other month starting in January 2024 and every odd month thereafter</p> <p>FY24 Review the Bylaws annually and suggest updates as needed</p> <p>FY24 Review the mission, vision, and values annually to ensure alignment with BOD, community, and staff desired outcomes</p> <p>FY 24-26 Review existing BOD onboarding materials and mentorship practices and rectify practices as needed</p> <p>FY25 Board filled to eighteen members with six positions up for election each year</p>	
	<p>3.c.2 Identify potential new board members to forward to the nominating committee</p>	<p>FY 24 All affiliated with the museum will seek valuable new board candidates to forward to the nominating chair</p>	<p>Board Committees Staff Members</p>

			Community
	3.c.3 Annual Board Strengthening	FY24 Board will engage in self evaluations including the advancement of the Strategic Plan annually FY 25 The BOD will hold an annual retreat/mixer to include staff each July	Board Committees Staff
	3.c.4 Board Training	FY 24-26 Establish as needed	Board Committee: executive
	3.c.5 Board Member Expectations	FY24 Clarified board member expectation documents drafted by Exec team and presented for board approval	Board Committee: executive
	3.c.6 ED & I	FY24 establish the committee with a goal to review needed next steps for the BOD, staff, and institution	Board Committee: ED & I Staff
	3.c.7 HR Manual (ready for presentation)	FY24 Completed and uploaded to website by November 1, 2023	Board Committee: Executive

			Staff: Executive Director, Admin Assist/Bookkeeper, Operations Manager
--	--	--	---

Goal 4: Develop a Plan for better preserving the Square's Collection

1. Registrar & Registrar equipment
2. Storage – including humidity and climate control
3. Exhibition Space – needs identified in CAP

Objective Category	Objective Goal	Measurement	Responsibility
4.a Curatorial	4.a.1 Hire Registrar	tabled, see 2.d.2	
	4.a.2 Small fixes to protect collection and exhibitions	<p>FY 24 Identify projects such as mini splits for HVAC, Tyvek for collections rack coverage, data loggers, and other materials for protecting collection objects.</p> <p>FY 24/25/26 Get Bids for projects that have been prioritized and complete as budget allows</p>	<p>Board</p> <p>Committees: Building and Grounds, ACE, Finance, and Development</p> <p>Staff: Executive Director, Curator, Facilities Manager,</p> <p><i>Projects to be prioritized by staff and approved by the Board</i></p>
	4.a.3 Large, long-term CAP projects evaluated and prioritized based on feasibility study	<p>FY 26 Have approved plan and begin to complete projects in the established timeline, see 3.a.1</p>	<p>Board</p> <p>Committee: Development, ACE</p> <p>Staff</p>
	4.a.4 Explore New Space for the Permanent	<p>FY 24 Identify a potential space in the building for additional room for permanent collection.</p>	

	Collection See goal above (insert reference)		
--	--	--	--

Goal 5: Develop a plan for the maintenance and preservation of the building and grounds

Objective Category	Objective Goal	Measurement	Responsibility
5.a Eliminate contamination in the attic	5.a.1 Use Montana Historic Preservation Grant to clean, restore, and abate future infestation (active)	FY 23 Awarded Montana Historic Preservation Grant FY 25 Complete work outlined in grant	Board Committee: Buildings and Grounds Staff: Executive Director and Facilities Manager
	5.a.2 Secure matching funds raised to meet goals outlined in grant (completed)	FY 24 All funding in place	Board Committee: Development, Buildings and Grounds Staff
5.b Building HVAC	5.b.1 Heat in Education Office	FY 24 Have HVAC installed in education office	Board Committees: Education Staff: Executive Director, Facilities Manager, Director of Education

	5.b.2 Mini splits in permanent collection storage	See priorities in Goal 4.a.2	Board Committees: Ace, Buildings and Grounds Staff
	5.b.3 Ventilation for kiln room	FY 24 Get assessment and seek quotes FY 25 Secure funding for the project FY 25 Project Complete	Staff: Executive Director, Facilities Manager, Director of Education, Ceramic Tech
5.c Education Floor and other potential collections projects	5.c.1 Next Cycle of Montana Historic Preservation grant	FY 24 Grant application completed by February 2024	Board Committees: Buildings and Grounds, Development Staff: Executive Director, Development Director, Curator, Education Director
5.d New Parking Lot Asphalt	5.d.1 CDBG Grant possibly or other grant/in-kind funding	FY 24 Seek bids and possible in-kind commitment FY 25 Have a funding source secured by the end of FY25 FY 26 Have new parking lot asphalt completed	Board Committee: Buildings and Grounds Staff: Executive Director, Development Director

