



DRAFT

2016 - 2017

Strategic Plan



Our vision is a community where every voice is heard

Our mission: To bring that vision into reality, the Kalamazoo Poetry Festival connects people through the power of poetry.



Strategic planning challenge:

To ensure the viability and long term sustainability of the Kalamazoo Poetry Festival.



GOAL 1: Develop an Organizational Succession Plan

Board composition and leadership continuity are critical to ensuring the viability of the KPF. Our Plan will be an ongoing and systematic process that incorporates diversity, recruitment, and retention.

TASKS:

- ✓ Review Board roster quarterly (January, April, July, October) & increase frequency prior to impending known vacancy
- ✓ Establish Nominating Committee annual recruitment calendar
- ✓ Establish ideal board composition (number, skill-set/background, etc. to ensure we resemble the communities we serve)
- ✓ Build and deepen relationships with community non-profits that align with our mission (Arts Council, KIA, Friends of Poetry, FIRE, etc.) to expand pool of potential future board members
- ✓ Consider establishing a KPF Advisory Committee
- ✓ Recruit a broad & diverse range of Programming Committee members
- ✓ Continue personalized board member outreach (Stacy's model 1:1)



GOAL 1: Develop an Organizational Succession Plan

TASKS (*cont'd*):

- ✓ Partner with local agencies for multicultural diversity training (ERACCE, SHARE, etc.)
- ✓ Explore sources of funding for potential professional paid staff/consulting positions
- ✓ Develop plan to leverage volunteer base
- ✓ Explore opportunities for permanent location
- ✓ Etc.



GOAL 2: Develop a Diverse Funding Plan

KPF started under the fiscal agency of the Portage District Library, and became its own entity in October, 2014. We have been reliant on grant funding, sponsorships and individual donations, a model that may not be sustainable in the longer term.

TASKS:

- ✓ Increase donor base by identifying new potential sources (individual and business)
- ✓ Increase Board financial support
- ✓ Identify and pursue potential grant opportunities
- ✓ Develop and implement a sponsorship plan that integrates and promotes local businesses
- ✓ Maintain and enhance relationships with existing grant funding agencies
- ✓ Explore potential endowment/patron opportunities with the Kalamazoo Community Foundation
- ✓ Etc.



GOAL 3: Codify Operational Procedures & Responsibilities

Since its inception, Poetry Festival visionaries have served as “working” board members. Documenting and preserving the myriad processes and tasks involved – collectively known as “organizational knowledge” – is integral to the success of future events and to enhancing and maintaining our community partnerships.

TASKS:

- ✓ Document Board member/officer roles & responsibilities
- ✓ Document standing committees’ roles & responsibilities
- ✓ Document consultant’s roles & responsibilities (KJ)
- ✓ Document marketing/publicity (web site, Facebook, media outreach, passwords, etc.)
- ✓ Etc.



GOAL 4: Plan & Execute Signature Events

KPF has hosted three successful annual events since its inception and will continue that momentum well into the future.

TASKS:

- ✓ Evaluate every two (even) year event schedule with Celebration in off year
- ✓ Establish Programming Committee members
- ✓ Develop task list (poet, venue selection, etc.) for 2017 event
- ✓ Identify key success factors
- ✓ Incorporate feedback tool from prior events into future planning (what worked/did not work)
- ✓ Etc.