

**Arts & Culture Commission
WORK STUDY MEETING**

7501 E. Skoog Blvd., Conf. Rm. 428
5:30 p.m., Wednesday, February 12, 2020

Minutes

1. Call to Order & Welcome

Chairperson Quisenberry called the meeting of the Arts and Culture Commission to order at 5:32 p.m.

2. Roll Call

Members present: Chairperson Lindsay Quisenberry, Vice-Chairperson Nancy Smith, Commissioner Andy Sinclair, Commissioner Edward Lira and Commissioner Zach Moss.

Staff present: Brian Witty, Parks & Recreation Director and Isabella Chewning, Recreation Coordinator.

3. Approval of Agenda

Chairperson Quisenberry asked if there were any changes to the agenda. Hearing none she asked for a motion to approve the agenda as presented.

Commissioner Smith made a motion to approve the agenda as presented. Commissioner Quisenberry seconded the motion. Motion carried unanimously by those members present.

4. Future Guest Artists – *B. Witty, Director*

Director Witty asks that Commissioners be on the lookout to find guest artists to attend our regular meetings to highlight our talented citizenry. We have gone a few months without having a scheduled guest artist at our regular meetings.

- Chairperson Quisenberry says Isabella should be hearing from the owner of Prescott Women's Magazine soon with multiple contacts for potential guest artists
- Edward Lira let us know that Dianne Russel is a contact of his and he would like to share her contact with Director Witty

5. Town Council Meeting Dates - *B. Witty, Director*

- YAM Proclamation, Thursday, February 27th, 2020 at 5:30pm in the Library auditorium. It is recommended that at least the members of the committee attend as well as all commissioners.
- YAM Council Recognition, Thursday, March 19th, 2020 at 5:30pm in the Library auditorium. All commissioners are welcome and encouraged to attend.

6. Committee Updates/Planning – *Isabella Chewning, Recreation Coordinator*

Youth Art Month-

- YAM is the month of March with our teachers hanging their artwork from February 25th-27th in the Civic Building and Library. Awards reception will be held on March 4th, 2020 from 5:30pm – 7:00pm and

- all Commissioners are encouraged to attend
- Chairperson Quisenberry mentioned that it is always beneficial to have more commissioners there to present awards at the reception
- Isabella Chewing will share with all Commissioners via email follow up the volunteer schedule for YAM

Family Arts Festival-

- Andy Sinclair asked if we can clarify time limits for stage performers to avoid the mix up that happened last year and Isabella Chewing agreed to clarify with all performers
- Nancy Smith asked if we can have the HUSD combined orchestras perform first seeing as they have the largest group of kids to get on and off the stage and Isabella Chewing agreed that would be the best course of action
- Isabella Chewing reminded Commission that their participation at an Arts and Culture Commission booth is highly encouraged and they are welcome to provide an additional activity if desired

Movies Under the Stars-

- MUTS will be May 22nd – June 26th 2020 on every Friday evening and we need to start considering which Commissioners will be MCing each movie night
- Isabella Chewing will be sharing via email with Commissioners specific dates and volunteer requests

7. Art at the Center – Lakeshore Plaza Sculpture – *N. Smith & A. Sinclair, Commissioners and Isabella Chewing, Recreation Coordinator*

Background Summary

The Town of Prescott Valley Arts and Culture Commission has begun an exciting phase of growth in programing and fundraising which calls for the creation of a larger, more structured, and more entrepreneurial development organization. This fundraising plan builds on the work that has already been completed by the Commission to lay out the strategy, tactics, and time-lines necessary to meet the Commission's ambitious goals. In doing so, this fundraising plan is guided by two key documents:

1. The Strategic Plan – The Arts and Culture Commission's Strategic Plan defines the Commission's ultimate goal: The Prescott Valley Arts and Culture Commission shall create and organize a broad and diverse spectrum of artistic and cultural based programs, services and events that include, but are not limited to: grassroots education in the visual, literary and performing arts, community and cultural galas, public art displays and the preservation of significant historical and cultural works of art.
2. The Master Plan – Parks and Recreation is currently completing a comprehensive Master Plan utilizing the consulting services of PROS Consulting. This audit provides a clear and definitive overview of the Parks and Recreation Department's current capabilities and notes the potential for growth in a number of areas. The Master Plan provides a blueprint for our fundraising growth and this fundraising plan is thoroughly informed by the PROS Consulting's current and developing findings.

Goals and Objectives

The primary goal of this fundraising plan is to provide the funding necessary to carry out the Art and Culture Commission's growth agenda, which will allow for the production and placement of a monumental bronze sculpture on the corner of Lakeshore Dr. and Skoog Blvd. The Commission has set the following revenue goals for the next fiscal year:

2019 – 2020	\$80,000
2020- 2021	\$85,000

Thus, the goal of this plan is to provide a detailed strategy to raise the above budgeted revenues. In order to meet this goal, the Arts and Culture Commission must meet the following objectives:

- Build a development infrastructure that is capable of handling a fast-growing, dynamic fundraising operation of the size and scope laid out by this plan
- Establish scalable fundraising systems capable of providing maximum efficiency for a relatively small staff
- Provide easy and concrete methods for cultivating and maintaining relationships with donors and prospects
- Reach outside the Friend's current core donors to build an ever-expanding universe of prospects
- Operate in a professional and entrepreneurial manner, utilizing development best practices, ambitious goals, and measurable metrics

Types of Funding

It is important, at this point in the plan, to differentiate between the various funding streams that provide revenue for the Arts and Culture Commission:

1. Philanthropic Fundraising – This includes all money raised from non-governmental sources for Art and Culture. The three primary types of philanthropic funding we currently engage in include:
 - a. Individual Giving – Money raised from individuals shall be the primary focus of the Arts and Culture Commission's fundraising efforts.
 - b. Foundation Giving – Money raised from foundations and grant-writing comprises a portion of our fundraising efforts, but is not our primary focus
 - c. Events – Money raised from fundraising events will grow into being a key part of our plan.
2. Town Funding – This includes all moneys from within our Town resources allocated specifically for Arts and Culture.

Assumptions

In formulating this plan, the Arts and Culture Commission is operating under the following assumptions:

- The Department has developed a strong base of friends, prospects, and donors during its history, but has lacked the staff time and volunteer resources to effectively maximize those contacts.

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- Commission members are committed to the Arts and Culture Commission's growth plan.
- The area of greatest need for the Arts and Culture Commission is in developing an individual giving program.
- A well planned and entrepreneurial fundraising operation will allow the Arts and Culture Commission to meet its ambitious revenue goals.

Development Infrastructure

In order to effectively carry out this plan and build a professional development network, the Arts and Culture Commission will need to enlarge and strengthen its current development infrastructure:

Case for Support

The Arts and Culture Commission should develop a strong case of support with several case statements aimed at our various funding prospects which provide both factual and emotional reasons for those individuals, corporations, businesses and foundations to become giving partners with the Arts and Culture Commission. These case statements must provide client anonymity while at the same time sufficiently draw donors into supporting our efforts. Similarly, the case for support and statements must provide a factual basis for our funding needs while being generic enough to be used in a wide variety of fundraising opportunities. Effective case statements will include compelling stories of the work that we do, coupled with evidence of the societal benefit of our work and the efficient stewardship of donor resources.

Case statements should be able to be used by Commission members, staff, volunteers and others who are interested in generating support for the Arts and Culture Commission.

Donor Database

The Arts and Culture Commission currently does not use any database to track donors and prospects. The reporting capabilities, relationship-building functions, and prospecting tools provided by utilizing a donor database can help in meeting the needs of a fundraising organization of our current and future size. Consequently, staff should develop a fundraising-specific database for the Arts and Culture Commission as soon as possible.

Uniform Prospect and Donor Tracking Procedures

Once the database is fully operational, the Arts and Culture Commission must have standard practices in place for handling new prospects and donors, including appropriate paperwork that may be used by the Commission, committees, staff, and volunteers. These procedures should allow us to ensure that all prospects and donors are entered into our database and cultivation systems with the appropriate level of information and that allows for correct and efficient follow-up to be made. Therefore, staff should develop a small set of one-page memos and forms to be used by the Arts and Culture Commission in handling new prospects and donors, or when a donor or prospect is contacted by one of the Commissioners, staff, or volunteers of the Arts

and Culture Commission.

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Commission Orientation

As will be seen from the rest of this plan, the active and informed participation of the Arts and Culture Commissioners, in addition to staff and volunteers, will be integral to our ultimate success in our fundraising efforts. In addition to your current activities on behalf of the Arts and Culture Commission, members of the Commission will be asked to make donor cultivation calls, help populate both non-ask and ask fundraising events, and expand our donor and prospect universe.

Staff should plan an ongoing Commission Orientation training program to assist the Commission with meeting fundraising goals.

Commission Meeting Development Goals

Traditionally, staff has been allotted time at the Arts and Culture Work Study meetings for development reporting. This time is normally spent updating the Commission on development receipts and future goals. While the Commission should continue to receive regular development updates at these meetings, during the life cycle of this project, Work Study meetings will need to be more heavily weighted towards reviewing prospect lists and assigning contacts, discussing and assigning donor/prospect cultivation calls, brainstorming contacts, events, and targets, and other items that will lead to an increased donor and prospect universe and additional dollars raised.

Donor Communications and Cultivation

Maintaining a uniform, scalable system of donor and prospect communications will be a key factor in leveraging the time and resources of the Arts and Culture Commission and staff as we grow our donor universe. In pursuing an aggressive cultivation agenda, several prime methods will need to be established for communicating our message and needs:

Collateral Materials

In order to provide non-monetary methods for prospects to get involved with the Arts and Culture Commission prior to making a financial commitment to our organization, we should prepare a list of volunteer opportunities that are available within our agency, as well as a "wish list" of tangible items that would aid us in carrying out our mission. Similarly, we should develop a comprehensive list of in-kind donations that would be beneficial to our agency to inform our efforts to get new donors excited and involved in Arts and Culture services.

Command Appearance Script and Materials

As the Arts and Culture Commission grows its giving programs, numerous opportunities will arise for staff, Commission members and/or volunteers to hold one-on-one and small group meetings ("command appearances") with prospects to inform them about the Arts and Culture Commission's mission and current state of affairs. These meetings will often be "non-ask" meetings, similar to the "non-ask events" mentioned below, where the actual ask will take place after the meeting, in subsequent follow-up phone calls and/or meetings.

Development staff should prepare a strong, well-designed script for these meetings, as well as gather the collateral materials that would best support our message, to allow us to



conduct effective meetings with relatively short notice.

Non-Ask Events

The Arts and Culture Commission already, informally, conducts non-ask events in which Commission members and/or staff have meetings and discourse with the community in which they do not specifically ask for a donation. These non-ask events are important first steps in developing a fundraising relationship with potential contacts. The Arts and Culture Commission should start an ongoing non-ask event program that can be used as a first point of contact with potential funders.

These events should take two distinct shapes:

- a. Arts and Culture Led Events and Programs – a perfect opportunity for Commissioners and/or staff to make contacts in an official capacity would be at our pre-existing events and programs (YAM, FAF, Piano Recitals, Classes, Movies Under the Stars, etc.).
- b. Outside Events – The Arts and Culture Commission should seek to turn Outside Events into non-ask events when appropriate and with consideration to the Outside Event in which they can make contacts outside of our existing universe.

In order to make the best possible use of our resources, staff should prepare compelling scripts and materials for these non-ask events that are universally appropriate for all of our fundraising campaigns and programs.

Prospect Cultivation Strategy and Timeline

Our goal for new individual and corporate prospects is to engage them in a positive way, to tell them our story and our needs, and to make them feel like part of our team. Then, after the prospect is fully engaged and we have identified their area of interest, we can ask for funding in an effective manner.

Our first step with any new individual or corporate prospect should be to pursue a contact with them at a non-ask event, or, if the prospect is at the appropriate potential giving level, arrange to meet with the prospect for a command performance. After the initial contact, we will need to communicate with the prospect on a regular basis to answer questions, continue to tell our story, and eventually seek support.

Our time-line for prospect cultivation will be as follows:

1. Receive information on new prospect from staff, Commissioner, volunteer, event, or other source
2. Depending on prospect, pursue a connection at a non-ask event or suggest command performance
3. Attend event / meeting



4. Within one week of event / meeting, perform follow-up call with prospect to determine level of interest and strengthen relationship.
5. If prospect indicates they are not interested in participating in Arts and Culture Commission fundraising, drop from list and STOP CULTIVATION. Cultivation can be revisited if deemed appropriate by Director after time has passed. If prospect indicates some level of interest, add to prospect mailing list to receive appropriate communication from staff.
6. For interested prospects at higher levels, develop individual time line for getting prospect more involved. For lower level prospects, add to ALL Parks and Recreation communications (including mail asks) and schedule one follow-up call for after prospect has received written / e- mail communications from staff

Development Communications Strategy and Time line

In addition to our prospect cultivation plan, it is imperative that the Arts and Culture Commission strengthen its program of regular communications with donors and prospects. This program will be comprised primarily of non-solicitation communications for the purposes of building and stewarding our donor/prospect relationships, along with a few well-timed asks. Research shows that donors who are contacted and communicated with using a variety of online and offline formats give bigger gifts and give more often. In making contacts and developing relationships with prospect donors we can make note of what form of personalized contact each donor prefers. Thus, our communications strategy will utilize the following varied tactics:

- a. Snail Mail: We will utilize standard postal mail for a number of communications including our annual report to high-prospect donors, possible event invites, and direct mail solicitations, as well as letters of thanks.
- b. E-Mail: Staff will begin a program of regular e-mail communications, including one e-mail solicitation per year.
- c. Recognition Events: In addition to the non-ask events, the Arts and Culture Commission and staff should begin a series of recognition events for appropriate level donors (e.g. lunch with the Director for our top donors, recognition at a Commission meeting, an invitation to participate/ attend community events, etc.) For additional information, see Donor Recognition Plan, below.
- c. Phone Calls: Donors at appropriate levels should be thanked, via phone, for their gifts after they are received, and also should be thanked, via phone, for their support at an appropriate time during the year.

The Arts and Culture Commission's development communications time line for the 2020 - 2021 year should be as follows:



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 Prescott Valley, AZ 86314
 928.759.3090
 Fax 928.759.5505

Timeline	Donor Level of \$500 and up	Donor Level of \$499 and under
May 2020	Summer Snail Mail Newsletter	Summer E Mail Newsletter
July 2020	Annual Campaign Ask	Annual Campaign Ask
August 2020	E-Update	E-Update
September 2020	Snail Mail Annual Report	E-Mail Annual Report
October 2020	Snail Mail Invite to Gala	E Mail Invite to Gala
December 2020	Arts Gala Fundraiser?	Arts Gala Fundraiser?
January 2021	Arts Gala Fundraiser?	Arts Gala Fundraiser?
February 2021	Donor Recognition Call	Donor Recognition Call
March 2021	E-Update	E-Update
April 2021	Non-Ask Recognition Event	Non-Ask Recognition Event
May 2021	Summer Snail Mail Newsletter	Summer E Mail Newsletter
June 2021	Community Monument Project Launch	Community Monument Project Launch

Donor Recognition Program

The Arts and Culture Commission should institute a donor recognition program to thank and



encourage our donors and draw them into a deeper relationship with us. This recognition program will have the following components:

1. "Thank You" Procedure: The Arts and Culture Commission and staff will continue their practices of ensuring that each large gift-giver receives a personal thank you call and that all gift-givers at all levels receive thank you notes following their gifts. Staff should develop a script for these thank you calls that is designed to garner information and funnel it into a plan to grow and develop the relationship with that individual giver. In addition, for the 2020-2021 fiscal year, all new donors, regardless of size of gift, should receive a personal phone call or email, and be invited to a non-ask event. The Arts and Culture Commission members and volunteers should make these calls for higher level donors.
2. Donor Recognition Event: Beginning next year, the Arts and Culture Commission should host a small, informal, inexpensive, non-ask thank you event for donors at all levels, where we reinforce our mission with a quick update, perhaps utilizing an existing event or program, and let our supporters meet each other and build their relationship to the Friends. The Arts and Culture Commission should also consider inviting volunteers to this event.
3. Annual Giving Program: In addition to the thank you procedure and the donor recognition event, the annual giving program described below will offer a complete range of donor recognition for members at each level.

Annual Giving Program

The key innovation for the Arts and Culture Commission during the 2020-2021 fiscal year will be the introduction of a multi-year annual giving program aimed at individual donors. The purpose of using this program as our first major development project is twofold: first, as an efficient way of targeting individual donors and moving our current prospects to make a gift and our current donors to increase their gifts, and second, to provide a stable support system for the Arts and Culture Commission's growth plan.

Our strategy for starting this program will begin with re-engaging our current high-level donors and prospects through one-on-one meetings and phone calls, and re-engaging our lower level donors by including a questionnaire and note with our newsletter mailing to these donors. These calls and meetings will also serve as an opportunity to ask for new gifts this year, prior to the launch of our annual giving program, wherever appropriate.

Staff will develop 3-5 giving levels, along with an appropriate number of recognition methods for each level. Similarly, staff will develop collateral materials explaining the program, including pledge cards asking for a commitment to one of these levels, and will brand the program with an appropriate name and logo.

Over the course of this year, as we re-engage our current prospects and donors, we will be preparing for the launch of our annual giving program in 2021. Depending on the response to these meetings and the number of annual giving program prospects in our universe, we will roll out the program in July, 2021 with either a launch/pledge event or with one-on-one and small group meetings. All pledges made during the 2021 roll out would begin funding in the 2021-2022 fiscal year, and would provide a solid foundation for our fundraising efforts that year.



Direct Mail Program

The Arts and Culture Commission will begin to mail out a newsletter campaign and annual report letter to high level donors, and in year 2 of this plan, staff will research the benefits of a more comprehensive direct mail prospecting and house-file mailing program.

Major Event: The Gala

Staff and Commission will work to develop and plan a yearly Arts Gala fundraising event starting in December 2020 or January 2021. Each of our funding sources, from individuals to corporations to groups can and should be re-solicited each year for this one event, even if they have already made a substantial gift to the Arts and Culture Commission during the year.

The Gala will serve as an opportunity to be a networking and donor appreciation event, as well as an event open to the public to encourage new donors to join our universe. The Gala will also serve as a fundraising event in which we will host a silent auction of relevant donated art, goods, and services.

Our goal for the Gala should be to substantially grow this event year over year, through the introduction of well-known headliners, business and partners, event chairs and co-chairs, and event sponsors.

Foundation Giving

Traditionally, the Arts and Culture Commission has not consistently sought out soliciting grants from philanthropic and corporate foundations. Staff can and should continue pursuing grants as a source of funding our program activity and expansion. Although staff will continue to be primarily responsible for grant-writing and prospecting, staff and Commissioners will also look into potentially hiring externally for this purpose.

Town Funding

The Arts and Culture Commission should continue to seek forums for educating Town officials about the good work that we do to both prevent a decrease in Town funding as well as seek increases whenever appropriate. Town funding is pivotal to the success of our programming and desired growth. Our Director will continue to act as an important liaison between Commission and Council in conveying the message of our goals and achievements.

The Town has agreed to provide funding for the entirety of the Community Monument sculpture base including the design, engineering, and construction of the base. We have estimated this contribution at \$50,000.

Planned Giving

During the upcoming fiscal year, the Arts and Culture Commission should remain focused on increasing its individual prospect base, starting a comprehensive donor communications program, and launching an annual giving program, as well as maintaining its foundation and event giving. As our programs increase and strengthen, staff, Commissioners, and volunteers should be prepared to solicit planned gifts and bequests from our friends and supporters.



While this planned giving program will not be a major focus of our fundraising efforts during the coming year, we can and should be prepared to aid those who want to include the Friends, Parks and Recreation, or specifically the Arts and Culture Commission in their wills, even if we are not yet marketing this avenue for supporting our work. The best way to be prepared is to create a short document, with the help of our supporters in legal, detailing the options for making a bequest or planned donation to Parks and Recreation.

Miscellaneous Opportunities

In addition to the fundraising tactics laid out above, the Arts and Culture Commission should remain mindful of seizing fundraising opportunities as they arise. We should be prepared to listen to the suggestions of our community and donors, and be prepared to implement the many good ideas that cross our path each year.

Fundraising Needs and Goals

For the 2020-2021 fiscal year, the Arts and Culture Commission has estimated total expenses at \$200,000.

In addition, **we expect the following revenue from Town funding:**

The Funding for the Sculpture Base	\$50,000
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Total additional revenue needed: \$150,00

Our revenue projection for fundraising activities in 2020 - 2021 is as follows:

Foundation Giving / Grants	\$25,000
Major Events (The Gala)	\$5,000
Base Campaign	\$10,000
Corporate Giving	\$20,000
Individual Giving	\$90,000

Total projected revenue: \$150,000

All commissioners agree to move forward with this project as proposed and agree that an ongoing fundraising plan will be beneficial to achieving their goals.

Director Witty states that the Fundraising Plan is a living document, meant to change and evolve over time and with Commission’s needs.



Town of Prescott Valley
Parks and Recreation Department
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Prescott Valley, AZ 86314
928.759.3090
Fax 928.759.5505

8. Other

Director Witty shared that we are looking at scheduling a joint regular meeting between Parks and Recreation Commission and Arts and Culture Commission to go over the Master Plan and approve it as a whole. Date is to be determined but will be happening in April. The meeting will be held in the Library Auditorium at 5:30pm on either Tuesday or Wednesday of the regular meeting week.

9. Next Meeting

- a. Regular Meeting: Wednesday, February 19, 2020 5:30pm, Auditorium
- b. Work Study Meeting: Wednesday, March 11, 2020, 5:30 pm, Conf. Rm. 428

10. Adjournment

With no further questions or comments Chairperson Quisenberry said that the meeting stands adjourned. Meeting adjourned at 7:26 p.m.

Chairperson Lindsay Quisenberry

Respectively submitted by: Isabella Chewning, Recreation Coordinator
January 13, 2020