

STRATEGIC PLAN

2018 - 2021



altogether **creative**



VISION STATEMENT

Carrollton Center for the Arts is the creative hub devoted to nurturing and showcasing artistic excellence in our diverse and collaborative arts community while providing a better quality of life for the citizens in our region.

MISSION STATEMENT

Carrollton Center for the Arts provides a home for high-quality arts programming for residents and visitors through education, cultural enrichment and arts advocacy for Carrollton and surrounding communities.



ORGANIZATIONAL CAPACITY

ORGANIZATIONAL CAPACITY

GOAL: Develop the organizational capacity to meet the human resource needs for the arts center.

OBJECTIVES	ACTION ITEMS		TIMELINE	RESPONSIBLE	RESOURCES	EVALUATION
Recruit, support and retain qualified staff.	1	Develop a clearly defined organizational flowchart and employee handbook specific to the Carrollton Center for the Arts.	Fall 2018	CCA staff and city HR department	N/A	Flowchart and handbook completed
	2	Identify voids within the staffing plan. (Examples: Marketing Director/Development Director; Graphic Designer; Volunteer Coordinator; Artistic Staff)	February 2018 February 2019 February 2020	CCA Superintendent and Community Development Director	N/A	N/A
	3	Prioritize HR needs determined by fiscal year funding.	January 2018 January 2019 January 2020	CCA staff	N/A	N/A
	4	Establish relationships with professional organizations.	January 2019	CCA coordinators	Membership fees	N/A
	5	Utilize diverse platforms to attract qualified candidates. (Examples: Job listings with professional organizations, state arts councils' job listings)	February 2018 February 2019 February 2020	CCA Superintendent	N/A	N/A
	6	Attract qualified candidates with a city benefit package, supportive arts community, quality facilities and professional development opportunities with partnering organizations, i.e. university school of the arts.	Ongoing	CCA Superintendent	Marketing funds	Response rate of qualified candidates
	7	Crosstrain staff to handle multiple job responsibilities and develop a succession plan to fill unexpected voids within staff.	January 2019	CCA Superintendent and coordinators	N/A	Annual performance appraisal and succession plans in place
	8	Identify the needs of staff and provide structured professional development and educational opportunities. (Examples: attend professional conferences and in-house training, host professional conferences, collaborate with neighboring organizations to share best practices.)	Ongoing	CCA coordinators	Conference/workshop/consultant fees	Professional development report during staff meeting

	9	Identify and provide resource needs to effectively implement job responsibilities.	Ongoing	CCA staff	Additional budgeted expenses	N/A
	10	Provide a positive, enriching work environment.	Ongoing	CCA Superintendent	N/A	Staff survey and exit interviews
	11	Explore means to provide staff acknowledgments.	Ongoing	CCA Superintendent	N/A	Retention rate and exit interview
Recruit, hire and retain qualified artistic instructors.	1	Explore resources for identifying qualified instructors. (Examples: established local artists, universities, partnering organizations)	Ongoing	CCA staff	N/A	Identification of potential instructors
	2	Hire contracted instructors that have a proven record of successful instruction.	Ongoing	CCA staff	Budgeted line item	Instructors hired and participant satisfaction surveys
	3	Retain contracted instructors (Examples: provide adequate resources for instruction, showcase/share instructor talents, provide perks such as comp tickets to shows)	Ongoing	CCA staff	Budgeted resources and in-kind support	Maintaining qualified instructors
Engage CAC which is composed of a variety of community leaders and representatives of the diverse segments of our population who actively supports the organization's mission.	1	Develop recommendations for commissioners to submit to the City Council that are reflective of our community makeup, organizational representation and needed skillsets.	January 2018 January 2019 January 2020	CCA Superintendent and CAC Executive Committee	N/A	CCA commission evaluation meeting
	2	Define the overall purpose and function of the CAC.	January 2018	CCA Superintendent and Development Committee	N/A	Review performance at the January commission planning meeting
	3	Establish a committee structure that supports program offerings and development efforts.	January 2018	CCA Superintendent, CCA staff, Visual Arts/ Performing Arts/ Education/ Development Committees	N/A	Fully Operational Committees
	4	Provide advocacy efforts for the development of the arts.	Ongoing	CAC	N/A	N/A

Establish a comprehensive volunteer program.

1	Establish a volunteer handbook to include an application, roles, responsibilities, training, an evaluation process and a recognition program. (Examples: gallery support/docents/building greeter/art festival/ theatre support)	April 2018	CAC Volunteer Committee, CCA Program Coordinator and UWG Director of Community Engagement	High schools, colleges and universities	Handbook completed
2	Identify a Volunteer Coordinator.	July 2018	CCA Superintendent	Budgeted Item, FY 18-19	Position Filled
3	Actively recruit a diverse community of volunteers within a structured program.	July 2018 – ongoing	Volunteer Coordinator or CCA Volunteer Committee	Marketing tools (social, websites, publications, volunteer fair) Cross marketing to existing volunteer programs. (Tanner Hospital, Senior Center)	Total number of volunteers, total volunteer hours and exit surveys.
4	Utilize professional level volunteer skills to support staff programming and initiatives. (Examples: graphic design, legal support, fundraising)	Ongoing	Volunteer Coordinator and CCA Superintendent	N/A	Number of skilled volunteers utilized
5	Implement the volunteer program.	July 2018	Volunteer Coordinator or CCA Volunteer Committee	Budgeted Item FY 18-19	Participation rates of volunteer activities within each program offering. Qualitative volunteer survey
6	Research and create a volunteer recognition program. (Example: Twenty hours equals basic membership)	December 2018	Volunteer Coordinator or CCA Volunteer Committee	Budgeted item FY 18-19	Established volunteer recognition program
7	Explore shared volunteers with other city programs. (Example: Carrollton Mainstreet)	February 2019	Volunteer Coordinator or CCA Volunteer Committee	N/A	Joint survey with community development partnering units

Establish a comprehensive internship program.

1	Create job descriptions for each type of internship provided by the arts center. (Examples: gallery, arts education, music, technical theatre)	December 2018	CCA Volunteer Coordinator in conjunction with CCA staff coordinators	High schools, colleges and universities	Job descriptions created
2	Establish relationships with educational institutions that offer programs within the arts industry.	Ongoing	CCA Volunteer Coordinator in conjunction with CCA staff Coordinators	N/A	Active internship programs
3	Establish an agreement form with educational institutions that have clearly defined learning objectives.	Ongoing	CCA Superintendent and faculty advisor	N/A	N/A
4	Recruit and interview potential interns that could fill a void in the center's staffing plan.	As needed	CCA Superintendent	Surrounding educational institutions (High schools, area colleges and universities)	Position filled as needed
5	Create an evaluation process in agreement with partnering educational institutions.	As needed	CCA Volunteer Coordinator in conjunction with CCA staff coordinators	Surrounding educational institutions	N/A



PROGRAM DEVELOPMENT

PROGRAM DEVELOPMENT

GOAL: Provide a wide range of high-quality, professional educational opportunities within a collaborative arts community that are meaningful, broaden creative perspectives and support individuality in an accessible and safe environment.

OBJECTIVES	ACTION ITEMS		TIMELINE	RESPONSIBLE	RESOURCES	EVALUATION
Explore ways the arts center can collaborate with other partners to implement community events.	1	Identify community partners.	Ongoing	CCA staff	N/A	N/A
	2	Identify underserved audiences and demographics.	December 2018	CCA staff	Surveys and observation	Compiled data from surveys and report observations during staff meetings
	3	Establish relationships with partnering organizations.	Ongoing	CCA staff	Receptions, meetings, CCA staff attendance at potential partners' events	N/A
	4	Offer collaborative events through the use of pooled resources. (Examples: Art Takeover, UWG partnership for High School Art competition and public art, traveling exhibits, film programs, Mainstreet – thriller flash mob or haunted house with trick or treat)	Ongoing	CCA staff	Established relationships	Analysis of offerings with community partners
	5	Explore ways to work with partners to provide services on and offsite. (Examples: housing authority, senior center, library, daycares, Boys and Girls Club)	Ongoing	CCA staff	Established relationship with community partners, artistic contracted labor, grants and pooled supplies	Surveys of attendees and community partners
	6	Work with partners to make and receive referrals for community programming. (Examples: Summer art camp fair, community art showcase day)	Ongoing	CCA staff and Development Committee	Community Partners (Kevin Shunn and Chad Davidson, UWG SOTA; Ives Porcena-Rose, UWG Center for Diversity and Inclusion; Elizabeth Rvamere, grants/COAH; Brad Darvas, UWG Theatre)	Analysis of offerings with community partners

Explore the potential for developing curriculum-based programs that fill a void within the local education systems. (Pipeline item to Carroll County Educational Collaborative)	1	Meet with pilot schools about the potential for offering on school site contracted services in the arts that are not currently being offered at all grade levels. (Examples: dance, strings, visual arts)	April 2018	CCA Superintendent and CAC member	Pilot schools: Carrollton City Schools	Meetings held
	2	Identify state standards that correlate with program offerings.	April 2018	CAC member and CCA staff	Long term: Carroll County School System, private schools, homeschool groups	Standards identified
	3	Research how elements of the STEAM/STEM program may be implemented with arts programming to incorporate interdisciplinary education.	April 2019	CCA staff	State standards website, STEAM/STEM coordinators, UWG educational interns, arts magnet educational coordinators	Program/package created that identifies STEAM/STEM elements
Partner with local schools to create a comprehensive arts afterschool program to give students exposure to a variety of art offerings.	1	Explore ways the transportation departments of the local school systems could make the art center a bus stop.	March 2018	CCA Superintendent	N/A	Have meeting
	2	Offer an afterschool program that provides a cafeteria plan of art classes during the academic year. <ul style="list-style-type: none"> Establish an approved budget Hire qualified staff to implement Identify physical space to host 	August 2019: Pilot program	CCA staff	Approved budgeted line item, contracted labor, venue	Participation levels and surveys
Offer classes and workshops in a variety of art media that addresses age appropriate skill sets and interests.	1	Expand the children's chorus to additional age groups.	August 2019	CCA staff	Contracted labor, approved budget increase for program	Participation numbers
	2	Expand the dance programs.	August 2018	Ballet Coordinator	Stable funding for dance program	Participation numbers
	3	Explore other offerings. (Examples: puppetry, film, literary arts, visual arts, costume/fashion, culinary arts, African drumming, parent/child classes, technical theatre)	Ongoing	CCA staff	Contracted labor, approved budget increase, grants	Participation numbers

Offer a wide-range of camp experiences within single and multi-disciplinary art genres.	1	Offer skilled-based camps in the areas of dance, music, visual arts, theatre and creative writing.	Ongoing	CCA staff	Contracted labor	Participation numbers, surveys
	2	Offer exploratory camps in additional mediums to expose students to nontraditional art forms, such as puppetry, photography, graphic design, printmaking, traditional ethnic dances/culture, fiber art, digital art, film, performance art, installation art and technical theatre.	Ongoing	CCA staff	Contracted labor	Participation numbers, surveys
	3	Explore offsite venues for hosting camp opportunities in an effort to market products at the center. (Examples: AMP, city parks, library)	Ongoing	CCA staff	N/A	Venues identified
Offer targeted programming that is specific to the demographics of our community and age groups currently underrepresented at the arts center.	1	Identify underrepresented groups.	Ongoing	CCA staff and CAC	N/A	Groups identified
	2	Conduct arts interest inventory survey.	November 2018	CCA staff and CAC	Survey Monkey, social media, Times Georgian, Carrollton Menu, water bill, housing authority, churches, civic organizations, Carroll Calendar	Compile data
	3	Offer programming that meets the needs of underrepresented age groups. (Examples: pop culture for teens, twenties and thirties – Comicon, Renaissance, cosplay, manga, anime, meet-ups, singles sip and stroke, graffiti, board games, zombie event, digital mapping, 3-D printing, makeup and dance class)	Ongoing	CCA staff	Contracted labor and volunteers, approved budgeted line item	Participation numbers and programs created
	4	Offer programming that meets the diversity interests of our community.	Ongoing	CCA staff	Contracted labor and volunteers, approved budgeted line item, community organizations	Participation numbers and programs created

Offer professional residencies to provide exposure, skill development and artistic collaboration.	1	Provide residencies in public schools and through the arts center to provide aspiring artists in-depth training with professional artists.	August 2019	CCA staff	Funding – grants and corporate sponsorships	Number of residencies and students impacted
	2	Offer residencies that would involve community groups in projects that enhance public spaces.	FY 2019-2020	CCA staff, CAC Visual Arts Committee	Funding – grants and corporate sponsorships, hotel/motel sales tax	Number of residencies, community groups involved, and artwork installed
	3	Explore ways to provide housing for visiting artists and artist in residence.	Ongoing	CCA staff	Local hotels, private residences, Airbnb	Secured housing
Offer a season of high quality performances that provide educational opportunities while exposing the public to new cultural experiences.	1	Procure professional artists who share talents and knowledge with artists and vested audiences.	Ongoing	CCA staff, CAC Visual Arts and Performing Arts Committees	Contracted artists	Number of educational experiences, participants served
	2	Expose the public to a diverse range of ethnic and historical genres.	Ongoing	CCA staff, CAC Visual Arts and Performing Arts Committees	Contracted artists	Number of diverse ethnic and historical educational experiences, participants served
	3	Identify and provide performances that represent the community's demographics.	Ongoing	CCA staff, CAC Performing Arts Committee	Contracted performers, data on community graphics	Number of performances and attendance
Develop a high-quality, comprehensive and diverse dance program that encompasses a variety of genres for all age groups.	1	Provide a ballet program that offers a strong technical foundation to prepare students to train in a multitude of dance genres.	Ongoing	Ballet Coordinator	Funded program	Participation numbers in program
	2	Offer dance courses for all age groups and multiple skill levels.	Ongoing	Ballet Coordinator	Funded program	Total number of program offerings at different levels
	3	Provide dance courses from a variety of national and international backgrounds.	Fall 2018	Ballet Coordinator	Funded program	Total number of world dance courses provided

Develop a comprehensive strings program in collaboration with schools and the Carroll Symphony Orchestra.	1	Investigate partnerships with public schools and other arts agencies to pool resources to establish a viable strings program.	April 2018	CCA Superintendent, director of Carroll Symphony Orchestra and school liaison	Explore funding with Carroll Symphony Orchestra and in-kind support (Examples: AMP and parks with CPRCAD for recitals)	Partnerships identified
	2	Identify barriers and develop solutions to address these issues.	April 2018	CCA Superintendent, director of Carroll Symphony Orchestra and school liaison	N/A	N/A
	3	Pilot a collaborative strings program for all aspiring musicians.	August 2018	CCA Superintendent, director of Carroll Symphony Orchestra and school liaison	Contracted labor and grant funding for instruments and support from civic organizations, i.e. Kiwanis and Rotary Club	Number and retention rate of participants
Develop a comprehensive creative writing program for all age groups.	1	Meet with potential instructors and professional writers to receive feedback for the program design.	May 2018	CCA staff and Writer's Guild President	N/A	Program design and instructors identified
	2	Implement a creative writing program that provides students an outlet for self-expression while advancing developmental literary skills, such as poetry, biographies, short stories, flash fiction, song lyrics and plays.	August 2018: Pilot program	Program Coordinator and contracted instructor	Funded budget line item	Program implemented, number of participants
	3	Offer opportunities for showcasing literary talents, such as poetry slams, book signings, a literary magazine, spoken word competition, readings and festivals.	Ongoing	Facility/Program Coordinator and contracted instructor	Funded budget line item	Number of participants and programs offered

Foster the development of independent films and filmmakers in Carroll County.	1	Establish partnerships with the university and local school systems to implement film programs for aspiring filmmakers.	Ongoing	CCA Superintendent, Facility/Program Coordinator and education liaisons	N/A	Partnerships established
	2	Create an audience for independent filmmakers through festivals, screenings and educational offerings.	Ongoing	CCA staff and partners	Programming grants (Alice Hubbard Richards Foundation and EMC Operation Round Up)	Patron attendance
	3	Partner with state, private and nonprofit agencies to advance the film industry in Carrollton.	Ongoing	CCA staff, Carrollton CVB, Georgia film industry, UWG Mass Comm and Film Studies professors	N/A	Partnerships established
Curate and procure exhibitions from local, regional and national artists that encompass a wide range of genres and styles in fine art and craft.	1	Develop an annual season that encompasses touring exhibits, invitationals, juried and group shows.	Ongoing	Visual Arts Coordinator and CAC Visual Arts Committee	Approved budget line item and sponsorships	Annual season established
	2	Research and secure artists and exhibits that express a diverse range of art mediums, styles and conceptual frameworks.	Ongoing	Visual Arts Coordinator and CAC Visual Arts Committee	Submissions from artists and committee	Artists secured
	3	Develop educational tours, lectures, artist talks, panel discussions and interactive activities that enhance visitors' experiences of the works presented.	Ongoing	Visual Arts Coordinator, CAC Visual Arts Committee, Facility/Programming Coordinator	Approved budget line item, grants	Programming established and participation numbers
	4	Identify and provide exhibitions that represent the community's demographics.	Ongoing	Visual Arts Coordinator, CAC Visual Arts Committee	Approved budget line item	Report of exhibitor demographics

Explore the purpose for maintaining a permanent art collection and how to adequately manage the works.	1	Identify and catalog pieces of the permanent collection.	July 2018	Visual Arts Coordinator	N/A	Catalog completed
	2	Establish policies for purchasing and accepting works for the permanent collection.	January 2019	CCA Superintendent, Visual Arts Coordinator	N/A	Policies established
	3	Create deaccessioning policies for the permanent collection.	January 2019	CCA Superintendent, Visual Arts Coordinator	N/A	Policies established
	4	Establish policies for loaning permanent works within the city-owned facilities.	January 2019	CCA Superintendent, Visual Arts Coordinator	N/A	Policies established
Research and develop public art initiatives to foster projects that produce creative environments and installations for the City of Carrollton.	1	Hire consultant to guide the process for establishment of Public Art Commission. (Ex: land-use plan, specification pads for rotating sculpture, funding initiatives, organizational framework, selection guidelines)	Fall 2018	Community Development Director	Budgeted study	Study completed
	2	Establish a committee of the Public Art Commission that develops policies, procedures and criteria for producing public art installations.	January 2019	Community Development Department, CAC, CCA staff	N/A	Committee, policies and procedures established
	3	Research funding opportunities for public art initiatives.	Ongoing	Public Art Comm., CCA staff	Sponsorships, fundraisers/grants	Funders identified
	4	Develop a land use map overlay of potential art locations within the city.	January 2019	Community Development Office, Public CAC	N/A	Map created
	5	Explore program opportunities for public art initiatives, such as an art festival on the Green Belt, chalk art and other competitions, murals and graffiti, workshops and residencies.	Fall 2019/ongoing	Public CAC, CCA staff	Budgeted line item	Number of programs Implemented
	6	Explore the potential for utilizing new technologies for art installations	Fall 2019	Public CAC, CCA staff	UWG Art and Mass Comm. Departments, architects, engineers	Program plans created
	7	Include initiatives that engage the public in the creation of art installations.	Spring 2020	Public CAC, CCA staff	Contracted artists and funding for materials	Number of programs/initiatives created

A photograph of an art installation. In the foreground, a large group of people is seen from behind, looking towards a display. The display consists of numerous small, framed photographs or artworks arranged on a wall. A person, likely a guide or curator, stands in the center of the display, holding a small object. The lighting is warm and focused on the display area. The overall scene suggests a public exhibition or gallery opening.

ECONOMIC VIABILITY

CARROLLTON CENTER FOR THE ARTS: STRATEGIC PLAN 2018 - 2021

ECONOMIC VIABILITY CONTRIBUTOR

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GOAL: Utilize financial resources to support local and regional creative programs that will attract tourism while also serving the artistic and cultural needs of the community.

OBJECTIVES	ACTION ITEMS		TIMELINE	RESPONSIBLE	RESOURCES	EVALUATION
Establish accounting procedures to evaluate program success.	1	Formalize procedures for the accounting of revenues and expenses for each program.	December 2018	CCA Superintendent and Box Office Customer Service Technician	N/A	Procedures completed
	2	Report the program accounting for each product to the Community Development Director and CAC.	Ongoing	CCA Superintendent and Box Office Customer Service Technician	N/A	Spreadsheet completed
	3	Evaluate program success for future budgeting needs.	Ongoing	CCA staff	N/A	Program analysis for determining financial viability
Expand ways to secure additional scholarship opportunities for aspiring artists.	1	Investigate ways to work with the Community Foundation of West Georgia to manage a fund for scholarships.	May 2018	CCA Superintendent, CAC President and Community Development Director	N/A	Meeting actualized
	2	Solicit monetary resources with a variety of marketing strategies to help fund scholarships for the center's programming for households with financial need.	Ongoing	CCA staff and CAC	Budgeted line item	Monetary resources acquired
	3	Develop an awards program that recognizes academic and creative achievement for art students in local schools that will be applied toward participation in the center's programming.	May 2019	CCA staff, CAC and teacher liaison in each school	Budgeted line item (\$2,700 for public schools), civic organizations, and fundraising, i.e. solicit at box office for scholarship funds. (Example: Add one dollar to ticket price.)	Awards presented

Build relationships with local businesses and arts patrons to garner resources for monetary or in-kind support.	1	Brainstorm business connections that would help leverage sponsorships. Brainstorm business connections that would help leverage sponsorships.	April 2018	CCA staff and CAC Development Committee	N/A	Businesses identified
	2	Identify businesses that currently provide services to the art center that could become possible sponsors.	April 2018	CCA staff	N/A	Businesses identified
	3	Identify business leaders that have a connection with the products provided by the CCA to the public (Examples: alumni, psychosocial marketing).	April 2018	CCA staff and CAC Development Committee	N/A	Businesses identified
	4	Coordinate a comprehensive benefit package with other community development units of the City of Carrollton for a twice-a-year solicitation. (Example: January/February and July/August)	February 2018	Community Development Staff	N/A	Benefit package completed
	5	Invite sponsors to the annual meeting of the CAC.	June 2018/ annually	CCA staff	N/A	Sponsor attendance
Communicate how CCA programming attracts tourism to our community.	1	Brainstorm ways to capture data for all events. (Examples: attendance, demographics)	Ongoing	CCA staff	N/A	Means of data collection identified
	2	Utilize technology and data collection systems to capture reports that identify out of town patrons.	Ongoing	CCA staff	Utilize economic calculators from Americans for the Arts and the State of Georgia tourism industry.	Reports created
	3	Utilize data collected for future planning.	Ongoing	CCA staff	N/A	Data utilized for program development
	4	Report data collection to stakeholders in a variety of arenas and mediums.	Ongoing	CCA staff	Local media marketing, Arts Commission annual meeting	Number of presentations at public gatherings and publications
	5	Offer conference packages to outside organizations to attract conventions downtown.	Ongoing	CCA staff and Carrollton CVB Director	Budget line item for marketing	Number of conferences held and attendance numbers

**Communicate how
the arts center is a
good steward of
taxpayer dollars.**

1	Establish mechanisms for defining and recording monetary support.	June 2018	CCA staff	N/A	Mechanisms identified
2	Host an annual meeting to address the organizational accomplishments throughout the year for the CAC and community supporters.	June 2018/ annually	CCA staff and CAC	Budgeted line item	Meeting held
3	Provide a presentation for the mayor and city council.	Summer 2018/ annually	CCA Superintendent and CAC President	N/A	Presentation held
4	Give presentations to local civic clubs.	Ongoing	CCA Superintendent and CAC President	N/A	Number of presentations held



FACILITY IMPROVEMENTS

FACILITY IMPROVEMENT

GOAL: Modify current facility to meet the needs of the center and explore additional venues that would expand services.

OBJECTIVES	ACTION ITEMS		TIMELINE	RESPONSIBLE	RESOURCES	EVALUATION
Install new floor coverings.	1	Replace the gallery floor.	January 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Floors completed
	2	Replace the carpet in the theatre, lobby, halls, studios and offices.	January 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Carpeting completed
	3	Construct a sprung floor in the dance studio.	January 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Dance floor completed
Renovate walls.	1	Paint interior walls.	February 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Walls painted
	2	Remove the carpeting from the Roush Gallery and Galleria walls and replace with sheetrock.	January 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Carpeting from walls removed
Enhance the exterior of the arts center into an inviting, creative venue that will entice the public.	1	Design and erect a new facility sign in keeping with the new branding and address of the arts center.	April 2018	Marketing Director and Community Development Director	Hotel/Motel Sales Tax	Sign erected
	2	Create and install colorful banners showcasing the function of the facility. (Examples: WELCOME: performances, classes, music, fine arts, literary, festivals, exhibitions)	April 2018	CCA Superintendent, Visual Arts Coord, Community Development Director and Marketing Director	Hotel/Motel Sales Tax	Banners installed
	3	Research and develop a plan for a sculpture garden program on the arts center campus (Examples: the last two seasonal mosaic benches, temporary installations).	Fall 2019	CCA Superintendent, Public CAC, Visual Arts Coordinator	N/A	Plan completed

Create directional and informational signage for the interior of the facility.	1	Create signs for interior wayfinding, safety (hazardous) and ADA compliance.	March 2019	Community Development Director, Marketing Director, CCA Superintendent, Project Manager	Hotel/Motel Sales Tax	Signs installed
	2	Create digital kiosks of current day programming, facility map, hours of operation.	August 2018	CCA Superintendent	Budgeted line item	Kiosks in place
Evaluate and install a roofing design for long-term durability.	1	Evaluate the condition and the design of the current roof structure.	Fall 2020	City Manager, Community Development Director, CCA Superintendent	TBD	Evaluation completed
	2	Incorporate a new roof in the city's capital expense budget.	June 2021	City Manager, Community Development Director, CCA Superintendent	N/A	Roof replacement included in city capital expense budget
	3	Install a new roof.	Fall 2021	City Manager, Community Development Director, CCA Superintendent	TBD	Roof installed
Ensure the safety of the public throughout the interior spaces and exterior grounds.	1	Research and install stair coverings that provide traction and grip while enhancing different levels of ambulation in an appealing and eye-catching design.	January 2018	Community Development Director and Project Manager	Hotel/Motel Sales Tax	Stair coverings installed
	2	Install air scrubbers and industrial clay traps in the sinks of clay studios.	February 2018	Community Development Director and Project Manager	Hotel/Motel Sales Tax	Air scrubbers and clay traps installed
	3	Ensure fire extinguishers are placed in hazardous areas.	January 2018	City Staff and Project Manager	General operating budget	Fire extinguishers installed
	4	Utilize paint and markings for exterior steps and other potential hazards.	April 2018	Community Development Director and City Maintenance Staff	General operating budget	Markings completed
	5	Install appropriate brackets and mechanisms for equipment storage.	April 2018	Community Development Director and City Staff	General operating budget	Brackets and mechanisms installed

	6	Provide proper disposal of hazardous chemical and art materials.	March 2018	CCA staff and Community Development Director	Hotel/Motel Sales Tax	Disposal equipment in place
	7	Remove flammable materials from restricted areas, such as mechanical rooms.	January 2018	CCA staff	N/A	Flammable materials removed
Identify and install equipment to ensure a secure environment and to prevent loss and damage.	1	Test the fire alarm system annually.	January 2018/ Annually	Local fire marshal	Security company (contractual vendor)	Alarm system operational
	2	Replace current camera system with a commercial-grade product for interior and exterior areas, to include Roush Gallery.	April 2018	Community Development Director and CCA Superintendent	Hotel/ Motels Sales Tax and Security Solutions	Security camera system installed
	3	Install a safety box for key distribution and collection.	January 2018	CCA Superintendent	General operating budget	Safety key box installed
Identify and install energy efficient equipment and fixtures.	1	Replace the incandescent lighting with more energy-efficient lighting.	February 2018/ Ongoing	CCA staff	Hotel/Motel Sales Tax	Lighting fixtures upgraded
	2	Replace the current kiln with a new, more efficient kiln.	April 2018	CCA staff	Hotel/Motel Sales Tax	New kiln purchased
Purchase software to create effective and efficient management.	1	Purchase Adobe Creative Suite products that will enable staff to support marketing efforts for the center.	June 2018	CCA staff	General operating budget	Software installed
	2	Purchase Rec 1 for patron management, registration, scheduling, rentals and point of sales.	January 2018	CCA staff	General operating budget	Software installed
	3	Purchase CAD to advance programming efforts.	June 2018	CCA staff	General operating budget	Software installed
Reconfigure floor plan to maximize square footage for accessible working space.	1	Construct a conference room for meetings and programming.	January 2018	Community Development Director, Project Manager, CCA Superintendent	Hotel/Motel Sales Tax	Construction completed
	2	Add office space to meet the needs of growing staff.	January 2018	Community Development Director, Project Manager, CCA Superintendent	Hotel/Motel Sales Tax	Construction completed

Provide, design and construct adequate space allocation for catering purposes.	1	Add a catering prep area within facility to include a counter, sinks, ice machine, dishwasher, and refrigeration.	January 2018	Community Development Director, Project Manager, CCA Superintendent	Hotel/Motel Sales Tax	Catering area completed
	2	Add storage for utensils, table cloths and other supplies.	January 2018	Community Development Director, Project Manager, CCA Superintendent	Hotel/Motel Sales Tax	Storage areas created
Provide maintenance and modification for theatre operations.	1	Provide inspection and maintenance to current rigging system to ensure safety.	March 2018	Parks and Facilities Superintendent	Hotel/Motel Sales Tax	Inspection completed
	2	Install appropriate railing guards to safely operate the counterweight system.	May 2018	Community Development Director, Project Manager, Parks and Facilities Superintendent and CCA Superintendent	Hotel/Motel Sales Tax	Railing installed
Redesign and remodel the Roush Gallery and galleria to accommodate a wide variety of art exhibitions.	1	Remove the drop ceiling in Roush Gallery and replace with a metal grid system to accommodate lighting fixtures, artwork installation, projection, and other technologies.	January 2018	Community Development Director and Project Manager	Hotel/Motel Sales Tax	Grid System installed
	2	Install a hanging rod and hook system for the Galleria and classroom hallways.	January 2018	Community Development Director and Project Manager	Hotel/Motel Sales Tax	Rod and hook system installed
	3	Research additional gallery furniture including pedestals, shelving and visitor seating.	January 2018/ Ongoing	Visual Arts Coordinator, Visual Arts Committee	General operating budget	Furniture and displays purchased
	4	Ensure storage and processing space for incoming and outgoing exhibitions.	January 2018	Community Development Director, Project Manager, Visual Arts Coordinator, CCA Superintendent	Hotel/Motel Sales Tax	Storage areas constructed

Provide appropriate and adequate storage for the permanent collection.	1	Construct rolling grids for hanging two-dimensional works.	January 2018	Community Development Director, Project Manager, Visual Arts Coordinator, CCA Superintendent Superintendent	Hotel/Motel Sales Tax	Storage completed
	2	Construct shelving for three-dimensional works and gallery supplies.	January 2018	Community Development Director, Project Manager, Visual Arts Coordinator, CCA Superintendent	Hotel/Motel Sales Tax	Storage completed
Remodel and redesign current spaces to accommodate the programming efforts offered within the arts center.	1	Purchase photography equipment including backdrop and lights.	June 2018	CCA Superintendent	General operating budget	Equipment purchased
	2	Install mirrors, barres, and sound equipment for the dance studio.	January 2018	Community Development Director, Project Manager and Ballet Coordinator	Hotel/Motel Sales Tax	Construction complete
	3	Create costume storage for the dance program.	January 2018	Community Development Director, Project Manager	Hotel/Motel Sales Tax	Storage space completed
	4	Research and possibly develop an alternative location for the choral program within the facility.	January 2018	CCA staff	Hotel/Motel Sales Tax	Choral program relocated
	5	Designate storage space for musical instruments.	June 2018	CCA Superintendent and Community Development Director	General operating budget including Wenger Violin Rack (\$1000)	Equipment purchased
Explore a new venue for art studio space.	1	Conduct a needs assessment for an additional facility.	Fall 2018	CCA Superintendent, Mainstreet Director, Community Dev. Director, CAC, Artist Guild, UWG Art Dept.	N/A	Assessment completed
	2	Identify a vacant building or properties for artist studios and classrooms. (Example: Fab Lab)	Fall 2018	CCA Superintendent, Mainstreet Director, Cultural Development Director	Local real estate companies and developers	Potential building sites identified

Develop a recycling plan.	1	Research recyclable items.	May 2018	Contracted janitorial service	N/A	Recycling plan created
	2	Develop a disposal plan.	May 2018	Contracted janitorial service and city sanitation.	N/A	Disposal plan created
	3	Purchase recycling equipment.	July 2018	CCA Superintendent	Budgeted capital expense	Items purchased
	4	Educate staff and public on utilization of plans.	Ongoing	CCA staff and contracted instructors	N/A	N/A

Definition of Terms:

- CCA: Carrollton Center for the Arts
- CAC: Carrollton Arts Commission
- PAC: Public Arts Commission

