



STRATEGIC PLAN 2019-2021



|| EXECUTIVE SUMMARY ||

Frontline Arts A New Jersey Non-Profit Corporation has undergone a major transition since the spring of 2017. At that time, formerly known as the Printmaking Center of New Jersey, the 44-year-old arts institution saw great value in an opportunity to unite with another arts group that shared the same space. Combat Paper NJ began in 2011 under the same roof as a program for veterans, run by veterans. Through participatory peer-to-peer artmaking, veterans learned how to make handmade paper from their military uniforms. Since its inception, the program has seen national recognition with mobile capabilities taking the artform across the larger Eastern United States. In 2017, the two organizations agreed to legally unite strengths, assets, and liabilities to become one unified and stronger arts organization, now known as Frontline Arts, officially merged as of March 31, 2018.

With the assistance of Pro Bono Partnerships to move both sides through the acquisition merger process, and almost two years since the wheels started turning toward unity, Frontline Arts has been eager to set a new strategic plan in place to focus on growth of our targeted constituencies, restructured programs, services, infrastructure, staff, and Board of Trustees. In January 2018, the Board of Trustees met for a day-long, off-site retreat to discuss our path forward and revise a fresh, relevant mission statement central to the new strategic direction of



the organization and respectful of the initial vision of the original founders of the Printmaking Council of New Jersey set forth in 1974. The Board of Trustees has remained committed to the fine art of printmaking across the state, while also now including papermaking as a primary function of Frontline Arts along with a focus on social arts practice that revolves around community and connection. Our plan addresses our needs to move from a turnaround phase of the former Printmaking Center of New Jersey to a new growth phase of Frontline Arts, a 45-year-old institution at the center of the State of New Jersey with a reach across the country.

We will address four broad goals in our new strategic plan:

STREAMLINE AND STRENGTHEN OUR MOBILE PAPERMAKING PROGRAMS to bring greater resourcefulness, capacity, focus, and growth to our core programming;

INCREASE VISIBILITY OF FRONTLINE ARTS' BRAND, PROGRAMS & SERVICES to increase awareness of our name change and programming updates;

INCREASE GOVERNANCE CAPACITY, DEVELOPMENT, AND SIZE to strengthen the overall capacity and leadership of the new organization;

STRENGTHEN THE LONG-TERM FINANCIAL STABILITY OF FRONTLINE ARTS to direct the new organization toward greater sustainability into the future.

This strategic planning process for the restructured and rebranded organization was launched in January 2018 to establish a process that involved constituents from both organizations, the local community, and the merged Board of Trustees and staff members. Members of the organization were surveyed online and through anonymous paper surveys at the studios in July 2018. A focus group of 7 members and volunteers met to discuss the current and future states of Frontline Arts on July 12, 2018. A planning retreat was organized with the Board of Trustees off-site at the Somerset County Library Headquarters on August 19, 2018, which included SWOT analysis and a decision to move forward with the four goals outlined in this plan. September through December 2018 discussions narrowed down our objectives and strategies for each goal. A second planning retreat was organized on January 26, 2019 on-site, with facilitation from an outside consultant, Allison Trimarco, from The Nonprofit Center of La Salle University who assisted in refining our last two goals, objectives, and strategies, among other pertinent organizational planning priorities during the retreat.

The plan was prepared and adopted by the Board of Trustees of Frontline Arts A New Jersey Non-Profit Corporation on January 26, 2019.

TRUSTEES

Donna Bassin, Ph.D. || President

Deanna Rivera || Vice President

David Luke Keefe || Secretary, ex-officio

Jennifer Cotignola || Treasurer, ex-officio

Dennis Murray

Gina Seaman

Craig Casucci

Manda Gorsegner || Executive Director,
ex-officio

www.frontlinearts.org



|| HISTORY ||

Frontline Arts, formerly known as the Printmaking Center of New Jersey (PCNJ), was incorporated on December 10, 1974. Originally founded as the Printmaking Council of New Jersey, Founders Lois Berghoff, Zelda Burdick, Florence Wender, Carol Yudin and Peter Chapin, envisioned an organization that would help local artists as well as promote the fine art of printmaking statewide.

In 1978, the mobile program Roving Press attracted the attention of the Somerset County Parks Commission, which had recently acquired 35 acres of property donated by Ralph T. Reeve to be used as a statewide cultural complex bearing his name. The organization was offered three acres and a two-story framed building, which once housed the offices of a lumber company, through an ongoing lease with the Somerset County Parks Commission. The Ralph T. Reeve Cultural Center located in Branchburg, New Jersey has been home to our offices, gallery, mobile programming, and fully-equipped printmaking and papermaking studios ever since.

In 2018, the Printmaking Center of New Jersey merged with its fiscal project known as Frontline Arts, originally founded under PCNJ in 2011 as Combat Paper NJ. This unique community-oriented Veterans' papermaking program taught Veterans of all service eras and branches the transformational practice of making handmade paper from military uniforms. Through a process of Deconstruction, Reclamation, and Communication, Veterans build community with each other and with non-veterans, sharing their personal stories with the world through handmade paper, printmaking, and participatory artmaking.

Out of this nationally-recognized and growing Veterans' papermaking program, now called Frontline Paper, the budding new organization, Frontline Arts, was born in 2015, eager to embrace social awareness through connective arts practice. As the fiscal project grew, PCNJ and Frontline Arts agreed to unite and move forward as a stronger printmaking and papermaking organization together. In September 2017, the acquisition agreement was signed by both organizations. On March 31, 2018, the acquisition was finalized with the legal name change to Frontline Arts A New Jersey Non-Profit Corporation.



|| ORGANIZATIONAL STRATEGY ||

Mission

We connect and build communities through socially engaging arts practices rooted in papermaking and printmaking.

Vision

A future where individuals from all walks of life can find commonality, connection, and empathy through arts practices.

Core Values

- ❖ **Educate** new, emerging, and established artists in the fine arts of printmaking and papermaking in all its varied forms
- ❖ **Connect existing communities & build new communities** through our studio programming and trans-disciplinary partnerships, connecting artists to each other, to communities, and to the public
- ❖ **Foster a culture of socially engaging arts practices**, highlighting the importance of the act of making and engaging as a participatory and connective experience with others
- ❖ **Increase access, participation, and visibility** in the arts for marginalized communities and individuals of all ability levels
- ❖ **Conduct research, explore practices, implement, and share our findings** on socially engaging arts practices, less-toxic and non-toxic studio practices, and social change impact



|| PROGRAM STRATEGY ||

Core Constituents

Veterans, Printmakers, Papermakers, Book Artists, Socially Engaged Artists, General Public

Other Constituents

Military Families, Supporters of Veterans, Supporters of Printmaking and/or Papermaking, Marginalized Communities, Art Educators, Youth

Program Descriptions

- ❖ **Frontline Paper**, a mobile, national veterans' papermaking program that builds community and teaches veterans the art of making handmade paper from military uniforms as a transformational and socially engaging way to share their stories with each other and with the public
- ❖ **Paper Connects**, a statewide arts education program for youth and communities to teach the arts of printmaking paired with handmade papermaking from natural and recycled fibers
- ❖ **Adult Education Classes**, in-studio courses for adults to teach the fine arts of printmaking, papermaking, and book arts using traditional and less-toxic/non-toxic methods of artmaking
- ❖ **Studio Services**, in-house studio services offered to the public and emerging/professional artists in contract printing, technical assistance, tours with demonstrations for groups, platemaking, studio and equipment rental
- ❖ **Artist Series**, rotating series of monthly Artist 2 Artist networking meetings in our gallery every second Thursday, free demonstrations on new arts products open to members and non-members, and a video and in-person Tech Talk series focusing in on a specific printmaking technique for our membership
- ❖ **Membership**, tiered structure with 11 options for artists and arts supporters, inclusive of benefits and with membership coming from across the entire United States
- ❖ **Gallery**, third-floor exhibition space with rotating solo and group shows focused on the fine arts of printmaking, papermaking, and book arts along with revolving current social issues such as contemporary environmental subjects, immigration, veterans' issues, and women's issues
- ❖ **Connective Projects**, partnership projects with outside arts and non-arts organizations focused on a specific social issue and centered around our mobile papermaking and community building arts practice



STRATEGIC GOALS: 2019-2021



GOAL 1. STREAMLINE AND STRENGTHEN OUR MOBILE PAPERMAKING PROGRAMS

Objective 1.1. Increase papermaking program earned revenue by 15% each year

Baseline: FY2018 papermaking program revenue totaled \$40,198

Responsibility: Executive Director, Program Director, Studio Manager

Strategies:

- A. Review mobile papermaking programs for overlapping resources, constituency, function, mission relevance, and capacity (Frontline Paper, Paper Connects, Connective Projects)
- B. Develop papermaking recipe and protocol binders
- C. Cross-train mobile papermaking instructors to increase staff capacity
- D. Consider corporate team-building papermaking workshops as new revenue source
- E. Increase data collection methods to improve research, targeted marketing/outreach, and development of programming

Objective 1.2. Maintain at least two paid papermaking program activities per month on average

Baseline: FY2018 averaged 17 paid activities over 12 months

Responsibility: Executive Director, Program Director, Studio Manager, Board of Trustees

Strategies:

- A. Increase partnerships (including national partnerships) with other arts and non-arts organizations for workshops
- B. Increase marketing for Frontline Paper permanent collection exhibition rental and presentation days
- C. Reach out to current and new workshop venues with schools, universities, and colleges across the state and larger region
- D. Develop focused mobile programming to attract younger and socially engaged participants





GOAL 2. INCREASE VISIBILITY OF FRONTLINE ARTS' BRAND, PROGRAMS & SERVICES

Objective 2.1. Expand relationships with professional print shops by visiting 3 regional print shops in each year of 2019, 2020, and 2021

Baseline: During FY2018, Studio Director visited three regional print shops but with no agenda

Responsibility: Executive Director, Studio Director, Board of Trustees

Strategies:

- A. Re-brand to make "Frontline Arts" synonymous with certain keywords and phrases like "Printmaking," "Papermaking," "Book Arts," "Social Arts," and "Veterans' Art"
- B. Clarify the meaning of "social arts practice"
- C. Create a more welcoming message for the regional printmaking community to ensure potential partners, constituents, and new individuals we are still a printmaking institution but also now engaged more deeply in papermaking and socially engaging practices
- D. Expand our public relations contact list
- E. Consider collaborations that would share resources and increase our visibility

Objective 2.2. Book a marketing (or interactive print/papermaking) booth at 5 outside arts, community, educational, or printmaking fairs or fests in each year of 2019, 2020, and 2021

Baseline: During FY2018, Frontline Arts held booths at 6 outside locations, 3 with interactive papermaking or printmaking activities for the public

Responsibility: Board of Trustees, Executive Director, Program Director, Studio Manager

Strategies:

- A. Translate targeted audience research into new marketing materials that feel cohesive and inclusive
- B. Engage in better SEO practices
- C. Regularly contact members of the press with event and program updates
- D. Promote accessibility and welcoming atmosphere for individuals with unique abilities
- E. Maintain marketing budget of at least \$5,000 annually





GOAL 3. INCREASE GOVERNANCE CAPACITY, DEVELOPMENT, AND SIZE

Objective 3.1. Grow the Board of Trustees in size and diversity

Baseline: During FY2018, we lost two Board members

Responsibility: Board of Trustees

Strategies:

- A. Build a candidate list by February 28, 2019
- B. Create personalized one-page introduction sheets for potential board members
- C. Recruit new, skilled board members that represent our constituency and are ready to be strong ambassadors of Frontline Arts
 - a. 3 new members in 2019
 - b. 2 new members in 2020
 - c. 2 new members in 2021
- D. Develop board orientation process

Objective 3.2. Increase regular board development with at least one board training activity, webinar, or reading every 3 months (in between regular meetings)

Baseline: Went through board training in Dodge Leadership workshop series with Executive Director and Vice President in FY2018

Responsibility: President of Board of Trustees, Chairs of Committees

Strategies:

- A. Increase regular communications and actions of and between board members, led by the President of the Board and Committee Chairs
- B. Standardize annual board retreats in winter or summer focused on assessing status of measurables listed in ADA Plan and Strategic Plan, and further, drill down in a focused strategic direction with an agenda, activities, and outcomes for each retreat
- C. Review bylaws annually with full Board of Trustees for compliance and possible updates with amendments





GOAL 4. STRENGTHEN THE LONG-TERM FINANCIAL STABILITY OF FRONTLINE ARTS

Objective 4.1. Increase annual operating revenue ratio to 40% earned income and 60% contributed income by 2021

Baseline: In FY2017, earned to contributed ratio was 32%:68%. In FY2018, earned to contributed ratio was 27%:73% with a higher in-kind donation revenue due to merger

Responsibility: Board of Trustees, Executive Director, Studio Director, Program Director

Strategies:

- A. Increase Foundation and Corporate support by 25% over three years
- B. Review and decrease programming and activities that are not core to the mission and strategic direction of the organization and that does not produce sufficient net value
- C. Increase earned revenue from and invest resources in Frontline Paper and in-house studio services
 - a. 12.5% increase in 2020
 - b. 12.5% increase in 2021

Objective 4.2. Develop select, unique special events and annual goals of \$20,000 in 2019 and \$25,000 in each of 2020 and 2021

Baseline: FY18 Special Event revenue of \$14,071

Responsibility: Executive Director, Board of Trustees

Strategies:

- A. Create a development plan that includes strategies and timelines for fundraising goals
- B. Increase corporate sponsorship for Frontline Paper and special events
- C. Invite potential major donors to a special event as a guest



|| BUDGET FOR PLAN IMPLEMENTATION ||

Revenue	2019 Approved Budget	2019 Target	2020 Target	2021 Target
Contributed Revenue				
Government	\$10,356	\$13,517	\$15,000	\$15,000
Foundation	\$31,000	\$31,000	\$34,875	\$38,750
Corporate	\$40,000	\$35,000	\$39,375	\$43,750
Special Events	\$20,000	\$20,000	\$25,000	\$25,000
Individual	\$20,000	\$20,000	\$20,000	\$20,000
In-Kind	\$28,000	\$28,000	\$28,000	\$28,000
Total Contributed	\$149,356	\$147,517	\$162,250	\$170,500
Earned Revenue				
Membership	\$15,000	\$10,000	\$11,250	\$12,500
Mobile Programs	\$53,500	\$55,000	\$61,875	\$68,750
Other Earned Income	\$34,350	\$34,350	\$36,926	\$39,503
Total Earned Revenue	\$102,850	\$99,350	\$110,051	\$120,753
Cash Reserve Used	\$20,000	\$20,000	\$10,000	\$0
TOTAL REVENUE	\$272,206	\$266,867	\$282,301	\$291,253
Expenses				
Personnel	\$164,413	\$151,413	\$153,684	\$155,955
Direct Program Expenses	\$20,150	\$20,150	\$20,352	\$20,553
Shared Expenses	\$70,411	\$73,572	\$70,411	\$70,411
TOTAL EXPENSES	\$254,974	\$245,135	\$244,447	\$246,919
Revenue less Expenses	\$17,232	\$21,732	\$37,854	\$44,333



|| SUMMARY OF SWOT ANALYSIS ||

INTERNAL FACTORS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ❖ Fresh, unique mission statement ❖ New members signing up; Veterans and younger social artists ❖ Nationally recognized program ❖ Strong ideas; grantmakers/donors interested in social arts practice ❖ Stronger financial practices since merger/better internal controls ❖ Stronger software infrastructure ❖ \$1 annual building lease! = not a lot of facility overhead ❖ Passionate staff and Board ❖ Strong leadership ❖ Serving Veteran constituency through art helps us stand out ❖ Long history under PCNJ with good reputation across NJ ❖ Committed PCNJ supporters 	<ul style="list-style-type: none"> ❖ Size and shape of building can be limiting to programming ❖ Basement studio and third floor not fully accessible for all ❖ No benefits for employees (health insurance, retirement, etc.) ❖ Not enough staff for ambitions ❖ Marketing is weak ❖ Executive Director stretched thin ❖ Minimal reserve/No endowment or investments ❖ Special Events still in flux/not enough successful fundraising events ❖ Weak data collection in mobile programming (stronger elsewhere) ❖ Small Board of Trustees ❖ Staff filling Board Officer positions ❖ Need more dedicated outreach

EXTERNAL FACTORS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ❖ Strong regional Veterans' programs ❖ Collaborative opportunities with veterans, arts, and non-arts orgs ❖ One of few printmaking & papermaking facilities in region ❖ PCNJ supporters transitioned to FA supporters/members ❖ Funders seem interested in our social arts programming ❖ New mission aligns more with trends towards equity and accessibility ❖ Following or participating in socially trending topics relevant to our mission may bring media coverage ❖ Younger artists show interest in social arts mission 	<ul style="list-style-type: none"> ❖ Economic fluctuations, hard to predict if artists can afford programs/services ❖ Perspective of updated mission hard for some people to grasp ("social arts") ❖ PCNJ supporters still unsure of our commitment to printmaking/book arts ❖ National/Statewide funding of the arts ❖ Tax-deductions for individuals, unsure how it will affect giving behaviors ❖ Aging membership ❖ Isolated facility in Branchburg ❖ Public transportation via train next door isn't frequent enough



|| GOALS & OBJECTIVES ATTAINED TO DATE ||

The previous Strategic Plan 2016-2018 was written under the former Board of Trustees and Executive leadership during the organization's time as the Printmaking Center of New Jersey. The merger of PCNJ and Frontline Arts occurred from mid-2017 through early 2018 under the former plan.

The previous plan's first goal called for Financial Sustainability. The organization did create a cash reserve of \$65,000 at the time of the merger with Frontline Arts by utilizing a volunteer Board member as Interim Director for 1.5 years. Though not ideal, the transition to a volunteer Director allowed the organization to maintain one full-time staff person as well as to create a healthier cash reserve approaching the merger. As noted in goal one under strategies, the organization did hold several special events with unique titles and activities that raised funds for the organization (and are still talked about by current artist members). One of those fundraisers was so memorable for current members, as noted through a survey in 2018, that Frontline Arts included several of those activities in our recent winter 2018 fundraiser. Further, not noted in the previous plan, Frontline Arts has brought greater financial best practices to the institution, hired a 10hr/week Financial Director, and hired a new CPA to bring fresh eyes and new standard operating procedures to the organization's accounting practices and financial oversight.

The second goal of the previous plan called for Board Development, inclusive of strategies to build a Board Development Committee, conduct annual board assessments, and increase board training. A committee of this nature was not established, and with the merger with Frontline Arts, the revised Board structure started small. Board training under Frontline Arts has begun with a completed Dodge Foundation Board Leadership Series in FY2018, biannual Board Retreats with focused agendas, and quarterly discussions at regular meetings on how to better understand non-profit financial statements and board responsibilities. The Board has also reviewed and amended previous organizational and staff policies in 2018 and has completely updated its bylaws with the merger, ratified in September 2017. In 2018, Frontline Arts also increased the Board of Trustees by two individuals, though the Board lost three members in total in the same year.

The third and final goal of the previous plan called for Marketing & Communications. The former PCNJ did not create a Marketing/Communications Committee as outlined, however, Frontline Arts hired a full-time Executive Director in 2017 to take on the roles of communications and marketing. As stated in the former plan, rebranding was identified and that has been something Frontline Arts has worked tirelessly on since late 2017. We have legally and officially changed our name to "Frontline Arts A New Jersey Non-Profit Corporation" and have updated our logo using the pro bono services of a graphic designer. We've launched a completely new website, updated the palette, and have voted-in a fresh mission statement as part of our rebranding. In 2018, we hired an outside consultant to create new brochures for Frontline Arts (an 8-page booklet brochure) and Frontline Paper (our national veterans' papermaking program) to continue our marketing and communications strategy for the new organization.

