



bravo

strategic plan

2015 - 2018

strategic plan / 2015 - 2018

the purpose of this plan

The Bravo Greater Des Moines Strategic Plan is the result of extensive community dialogue, research and visioning across the region and among a wide range of cultural stakeholders. This plan sets the vision for Bravo's future role in Greater Des Moines' thriving cultural community.



how the plan was built

The Strategic Planning Process was led by the Strategic Planning Committee, comprised of Bravo Greater Des Moines board members and staff, and the entire Bravo Board of Directors played an active role throughout. Additional feedback was provided by local community members involved in the arts and other key stakeholders in Bravo's future. Input was also solicited from the broader community through a regional Community Engagement Survey which was distributed online. The entire process was facilitated by the Arts Consulting Group.



how the plan will be used

The Bravo Greater Des Moines board of directors and staff will use the Strategic Plan to guide decision making, establish clear priorities, align the allocation of Bravo's resources, and assess progress over time.



our vision

Bravo Greater Des Moines envisions a community where arts, culture and heritage organizations across central Iowa are recognized and supported as vital contributors to the region's vibrant quality of life.



the mission

The mission of Bravo Greater Des Moines is to provide reliable funding and support that strengthens arts, culture and heritage organizations serving Greater Des Moines.



guiding values

Bravo affirms that cultural arts enrich the quality of life of the Greater Des Moines region and embraces the following organizational values:

- **Collaborative** – Bravo values collaboration throughout the region, across all partner communities and among the organizations we support. We will work with all stakeholders to define and achieve long-term success for arts and culture in the region.
- **Inclusive** - Bravo values diversity and we will promote a culture of inclusion in our governance, operations, grants and other initiatives that support arts, culture and heritage organizations.
- **Accountable** – Bravo will be accountable to its local government partner communities and to the organizations we support. We will act with integrity and transparency, and we will allocate our resources responsibly.
- **Regional** – A focus and a commitment to investing where resources, organizations and activities will have the most impact throughout the region.
- **Opportunistic** – Bravo will consistently deliver on core functions but will remain nimble enough to respond strategically to the needs of the organizations we support and as opportunities arise.
- **Passionate** – Bravo stakeholders are all passionate about arts and culture and the benefits Bravo brings to the organizations we support. We will make decisions based on what is best for the arts and culture organizations in Greater Des Moines.

strategic plan priorities

The Plan focuses on the following five priorities, three of which focus on external service to the community, and two which address necessary organizational infrastructure required to succeed:

- 1. Invest wisely in a vibrant cultural community.**
- 2. Enhance opportunities for the cultural community to thrive.**
- 3. Promote the value of the cultural community and Bravo's direct impact.**
- 4. Enrich Bravo's leadership to sustain success.**
- 5. Protect legacy of sustainable investment in the cultural community.**



Each priority is described in the following section and includes potential initiatives that will achieve the objectives.

The Bravo Strategic Plan focuses on five interdependent initiatives that will help define and determine the structure, work and impact of the organization. Implementation of all five initiatives will be ongoing throughout the 2015-18 plan term, but priority focus will be staged in order to achieve the organization's 2018 goals.



priority one

INVEST WISELY IN A VIBRANT CULTURAL COMMUNITY

Strengthen Bravo's grant-making function to help elevate the arts, culture and heritage organizations serving Greater Des Moines.



Strategic Initiatives:

- Work with stakeholders to identify funding needs and align grant making structure to have most strategic impact.
- Define the goals for grant making, including performance measures for how funds will be evaluated toward reaching the objectives.
- Improve internal grant making processes to add accountability, transparency and best practices.
- Support eligible organizations through the transition to the new grant requirements.

priority two

ENHANCE OPPORTUNITIES FOR THE CULTURAL COMMUNITY TO THRIVE

Identify, develop and promote strategic initiatives that will benefit arts and cultural organizations and the region.

Strategic Initiatives:

- Work with stakeholders to identify strategic initiatives beyond grant making that will elevate the regional cultural community.
- Define the goals, objectives, timelines, sustainability plans and exit strategies for any project in which Bravo participates.
- Allocate resources to support strategic initiatives.

priority three

PROMOTE THE VALUE OF THE CULTURAL COMMUNITY AND BRAVO'S DIRECT IMPACT



Establish Bravo as the regional cultural body, leading and guiding the dialogue about community cultural plans and promoting the impact of the arts.

Strategic Initiatives:

- Lead efforts to collect data that demonstrate the critical value the arts bring to the region.
- Enhance communication with stakeholders about the impact of the arts on economic and quality of life measures.
- Define Bravo's public value, clearly articulating the essential benefit the organization provides.
- Develop a strategic public relations initiative to inform and engage the Greater Des Moines community of the value of the arts and the work of Bravo.

priority four

ENRICH BRAVO'S LEADERSHIP TO SUSTAIN SUCCESS

Build Bravo's infrastructure to support strategic action.

Strategic Initiatives:

- Define the governance structure needed to support identified strategic priorities.
- Create and adopt governance policies and procedures that will support the structure.
- Recruit board and committee members who are passionate about Bravo's mission, vision and values.
- Identify and build the staff to support and lead priorities.
- Provide ongoing education and training to ensure engagement and effectiveness.
- Create a resource plan that will align staff, board and committee leadership, and financial capacity with the goals outlined.

priority five

PROTECT LEGACY OF SUSTAINABLE INVESTMENT IN THE CULTURAL COMMUNITY

Financially sustain Bravo's ability to fund and support arts, culture and heritage organizations.



Strategic Initiatives:

- Assess current revenue streams to clearly define the function, purpose, goals, stability and viability.
- Define revenue allocation priorities and develop policies for reviewing and modifying allocations.
- Build and maintain a reserve fund for grant-making and operations to ensure fiscal security.
- Explore complimentary revenue streams that could provide additional resources for elevating arts and culture in greater Des Moines.

strategic plan timeline

	2015-2016	2016-2017	2017-2018
Invest wisely in a vibrant cultural community.	<p>Work with stakeholders to identify funding needs and align grant making structure to have most strategic impact.</p> <p>Define the goals for grantmaking, including performance measures for how funds will be evaluated toward reaching the objectives.</p>	<p>Improve internal grantmaking processes to add accountability, transparency and best practices.</p>	<p>Support eligible organizations through the transition to the new grant requirements.</p>
Enhance opportunities for the cultural community to thrive.		<p>Work with stakeholders to identify strategic initiatives beyond grant making that will elevate the regional cultural community.</p> <p>Define the goals, objectives, timelines, sustainability plans and exit strategies for any project in which Bravo participates.</p>	<p>Allocate resources to support strategic initiatives.</p>
Promote the value of the cultural community and Bravo's direct impact.	<p>Lead efforts to collect data that demonstrate the critical value the arts bring to the region.</p>	<p>Define Bravo's public value, clearly articulating the essential benefit the organization provides.</p>	<p>Enhance communication with stakeholders about the impact of the arts on economic and quality of life measures.</p> <p>Develop a strategic public relations initiative to inform and engage the Greater Des Moines community of the value of the arts and the work of Bravo.</p>
Enrich Bravo's leadership to sustain success.	<p>Define the governance structure needed to support identified strategic priorities.</p> <p>Recruit board and committee members who are passionate about Bravo's mission, vision and values.</p>	<p>Create and adopt governance policies and procedures that will support the structure.</p> <p>Identify and build the staff to support and lead priorities.</p> <p>Create a resource plan that will align staff, board and committee leadership, and financial capacity with the goals outlined.</p>	<p>Provide ongoing education and training to ensure engagement and effectiveness.</p>
Protect legacy of sustainable investment in the cultural community.	<p>Assess current revenue streams to clearly define the function, purpose, goals, stability and viability.</p>	<p>Define revenue allocation priorities and develop policies for reviewing and modifying allocations.</p> <p>Build and maintain a reserve fund for grantmaking and operations to ensure fiscal security.</p>	<p>Explore complementary revenue streams that could provide additional resources for elevating arts and culture in Greater Des Moines.</p>

bravo greater des moines

Bravo Greater Des Moines is a non-profit organization committed to providing cultural groups in central Iowa with funding and support that will elevate their role in driving quality of life in the region.

Seeing the need for centralized grant making functions for the arts and culture sector, local government officials, business and community leaders came together to form Bravo Greater Des Moines in 2004.

Local government partners commit a portion of their hotel/motel tax revenues to Bravo to elevate the region's cultural landscape. Through these funds, as well as public and private donations, Bravo is able to provide operational and capital grant awards to central Iowa arts and culture organizations. Funds are also raised through the annual Bravo Awards Gala to provide additional administrative support.

The following local governments have partnered with Bravo: Altoona, Ankeny, Bondurant, Carlisle, Clive, Des Moines, Grimes, Indianola, Johnston, Norwalk, Polk County, Polk City, Urbandale, Waukee, West Des Moines and Windsor Heights.

Bravo is governed by a board of directors comprised of representatives of each partner local government as well as the business, education and arts and culture sectors.

Due to the work of Bravo, the arts and culture sector has seen increased investment through sustainable and reliable funding streams. Additionally, Bravo works at the community level to promote central Iowa's arts and culture offerings and serves as a leader in community planning initiatives to impact quality of life for visitors and residents of the region.

The Bravo Strategic Plan 2015 - 2018 sets the organization's vision for the future— to continue to build on our achievements and elevate arts and culture in our region.



bravo FY14-FY15 board of directors

Bob Andeweg

Mayor, City of Urbandale

Tom Armstrong

Mayor, City of Grimes

Bobbi Bentz

Council Member, City of Ankeny

Michelle Book (President)

DuPont Pioneer

Jerry Borowick (Treasurer)

KPMG LLP

Robert Brownell

Polk County Supervisor

Mary Chapman, Ed. D

Community Volunteer

Scott Cirksena (Exec. Comm. At-Large)

Mayor, City of Clive

Paula Dierenfeld

Mayor, City of Johnston

Richard L. Early

Des Moines Symphony & Academy

Jeff Fleming

Des Moines Art Center

Christine Hensley (Secretary)

Council Member, City of Des Moines

Matt McIver

After School Arts Program

Robert Miller

Council Member, City of Polk City

Bob Kling

Adjunct Professor of Art, Simpson College

Kristi Knous

Community Foundation of Greater Des Moines

Sharon Krause (Past President)

Dalla Terra Ranch

Brian Laurenzo (Exec. Comm. At-Large)

Brick Gentry P.C.

Tracy Levine

Polk County Housing Trust Fund

Brian Lohse

Council Member, City of Bondurant

Kyle Mertz

Council Member, City of Altoona

Marketa Oliver

City Manager, City of Norwalk

Bill Peard

Mayor, City of Waukee

Suku Radia

Bankers Trust

Ruth Randleman

Mayor, City of Carlisle

Debra Salowitz

Strategic Relocation Solutions

Jim Sandager

Council Member, City of West Des Moines

John Schmidt (Exec. Comm. At-Large)

Community Volunteer

John Smith

Drake University

Katie Stocking

Happy Medium

Tony Timm

Council Member, City of Windsor Heights

San Wong

Iowa Department of Human Rights

bravo staff

- Sally Dix, Executive Director
- Dave Stone, Associate Director