



Spruill Center for the Arts Strategic Plan 2024-2026



Overview

The Spruill Center for the Arts has experienced rapid transformation over the last 3+ years due to COVID operating model implications and changes in executive leadership. Both forces created the space to improve organizational capabilities. Spruill partnered with Jabian to update their strategy and identify opportunities to maintain and expand momentum. The new strategic plan aims to further Spruill’s current mission and deepen its engagement with the communities that it serves. Jabian conducted background research and more than 30 group and individual interviews with members of Spruill, the local government, the Atlanta art world, and community organizations to identify areas where Spruill can make a meaningful impact. The team worked to identify tactics and 15 key initiatives and the most promising were laid out in a 3-year roadmap, providing a clear plan for Spruill to achieve its Strategic Objectives. This document represents a summary of the project and the details for the Strategic Plan.

Strategic Objectives

- 1. Inspire Spruill students, instructors, staff, and visitors by enhancing the physical environment and program offerings**
- 2. Showcase Spruill’s culture, art, and instruction to expand awareness and increase visibility**
- 3. Support the community by growing a community center based on the Arts**
- 4. Expand donated revenue streams through increased corporate, individual, and community relationships to enhance financial ability to increase impact**

Approach by the Numbers

42

People interviewed

1

Instructor Survey

5

Art Centers and Galleries researched

7

Hours of Strategic Ideation Workshops



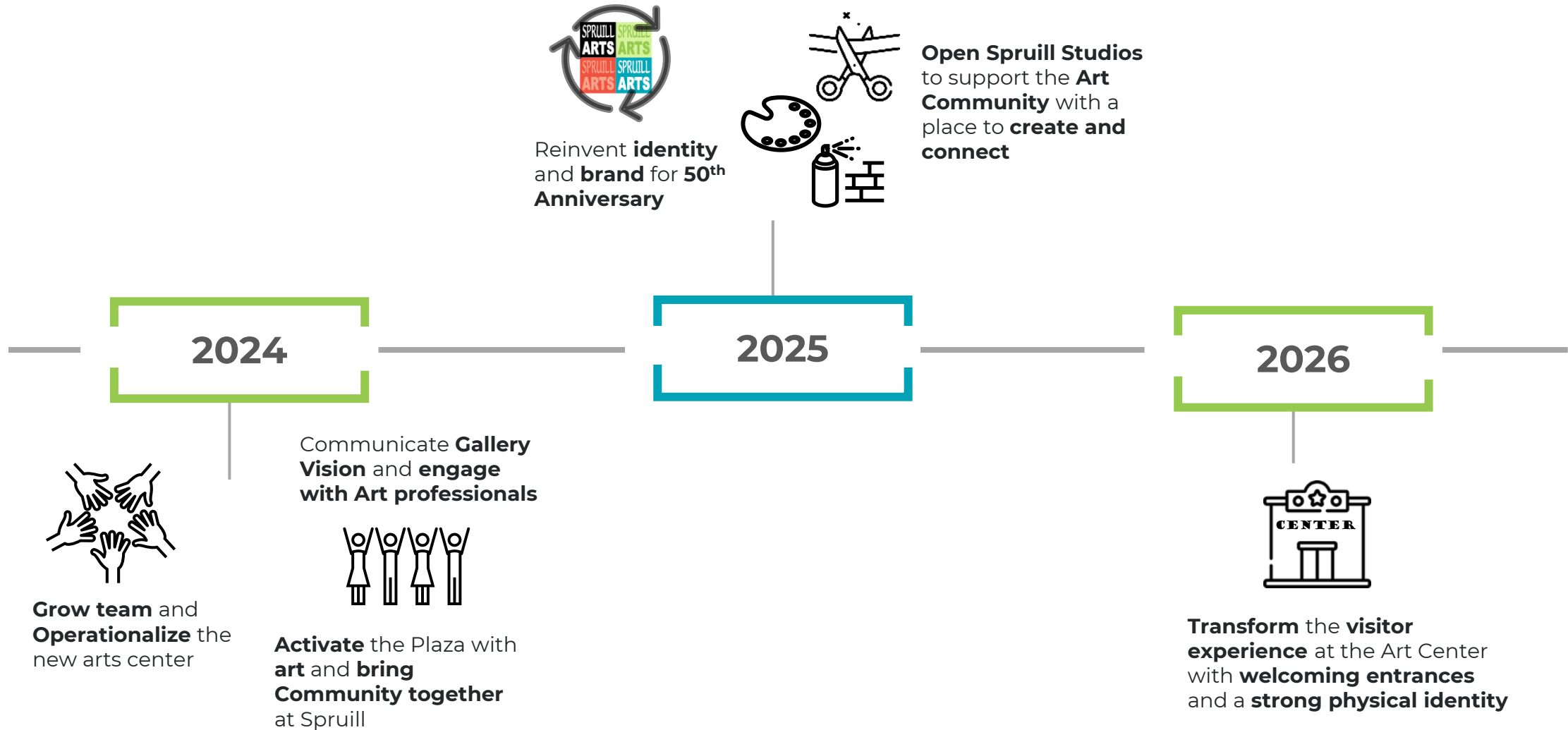
Outcomes

4 Strategic Objectives

15 Key Initiatives

36 Prioritized Tactics

Spruill's Strategic Roadmap Overview



Strategic Plan Structure

Spruill’s Vision and Mission serves as the core input for the strategic planning process. The Strategic Plan, focused by the Overarching Questions, details the Strategic Objectives, Initiatives and Prioritized Tactics that will guide Spruill for the next 3 years



VISION

Spruill Center for the Arts will be a beacon for the community by providing access and opportunities for all to create and enjoy the arts.

SPRUIILL MISSION

Spruill Center for the Arts fosters creativity and social connections through the arts by:

- Offering a diverse visual arts program to students of all ages and skill levels
- Providing a platform for artists to share their talents through exhibitions, sales, and instructional opportunities
- Enriching community through programs designed to inspire the artist in everyone

THE OVERARCHING QUESTIONS

1. How we grow into the new space?
2. What investment into the Gallery to make?
3. How to utilize rent income?

STRATEGIC OBJECTIVES

Balance what we aim to accomplish

KEY INITIATIVES

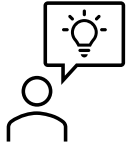
How we will achieve our goals and objectives

PRIORITIZED TACTICS

Specific actions that drive our initiatives

Spruill Strategic Objectives

Ultimately, we came to four guiding objectives that will focus the strategic plan, outlined by **Inspiring, Showcasing, Supporting and Expanding**



Objective 1: Inspire Spruill students, instructors, staff, and visitors by enhancing the physical environment and program offerings

As Spruill expands its footprint and welcomes new visitors, students, and instructors, it will be essential to maintain a focus on how to best evolve operations, the space, and offerings so existing and new members can experience what sets Spruill apart.



Objective 2: Showcase Spruill's culture, art, and instruction to expand awareness and increase visibility

Stakeholders emphasized that Spruill could do more to tell the story of Spruill's art and culture in order to better engage with the community and pave the way to increasing impact.



Objective 3: Support the community by growing a community center based on the Arts

Interview Feedback pointed to significant opportunity for Spruill to offer support to Georgia communities through various avenues, including reaching out to communities lacking access to art and providing artist the tools and space to create.



Objective 4: Expand donated revenue streams through increased corporate, individual, and community relationships to enhance financial ability to increase impact

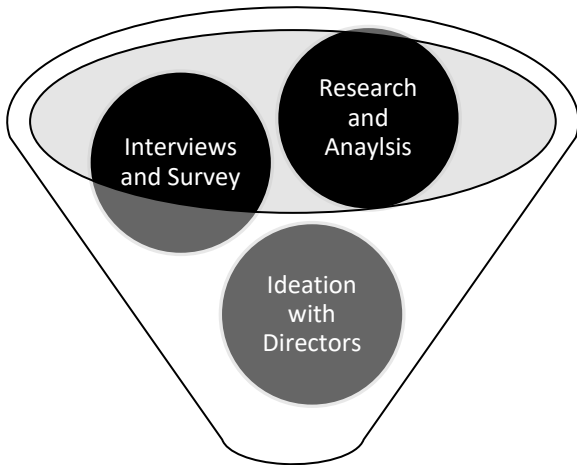
Spruill is in a unique position to leverage art and its facilities to engage and support Georgia's diverse populations. Enhancing the flow of sustained donated revenue will empower Spruill to amplify its impact.

Strategic Tactic Development

As next steps, we pulled together feedback from interviews and worked with directors to develop specific actions, referred to as tactics, which can help Spruill achieve its initiatives. To narrow the focus while managing team capacity, we underwent a prioritization exercise to identify the most promising ideas and categorized them as easy wins, major projects, or queued.

Ideation

The Jabian team compiled potential ideas from various sources



103

Potential Tactics

Prioritization

The Spruill team then prioritized all tactics using four key parameters

Parameter	Definition
Mission	The degree to which the tactic supports the organization's core mission and values
Reach	The quantity of individuals that the tactic can engage or connect with
Impact	The potential positive outcomes that the tactic can achieve
Feasibility	The practicality of successfully implementing the tactic within available resources and capabilities

Categorization

The Prioritization exercise helped us identify a smaller set of tactics which were categorized based on the results

Category 1: Easy Wins

19 Tactics

Tactics with high impact and relatively lower effort

Category 2: Major Projects

17 Tactics

Tactics with high impact but require significant effort and/or resources

Category 3: Queued Tactics

22 Tactics

Tactics that are not prioritized as initial projects for the strategic plan that may be pulled in or revisited next plan

2024 Detailed Roadmap – Focus on Operations



KEY	Objective 1	Objective 2	Objective 3
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	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Operations and HR	<p>2) Enhance Operations: Hire or outsource Events Manager</p> <p>2) Enhance Operations: Hire facilities manager</p>	<p>3) Visitor Experience: Invest in specific wayfinding and signage</p>	<p>3) Visitor Experience: Develop lobby area with reception desk and hire receptionist</p>	<p>2) Enhance Operations: Hire or contract Digital Manager</p>
Facilities	<p>2) Enhance Operations: Improve Communication and accountability with City</p>	<p>4) Safety Measures: Ensure parking lot lights functionality</p> <p>2) Enhance Operations: Implement suggestion box and fix broken items</p>		<p>4) Safety Measures: Increase Security presence at Center through receptionist & facilities manager</p>
Education	<p>5) Spruill Experience: Develop expectations & pre-reqs for classes</p>			
Communications	<p>6) Digital Presence: Tailor communication to Spruill Community</p>	<p>6) Digital Presence: Utilize social media and the website to tell Spruill's stories</p>		<p>6) Digital Presence: Redesign logo to better represent Spruill</p> <p>6) Digital Presence: Invest in digital enablement to reach communities</p>
Gallery	<p>10) Art World: Communicate gallery vision</p> <p>4) Safety Measures: Implement Security cameras at Gallery</p>	<p>7) Gallery Presence: Invest in clear signage to improve interest of Gallery</p>	<p>10) Art World: Participate in Atlanta Art Week</p> <p>10) Art World: Connect with more Art Professionals</p>	<p>10) Art World: Assess options for Spruill Studios Implementation and put together business plan</p>
Leadership / Community	<p>2) Enhance Operations: Evaluate organization and roles responsibilities</p>	<p>11) Community Events: Expand Fun & Fabulous Friday Night Workshops</p> <p>11) Community Events: Activate the Plaza and Community Room with Programming</p>		

2025 Detailed Roadmap – Focus on Major Projects



KEY	Objective 1	Objective 2	Objective 3
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	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Operations and HR	<p>5) Spruill Experience: Update the website and class registration system for a better student user experience during registration</p>			
Facilities	<p>3) Visitor Experience: Implement “clear and clean” design in Art Center halls and develop usage rules</p>			
Education	<p>1) Develop Offerings: Determine best model for an expanded full open studio program</p> <p>1) Develop Offerings: Expand Visiting Artist Series to promote artistic engagement</p>			
Communications	<p>6) Digital Presence: Redesign logo to better represent identity and mission of Spruill (cont.)</p>			
Gallery	<p>7) Gallery Presence: Evaluate entrances into the gallery and determine most effective approach</p> <p>10) Art World: Open Spruill Studios to provide a space for Artists to create and connect with other artists</p>		<p>7) Gallery Presence: Host specific events to attract younger adults to the Gallery</p>	
Leadership / Community	<p>9) Create Partnerships: Offer space to art associations</p> <p>1) Develop Offerings: Utilize the plaza for art events</p>		<p>11) Community Events: Organize Community Open house days at the Center</p>	

2026 Detailed Roadmap – Focus on flexibility for spillover and pulling forward



KEY	Objective 1	Objective 2	Objective 3
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	Q1 2026	Q2 2026	Q3 2026	Q4 2026
Operations and HR				
Facilities				
Education			11) Community Events: Develop virtual events that are recorded and posted on the website	
Communications				
Gallery	10) Art World: Host Curators as part of Curatorial symposium partnership and other larger art events and art fairs			
Leadership / Community	3) Visitor Experience: Update the exterior entrances for a stronger physical identity through clear signage and wayfinding		8) Underserved Communities: Implement an “open arts model” to remove money as a barrier	
		11) Community Events: Expand Community Open house days at the Center		

Review the Strategic Tactic Queue

