

## **Strategic Planning Sub-Committee Meeting Notes – DRAFT**

Bataan Memorial Building  
407 Galisteo St., Santa Fe, NM 87505  
Historic Preservation Conference Room, 2<sup>nd</sup> floor

May 6, 2015  
9:30am—2:30pm

In attendance: Joe Brown, Strategic Planning committee chair, Rick Huff, David Schwartz, Dan Stoddard, Thomas Goodrich. Absent: Renato Estacio

9:42am Commissioner Brown called the meeting to order.

### **‘Strategic Planning’ defined**

JBrown offered the following definition: “A function and process that organizations go through to look at the future from over a year, out.” 5 years out is appropriate. A brief discussion about the definition ensued. A general agreement was reached about the definition of the term, strategic planning, and consensus was reached on the purpose of the meeting.

DSchwartz added that the strategic plan must be based on several assumptions:

- The Music commission will continue to exist under future administrations.
- Budgetary – anticipated funding will stay fairly stable.

### **S.M.A.R.T. Goal Setting Tool**

Introduced by JBrown.

A Strategic Plan is a collection of goals:

- S – specific goals (how much, what kind, etc. “stretch, inspire to aim higher”)
- M – measurable (time, # activities, deliverables, “We know we’ve met our goal(s).”)
- A – attainable (realistic)
- R – responsible person(s) identified
- T – time specific (milestones, deadlines)

## S.W.O.T. Analysis Tool

Introduced by DSchwartz.

S.W.O.T. is a way of clearing the bias out of projects, to look at them 'square' in order to determine strengths and weaknesses. What is the environment? What are the opportunities, supporting and not-supporting? What are 'threats?' Are we positioned to succeed? What are our competitors?

JBrown drew the following chart on the whiteboard:

+	-								
<p><b>Strengths</b></p> <p>What do you do well?            What are your unique skills?            What expert or specialized knowledge do you have?            What experience do you have?            Where are you most profitable in your business?</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Actual</td> <td style="width: 50%;">Goal</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> </tr> </table>	Actual	Goal	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<p><b>Weaknesses</b></p> <p>In what areas do you need to improve?            What resources do you lack?            What parts of your business are not very profitable?            Where do you need further education and/or experience?            What costs you time and/or money?</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Actual</td> <td style="width: 50%;">Goal</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> </tr> </table>	Actual	Goal	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>
Actual	Goal								
<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>								
Actual	Goal								
<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>								
<p><b>Opportunities</b></p> <p>What are the business goals you are currently working towards?            How can you do more for your existing customers or clients?            How can you use technology to enhance your business?            Are there new target audiences you have to potential to reach?            Are there related products and services that provide an opportunity for your business?</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Actual</td> <td style="width: 50%;">Goal</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> </tr> </table>	Actual	Goal	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<p><b>Threats</b></p> <p>What obstacles do you face?            What are the strengths of your biggest competitors?            What are your competitors doing that you're not?            What's going on in the economy?            What's going on in the industry?</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Actual</td> <td style="width: 50%;">Goal</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul> </td> </tr> </table>	Actual	Goal	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>
Actual	Goal								
<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>								
Actual	Goal								
<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Item</li> <li>• Item</li> <li>• Etc.</li> </ul>								

In each category, look at actual versus 'like to have/do/be' – set an evaluative scale of 1-5 for each item to prioritize.

“Removing the Objections.” Nothing is perfect – list objections, what’s in the way, what isn’t right? Eliminate the objections. If we can’t eliminate the objections, we must take them seriously and reassess if it’s appropriate to take a course of action.

“Sensing Opportunity.” What receptivity, from the public, would be ideal for our project(s)?

RHuff raised question re: conflict of interest. He stated Nancy Lafflin (past NMMC Executive Director) had concerns about self-promotion, didn’t want NMMC signage at events, etc. DSchwartz responded that conflict of interest, as stated in the Bylaws concerns commissioners self-promoting, including their families. TGoodrich will check with NMArts/DCA for clarification.

### **Strategic Plan Template**

Introduced by JBrown, page by page.

Consensus (quorum) of commission determines plan. All commissioners must sign off. Plan is distributed to all parties, including govt officials, agencies, community partners, etc., and promoted on NMMC social media, etc.

### **Timeline**

Suggestion by RHuff to assign a numbering system to each goal, project, deliverable, etc.. Make the list odd-numbered. The middle step is an assessment point of the project, to determine if the goal/project/deliverable, etc. can be completed in the remaining number of steps. If not, establish the middle step as number one and reassess steps needed, keeping at an odd number. Each step receives a deadline date. RHuff wrote on a flip chart, for example:

1. Initiation date of goal/project/deliverable, etc.
2. Deliverable, action item, etc.
3. Assessment of goal/project/deliverable (if goal cannot be delivered by step five, #3 becomes step one (new start date) with revised plan of action items.
4. deliverable
5. goal accomplished

Break for lunch – 11-11:30a

### **Brainstorming Potential Goals**

JBrown led the committee on brainstorming possible goals for the commission. He suggested that the committee not edit at this point, but simply call out ideas, which could be consolidated and refined as a second step. The following list of 9 items is the consolidation of the initial brainstormed list of 13 items:

1. **Public awareness and Advocacy** of musicians, music events, NM music history, the NMMC: media/online presence, regular press releases, establish media relationships, produce an online radio station, have a continued programming source for NM music (Hutton Broadcasting – has offered a time slot–live performance only?) TV PBS-5 3-minute showcase slots, New Mexico Magazine articles, KASA ‘In Style’ show. Find ways to concisely get the story across that our population in the state has been robbed of part of its state treasure.
2. **Venue creation:** be the conduit to put entertainers with venues.
3. **Expand existing events:** Platinum Achievement Awards, Art2Art, Cultural Collaborative, Educational events and panels, music & film panel, legal services for musicians, partner w/other org’s,
4. **Signature event:** high profile event
5. **Education expansion:** preK-12, collegiate, professional. Clinics, workshops, partnering with music educator organizations, etc.
6. **Outreach:** recognition, w/all corners of state
7. **Develop Collaborations and Partnerships:** Film, Tourism, etc.
8. **Expand Commission processes:** create research and development committee, processes for Platinum Achievement Awards, Endorsements, etc.
9. **Generate funding streams:** development, fundraising, utilizing Foundation, effectively lobbying state representatives

### **First Draft of Goals**

1. **Public Awareness and Advocacy:** Through the use of at least five (5) sources, we will increase public awareness of the work of the New Mexico Music Commission, by October 1, 2015:
  - Objective 1: Create at least one conduit to a Magazine publication.
  - Objective 2: Create at least one conduit to a Newspaper publication.
  - Objective 3: Create at least one conduit to a Television station.
  - Objective 4: Create at least one conduit to a Radio station.
  - Objective 6: Include in message the quality of our NM Musicians musicianship in all genres across the entire state.
2. **Venue Identification and Creation:** Through the use of at least ten (10) sources, identify and create a calendar of music venues and their activities across the state, by October 1, 2015.
  - Objective 1: Locate calendars in Magazines.
  - Objective 2: Locate calendars in Newspapers.
  - Objective 3: Create a methodology for artists to post directly to calendar.
  - Objective 4: Contact NM Tourism for sources.

3. **Expanding Existing Events:** Through the use of at least five (5) sources, expand our existing events, such as Art2Art, and our Platinum Achievement Awards programs, by October 1, 2015.
- Objective 1: Reach out through personal letters to Legislators.
  - Objective 2: Locate new partners for Art2Art.
  - Objective 3: Refine processes creating continuity for Platinum Awards and other awards, endorsements, etc.
  - Objective 4: Create new projects with Warehouse 21, Film office, Ann Lerner, and others.

Motion to adjourn meeting by DSchwartz. Meeting adjourned at 2:30pm.

**Possible next meeting date**

Wed, May 13, 2015 in Albuquerque. Rick Huff checking w/ABQ Film office about use of space. Back up plan – Dan Stoddard booking a room at Vernons Steak House.