



2022-2026 STRATEGIC PLAN

*Envisioning a thriving arts and
culture community accessible
to all of Fairfax County*



Approved by the Board of Directors
March 22, 2022

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The band Rocknoceros performs by *Fidelity of Form*
by Dennis Heimbach at Reston Town Center;
photo courtesy of Reston Community Center.

INTRODUCTION

ArtsFairfax is proud to present its 2022-2026 Strategic Plan to support a thriving arts and culture community accessible to all in Fairfax County.

ArtsFairfax is a 501(c)(3) nonprofit organization incorporated in 1964 as the Arts Council of Fairfax County to serve as its designated local arts agency. ArtsFairfax distributes County funds to support the arts and provides promotional and informational services to make the arts accessible to the public. We provide services and programs that are funded by the Virginia Commission for the Arts and the National Endowment for the Arts as well as by corporations, foundations, individuals, and civic organizations.

This Strategic Plan will strengthen Fairfax County by making greater commitments to:

- build financial and other forms of support for Fairfax arts and culture organizations;
- increase promotion of Fairfax arts and culture opportunities;
- incorporate equity, diversity, inclusion, and accessibility in all our services; and
- enhance communities through public art, creative placemaking, and civic partnerships.

To develop our 2022-2026 Strategic Plan, we formed a Strategic Plan Committee comprised of Board members, community stakeholders, and staff. From early 2020 to 2022, we interviewed 47 leaders in many sectors of the County and engaged the arts community through a series of group conversations, surveys, and interviews.

The 2022-2026 Strategic Plan was developed during a global pandemic and the racial reckoning of our nation. As a result, we made bolder commitments to make the arts in Fairfax County and the surrounding areas more accessible, diverse, equitable, and inclusive, using the One Fairfax policy as a guide, along with similar resources. The Strategic Plan was designed to create a sense of belonging for all who contribute to and experience arts and culture in Fairfax.

This planning process resulted in the following outcomes:

- an update of our Mission, Vision, and Values Statements;
- a new Diversity, Equity, Inclusion, and Accessibility Statement;
- integration of Fairfax County's Strategic Plan and One Fairfax policy in our goals and objectives;
- recognition of the greater arts and culture ecosystem throughout the County and the region;
- greater commitment to bring arts opportunities to underserved and historically marginalized communities within the County; and
- the creation of operational and financial goals, objectives, and strategies that build the capacity of ArtsFairfax to serve the needs of arts consumers and providers.

We are truly grateful for the hard work of our Board of Directors chaired by Shelly Hazel, the Strategic Plan Committee chaired by Scott Cryer, the ArtsFairfax staff led by Linda Sullivan, and all the community stakeholders who provided their time and insight to guide our efforts over the next five years.

MISSION, VISION, VALUES, AND DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STATEMENTS

MISSION STATEMENT

ArtsFairfax is dedicated to expanding support for and access to arts and culture opportunities for all of Fairfax County.

VISION STATEMENT

Fairfax County supports a thriving arts and culture community accessible to all.

VALUES STATEMENTS

- The arts are transformative and fundamental to our lives.
- The arts promote social engagement and understanding that connect people of different backgrounds, ethnicities, and experiences.
- The arts are essential to a thriving community, creating a sense of place, and fueling social and economic growth.
- The arts thrive on an investment mix of public, private, and consumer resources.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STATEMENT

Diversity fuels creativity. Creativity fuels the arts.

ArtsFairfax embraces diversity in everything we do because diverse perspectives, diverse influences, and diverse audiences help our community thrive.

By including Fairfax County's wonderful panoply of cultures, races, generations, and orientations in the arts, we enrich everyone's lives.



L-R: Traveling Players in *The Doctor in Spite of Himself*, 2019; photo by Jessica Wallach.
Gin Dance Company in *Aspire*; photo by Ruth Judson.
Fairfax Symphony Orchestra Conductor, Christopher Zimmerman; photo by Daniel Corey.

INFORMATION SERVICES

ArtsFairfax promotes County arts and culture programs and activities to the general public and provides professional, capacity-building information to the arts and culture community. ArtsFairfax plays a leadership role in the advocacy of strong arts support and policies.

GOAL A: Serve Fairfax County's arts and culture community as a major resource for visibility, promotion, and information.

- **Objective 1:** Increase the number and diversity of arts and culture organizations and artists that ArtsFairfax promotes and serves, including those who have been historically marginalized and excluded.
- **Objective 2:** Share and disseminate professional information and resources to serve the needs of the arts and culture community.

GOAL B: Serve the general public as a major resource for information about arts and culture organizations and activities in Fairfax County.

- **Objective 1:** Increase ArtsFairfax brand recognition as a trusted source of information about arts and culture for residents of Fairfax County.
- **Objective 2:** Expand efforts to increase participation in arts and culture by Fairfax residents across all ethnic backgrounds, ages, economic statuses, and physical abilities.

GOAL C: Build strong partnerships to promote and benefit arts and culture in Fairfax County.

- **Objective 1:** Partner with Fairfax County government and diverse civic organizations to promote arts and culture activities through their communications platforms to their constituents.
- **Objective 2:** Build diverse partnerships to achieve funding and policy goals that support the arts and culture community.

GOAL D: Build a data collection and analysis program to be used for public information, advocacy, and planning.

- **Objective 1:** Utilize internally collected information to determine the strengths, weaknesses, needs, trends, and impacts of the Fairfax arts and culture community.
- **Objective 2:** Utilize external information and comparable data to keep apprised of national and regional trends in and impacts of arts and culture.



Nicole Tong, Fairfax Poet Laureate, testifies at the Fairfax County FY23 public budget hearing for Fairfax Arts Advocacy Day; photo courtesy of ArtsFairfax.

FINANCIAL SERVICES

ArtsFairfax provides grant funds to organizations and artists to support the development of creative and diverse artworks and programs.

GOAL A: Increase financial support for arts and culture in Fairfax County.

- **Objective 1:** Work with Fairfax County to identify and implement new and sustainable sources of funding for arts and culture grants.
- **Objective 2:** Seek other government funding for distribution as arts and culture grants.
- **Objective 3:** Seek private sector funding to support arts and culture grants.

GOAL B: Provide a fair, inclusive, sustainable, and transparent granting process that is responsive to the needs of the arts and culture community and the County.

- **Objective 1:** Maintain professional best practices in grantmaking.
- **Objective 2:** Ensure grant programs respond to community needs and support diverse artists, disciplines, audiences, and geographic locations.



L-R: James Martin and Simone Paulwell in Reston Chorale's *I Dream a World* concert, featuring music by African American composers (October 2019); photo by Michael Olson, Mike Olson Photography.
The artist Foon Sham poses with *Maze of Knowledge*, a commission interweaving books and bricks of pine; photo by Foon Sham.
Second Saturday Art Walk, January 2022, at Workhouse Arts Center; photo by Sharon Moores.

PROGRAM SERVICES

ArtsFairfax provides arts-related services to build robust and thriving communities and to enhance the quality of life in Fairfax County.

GOAL A: Provide services that help Fairfax residents access arts and culture opportunities in the County.

- **Objective 1:** Identify arts and culture needs of residents throughout the County for the purpose of annual planning of services.
- **Objective 2:** Increase accessibility of arts and culture programs in all geographic locations and particularly in underserved sectors of Fairfax County.

















GOAL B: Lead planning efforts and provide services that support Fairfax County's Comprehensive Plan, Strategic Plan, and the One Fairfax policy.

- **Objective 1:** Complete Fairfax County Master Art Plans (MAP) for Facilities and Public Art.
- **Objective 2:** Provide the County, nonprofit, and private sector with advisory services to help achieve County plans.
- **Objective 3:** Provide the County, nonprofit, and private sector with advisory services to help achieve other placemaking and community development plans.

GOAL C: Provide professional development, education, and networking services to strengthen the arts and culture community.

- **Objective 1:** Develop educational workshops and training programs based on arts and culture community needs.
- **Objective 2:** Connect arts and culture organizations with professionals, consultants, and resources that meet their business needs.
- **Objective 3:** Organize arts and culture community networking opportunities to create an ecosystem that meets sector needs.

April 2021

M	T	W	T	F	S	S
			01  Jeffrey Johnson, Chairman of the Board of Fairfax County Parks and Recreation	02  Nicole Tong, Fairfax Poet Laureate	03  Josephine Adams, Fairfax Poet Laureate	04  Josephine Adams, Fairfax Poet Laureate
05  Jeffrey Johnson, Chairman of the Board of Fairfax County Parks and Recreation	06  Paul Vassallo, Fairfax Poet Laureate	07  Colleen Gault, Fairfax Poet Laureate	08  Holly Heston, Fairfax Poet Laureate	09  Jana Colman, Fairfax Poet Laureate	10  Jana Colman, Fairfax Poet Laureate	11  U.S. Representative Gerry Connolly
12  Holly Heston, Fairfax Poet Laureate	13  Paul Vassallo, Fairfax Poet Laureate	14  Colleen Gault, Fairfax Poet Laureate	15  Holly Heston, Fairfax Poet Laureate	16  Jana Colman, Fairfax Poet Laureate	17  Jana Colman, Fairfax Poet Laureate	18  U.S. Representative Gerry Connolly
19  Sarah Elise, Fairfax Poet Laureate	20  Lynn Burton, Fairfax Poet Laureate	21  Colleen Gault, Fairfax Poet Laureate	22  Holly Heston, Fairfax Poet Laureate	23  Jana Colman, Fairfax Poet Laureate	24  Jana Colman, Fairfax Poet Laureate	25  U.S. Representative Gerry Connolly
26  Sarah Elise, Fairfax Poet Laureate	27  Lynn Burton, Fairfax Poet Laureate	28  Colleen Gault, Fairfax Poet Laureate	29  Holly Heston, Fairfax Poet Laureate	30  Jana Colman, Fairfax Poet Laureate		

ArtsFairfax collaborated with Nicole Tong, inaugural Fairfax Poet Laureate, to create Poetry Lives Here, a celebration of National Poetry Month featuring community members reading the works of living poets. ArtsFairfax.org/Poetry

ORGANIZATIONAL MANAGEMENT

ArtsFairfax follows best practices to maintain a professionally run and financially strong organization to meet its mission.

GOAL A: Build an active Board of Directors that reflects Fairfax County and supports our mission.

- **Objective 1:** Recruit Board members who represent the diversity of Fairfax County.
- **Objective 2:** Maintain a Board that provides resources to achieve the organization's goals and objectives.
- **Objective 3:** Support the Board in its ability to represent and promote the organization to the public.
- **Objective 4:** Periodically review and maintain organizational policies and legal documents.



ArtsFairfax Board members at Capital One Hall; photo courtesy of ArtsFairfax.

GOAL B: Maintain a management structure of professional personnel to successfully achieve the organization's goals and objectives.

- **Objective 1:** Budget adequate resources to hire and reward qualified personnel.
- **Objective 2:** Provide professional development opportunities for all staff.
- **Objective 3:** Increase staff positions to adequately meet organizational activity requirements.

GOAL C: Maintain a professional and supportive working environment.

- **Objective 1:** Maintain a healthy and productive working environment, including periodic review of stated workplace values and policies.
- **Objective 2:** Maintain County office space agreement with adjustments to accommodate growing staff and functions.
- **Objective 3:** Maintain appropriate office technology.
- **Objective 4:** Maintain Emergency, Risk Management, and Succession Plans.

GOAL D: Increase annual operating budgets, through both public and private support, to achieve Strategic Plan goals and objectives.

- **Objective 1:** Work with Fairfax County to achieve arts and culture sector funding that supports the County's Strategic Plan and grows arts grants and services in Fairfax County.
- **Objective 2:** Increase private sector funding for ArtsFairfax to achieve programs and services growth.
- **Objective 3:** Manage sustainable annual operating budgets.

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- Creative Cauldron, Laura Hull
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- Gunston Hall, Scott Stroh
- Metropolitan School of the Arts, Sara Hart, Heidi Seiffert
- Mount Vernon Community Children's Theatre, Lexi Keogh
- Service Source, Kristin Roman
- Workhouse Arts Center, Leon Scioscia

Civic Leaders

- Barry Biggar, Visit Fairfax
- Hon. Sharon Bulova, former Chairman, Fairfax County Board of Supervisors
- Rick Davis, George Mason University
- Eileen Ellsworth, Sari Raskin, Community Foundation for Northern Virginia
- Sol Glasner, Karyn LeBlanc, Tysons Partnership
- Elizabeth Lodal, former member, Virginia Board of Education
- Doug Sanderson, McCandlish Lillard
- Hon. Margi Vanderhye, former State Representative and former Executive Director, Virginia Commission for the Arts

Fairfax County Board of Supervisors

- Hon. Jeffrey C. McKay, Chairman, Fairfax County Board of Supervisors
- Hon. Penelope A. Gross, Vice Chair, Mason District
- Hon. Walter L. Alcorn, Hunter Mill District
- Hon. John Foust, Dranesville District
- Hon. Pat Herrity, Springfield District
- Hon. Rodney L. Lusk, Lee District
- Hon. Dalia A. Palchik, Providence District
- Hon. Kathy L. Smith, Sully District
- Hon. Daniel G. Storck, Mt. Vernon District
- Hon. James R. Walkinshaw, Braddock District

Fairfax County

- County Executive, Bryan J. Hill
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- Fairfax County Department of Management and Budget, Christina Jackson, Aimee Brobst
- Fairfax County Economic Development Authority, Victor Hoskins
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- Fairfax County Public Libraries, Jessica Hudson
- Fairfax County Public Schools, Fine Arts Program, Tamra Ferreira, Tara Taylor
- One Fairfax, Karla Bruce, Dawn Hyman

Strategic Plan Committee Members

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