

The logo for the Jackson School of the Arts, featuring the school's name in white, uppercase, sans-serif font, stacked vertically within a dark gray square.

JACKSON
SCHOOL
OF THE
ARTS

COMMUNITY INVESTMENT PROPOSAL

Culture of Lean Innovation

While we have shown ourselves to be effective with very limited financial and physical resources, we are ready to take our efforts to the next level with the proper financial support.

During this time of growth, particularly while running a capital campaign, we have not hired expensive third-party consultants, but instead have used our own resources and staff. It is our goal to raise the remaining funds needed for the building but also those funds needed to help maximize the potential for our new home in the Masonic Temple and strategically invest in technology, equipment, quality marketing materials, and additional team members who can complement our current strengths.

Marketing Effectiveness and Authenticity

Our marketing efforts in 2019 have increasingly been filled with content that tells small stories of our community impact and educational value via carefully crafted videos and photo collections.

As an example, we worked closely with the Bright Walls team to be able to utilize the main event stage on the Sunday installment of the festival to have multiple dance, art, and music demonstrations from both our students and our instructors.

We amplified this opportunity by creatively capturing these moments in video and editing them down to easy to consume bits that could be shared by the community. This not only created positive, shareable content, but it also showed what a handful of our classes would be like to those that otherwise might not have looked into them.

With this social media ammunition we shared content that was unique, inspirational and share-worthy. As you can see from this report generated by Facebook on the week following the Bright Walls Festival, Jackson School of the Arts far exceeded the engagement (likes, shares, comments, overall reach, etc) of the more established community peers that have more than twice as many followers as our account currently has. At the same time, we saw our follower growth increase dramatically.

Pages to Watch					Create Post
Compare the performance of your Page and posts with similar Pages on Facebook.					
Add Pages					Engagement <i>i</i>
Page	Total Page Likes	From Last Week	Posts This Week	Engagement This Week	
1  Ella Sharp Museum	7.4K 	▲ 0.1%	2	1.1K 	
2  Jackson YMCA	6.5K 	▲ 0.1%	11	1.1K 	
3  The Dahlem Environme...	4.4K 	▲ 0.1%	10	1.2K 	
YOU 4  Jackson School of the A...	3.2K 	▲ 1.2% 	12	4.3K 	
Keep up with the Pages you watch. Get More Likes					
5  Potter Center at Jackso...	2.9K 	▲ 0.2%	0	1.5K 	
6  Jackson Symphony Orc...	2.5K 	▲ 0.4%	10	1.4K 	
7  The Fourth Wall	1.9K 	▲ 0.1%	3	59 	
8  Academy of the Arts	1.8K 	▲ 0.1%	8	1.9K 	
9  Harmony Garden Music ...	1.8K 	0%	13	948 	

Since Bright Walls, we have continued to learn what resonates with our community and provide meaningful events, services, and stories without overloading them with filler content. This has helped us continue to be more effective per follower than our local peers.

We also have been fine-tuning class lineup and events to maximize our limited space and resources while also investing in more refined marketing designed to attract attention and build our brand.

Nearly two years ago we added a new position, a dedicated Marketing Manager to our staff that has a strong background in business management and marketing in a startup setting in addition to visual design skills. He previously spent a decade as a founder and executive at a local ecommerce brand that grew out of a basement into one of Inc Magazine's Top 500

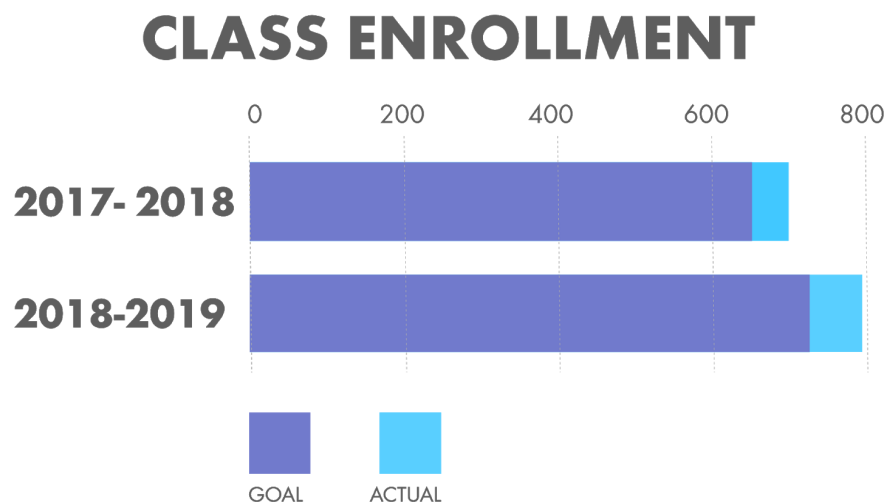
Fastest Growing Private Companies for two years in a row before leaving to work in our organization and strengthen the Jackson community.

Over the last year, he has been working on refreshing our brand presentation, analyzing our enrollment trends and developing more targeted marketing campaigns to strengthen our enrollment numbers. In turn, this has increased our efficiency and profitability on classes.

This staffing addition is a solid complement to our already dedicated experienced staff. As we continue to grow and have the proper resources, we look forward to more tactical staffing additions that can add more complementary skills.

Strong Year-Over-Year Growth

Even though we have limited ability to grow easily in our current facilities, we have managed to show continued growth over the last two years. Our experienced staff has been able to better learn what resonates with our community, market our classes and events more effectively, optimize our schedules, and best utilize our physical resources.



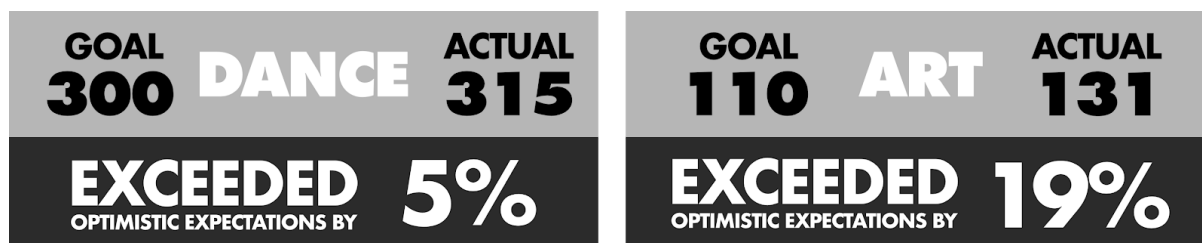
Each year we have been exceeding our goals, but this last year and a half has really increased our effectiveness. During our 2017-2018 season, we had 699 students in our classes. We saw an 8% increase with 794 students in the 2018-2019 season.

As we are only three months into the 2019-2020 season, we are already at 779 students so we are well on our way to exceeding our previous numbers yet again.

Exceeding Our Own Short-Term Goals

In fact, this past fall season, we exceeded our high-target goals for both dance and arts enrollment during this period. We even had a handful of classes (both kids and adult)

classes that were booked solid and had waitlists. This not only keeps our impact maximized, but it also helps our instructor staff feel valued and appreciated.



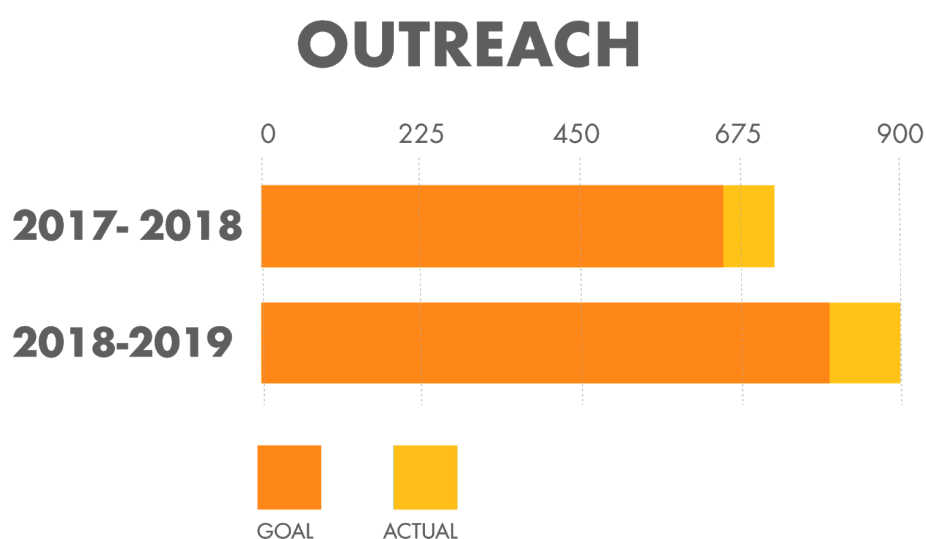
Note: The numbers above do not include our Winter/Spring session registrations, music classes, or our students that only are registered for single-day or limited session classes

The Visual Arts enrollment is especially impressive as it has historically been more challenging to keep consistent compared to dance, which has a logical student progression and typically has more repeat nature.

Of course, this is all while we have been limited by our smaller space. Once we have large and more plentiful art and dance studio areas that are fully renovated, we will be able to offer more classes, and have more scheduling options for families.

Outreach Growth Is Also Strong

In addition to tracking our enrollment numbers, we have been setting goals for and tracking our outreach efforts. These are programs designed to go out into the community in partnership with schools, other local organizations (such as the Dahlem Center), community events, etc.



Much like enrollment, we continue to exceed our goals, with a dramatic increase this past year. During our 2017-2018 season, we had we reached an additional 722 community members. We saw a 15% increase with 900 people reached in the 2018-2019 season.

This year is off to an even better start. Just this fall, we have already reached 1,000 people by strengthening our efforts at the Bright Walls Festival. And we still have through the winter, spring and summer to get our yearly metric up even higher.

Expanding Our Reach Within Jackson

With our organization edging toward our pivotal location change and brand expansion, this is the perfect opportunity to invest in a growing local organization.

As we move into the Masonic Temple downtown and transition into a full Arts Center, we will be making a great deal of first impressions with the community.

Even though we have a loyal support base, there are still so many Jacksonians that truly do not know about Jackson School of the Arts. We need to be able to maximize our opportunity to show Downtown Jackson what we are about and what is possible in the future.

As we move Downtown, we will increase our growth through heavy foot traffic for classes, programs, special events and retail.

Broadening Our Reach Throughout Mid-Michigan

Once we are Jackson Center for the Arts, exhibits and programming will include collaborations with cultural institutions and organizations including the Detroit Circus, the DIA, Detroit Historical Museum, the Charles Wright Museum of African American History and Pewabic Pottery.

Additionally exhibits are booked through the Smithsonian, National Endowment for the Humanities (NEH on the Road) and include block buster shows such as Frida Kahlo's Garden and Van Gogh for All. Exhibits are immersive and will "import" high quality art and cultural experiences to Jackson.

Exhibits are 6 to 12 weeks and include a variety of programming and special events to attract many demographics. Exhibits will bring our community together for gala openings, innovative programming, school field trips and shopping with specially selected merchandise to enhance the experience.

Special events and programming will provide opportunities for creative partnerships with downtown retail and restaurants and the center for the arts will be the anchor for these activities that drive people downtown.

Extensive marketing throughout Michigan and the Midwest will attract new audiences to Jackson. We understand that visitors spend twice as much as locals and are important to our success and Jackson's success.

The Jackson Center for the Arts will include a premiere event venue in an elegant historic building that is unlike any other facility in Jackson. A variety of retail and a cafe in the main

community room will provide additional daily foot traffic. In addition to Jackson School of the Arts 100+ classes a week, our partners will also offer programming targeted at diverse audiences.

Much like our plans for local advertising goals, we aim to use our exhibits and large events as a vehicle to advertise our Arts Center to more of Mid-Michigan and bring more people into Downtown Jackson.

Validation from Michigan Council for Arts & Cultural Affairs

We were recently awarded grants totaling \$85,000 from the [Michigan Council for Arts and Cultural Affairs](#) for use in 2020.

As you can see from their grant award report, the score of our proposal and the percentage of our goal awarded was the highest amongst our Jackson County peers. Upon looking through the full document for the entire state of Michigan, you will also find that there are only a handful of other Michigan organizations that fared as well as Jackson School of the Arts.

App	Name	Score	Request	County	Grant	Percent
Jackson						
20CI5529FI	Jackson School of the Arts Association	95.00	\$100,000	Jackson	\$ 70,000	70
20OS5767AC	Ella Sharp Museum Association of Jackson	92.20	\$40,000	Jackson	\$ 24,000	60
20OS5826AC	Jackson Symphony Orchestra Association, Inc.	91.70	\$30,000	Jackson	\$ 18,000	60
20OS5873AC	Michigan Music Education Association	90.20	\$20,000	Jackson	\$ 12,000	60
20OS5825ED	Jackson School of the Arts Association	88.00	\$30,000	Jackson	\$ 15,000	50
20CI5502FI	Ella Sharp Museum Association of Jackson	84.20	\$15,230	Jackson	\$ -	
20OS5876AC	Michigan Shakespeare Festival	83.00	\$30,000	Jackson	\$ 13,500	45

The full document, which is broken down by county can be found at <http://bit.ly/2020grants>

Improving the Experience Along With the Education

Of course, our top priority is to provide quality arts education to Mid-Michigan while keeping it accessible. However, to maximize family satisfaction and recurring visits, we want to make sure our customer experience is smooth, enjoyable and useful.

With our current cramped waiting areas, our parent experience has much room for improvement. In addition to providing a more spacious space in the Masonic Temple, we want to make sure we have comfortable furniture and clean and beautiful spaces for parents to relax and enjoy themselves.

Of course, there are many other touch points that make up the customer experience for our families. The web software for our class reservation management and parent portal is showing its limitations as we grow and we need to transition to a more modern solution that could add to our expenses a bit. We also could provide a more seamless payment

processing solution for both online and in-person transactions. And finally, we have been staying with free account limitations with our email marketing solutions, but would like to be able to upgrade to a paid account to allow us to store information about more contacts and be able to have more target communications with them (sending them only communications that are well-suited for them and reducing customer annoyances) We have already identified solutions for these touch points, but we have held off on them up to this point to keep our financial commitments lean.

Listening to Community for Improvement

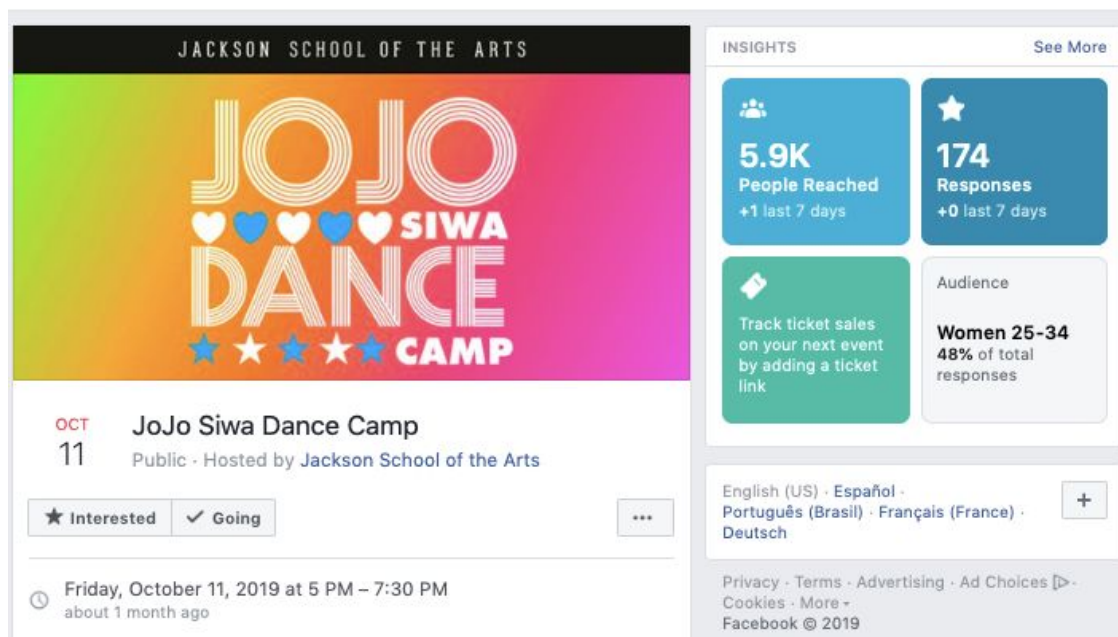
We find that listening to our families and our community has greatly benefited all parties involved. Not only are we able to provide the services that they want and need, but we are able to add an additional revenue stream.

Adding More Single-Day / Low Commitment Opportunities to Build Relationships

In addition to boosting our normal month-to-month classes, we have been adding more single day and shorter session classes that serve as both an attractive entry point for new families and additional revenue opportunities for our existing market.

One of our examples from recent months that was a great success was our JoJo Siwa Dance Party. It was a 2 ½ hour dance class based on a kids musical performer that also provided a meal on a Friday night while parents got the evening to themselves. With very little promotion, the event received a tremendous word of mouth among parents on Facebook and booked up to the point that we needed to add extra capacity.

With a single Facebook Event post (and no additional mentions or paid boosts), the post ended up reaching 5,900 people in the community and had 174 Facebook members directly express interest on the platform. We ended up raising our capacity to 40 paid attendees, many of which were new students.



While it won't be our only approach, playing off pop culture themes is a great way to attract new families to our classes. For these types of events we put in extra effort to initiate conversations with the parents and provide them with promotional materials for other classes and events that may interest them.

These events also get them over the hardest first step of getting them in the door the first time. In our current location, there is much uncertainty or unfamiliarity of where people can find us. Having an event that a parent knows their child will truly enjoy is good motivation to make that leap of research and commitment.

Building Lineup of Community and Special Events

After twelve years of our **Fairy Festival**, Jackson School of the Arts has built a strong reputation for putting on our own community events for outreach.

Fairy Festival is all about encouraging children to think creatively and become their best selves through the arts. The Fairy Festival, now in its 13th year, is a beloved free community event that is attended by over 3,000 people from our community and with visitors from all over Michigan and Ohio.

In anticipation of us growing into an Arts Center, we have recently build up new event franchises that are aimed for adults as well.

Our first new event of 2019 was our **Love of the Arts Party** that served as a Valentines event. For 2020, we are taking a new approach to bring a fresh theme and have more focus on fun environment for adults.

This past fall, we also launched our first **Fashion Show Fundraiser** that was actually hosted at the Masonic Temple building. Our goal was to build more awareness of the building and to give our existing supporters a way to visualize what future events can be like in our new Arts Center. This event exceeded our expectations and we had a lot of wonderful feedback from the vendors that shared their products at the show in addition to enthusiasm from the show's visitors. Based on this feedback, we are strongly considering making this event a regular in our future rotation.

A High-Growth Investment Opportunity

While some of the larger organizations in Mid Michigan could indeed put a sizable donation to work, it would simply be a smaller drop in their bucket. At Jackson School of the Arts the same donation makes a tremendous impact.

The Masonic Temple restoration project is by no means a simple project, but we have a beautiful, historic building that will give us much more space to grow into without consuming many millions of dollars due to our partnership with the City of Jackson.

At the same time, we want to make sure we can do this historic building justice while creating a fresh and modern space that leaves visitors feel inspired and gives locals even more hope for a renewed Downtown Jackson.

Being able to strategically invest additional funds in build out, technology, equipment, quality signage and printed materials will allow us to grow stronger and more effective in our mission to serve Mid-Michigan.