

Living Arts of Tulsa, Inc.

*308 South Kenosha
Tulsa, Oklahoma 74120*

May 2, 2008

Strategic Program and Management Plan

2008-2012

Created by the board, staff, and friends of Living Arts with the Assistance of

Community & Cultural Development, Tom Borrup

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Organizational History and Background

Living Arts of Tulsa is the longest continuously-run non-profit contemporary arts organization in Oklahoma. Formed in 1969 by a group of artists of differing disciplines including Chuck Tomlins, Virginia Myers, Carl Coker, and Max Mitchell, the group incorporated in 1970. It received its federal tax-exempt status in 1976 with its mission being “the development and presentation of contemporary art forms.”

After the closing of the original “Living Arts Center”, Virginia Myers led the group from 1970 to 1990. Under her leadership many important artists came to Tulsa (John Cage, Philip Glass, Joan Jonas, Robert Bly, Pauline Oliveros, Deborah Hay, Meredith Monk among them) and many local artists were given opportunities to present their work, especially in the areas of New Music and Poetry. The group had many locations in the downtown Tulsa area during this time.

The Living Arts Center was first housed in an old furniture storefront at 2nd and Cincinnati. Nancy Feldman secured the building for \$1 per year. It included a gallery, educational area, studios for artists, and a theater. Exhibitions, films, performances, and workshops were held there in its short life of one year. The Subversive Film Festival was born during this time and American Theatre Company grew out of Living Arts Theater. After urban renewal closed the building (making way for the Williams Towers), the group scattered. Virginia brought some of the group back together and officed out of her home on Oswego Avenue.

All Souls Unitarian Church also helped the group over the years as did close ties with The University of Tulsa (TU). At one point the group operated from the Carriage House at Harwelden, home of the Arts and Humanities Council (AHC). Due to water leaks, the group moved to the basement of Harwelden. When office space was needed there by the AHC, Living Arts moved back to Virginia’s garage apartment in the back of her house where it stayed for several years until TU allowed the group to have an office, gallery and performance space near the campus at the Living Arts House in the 800 block of Gary.

When TU needed the space and Virginia became ill, the belongings of Living Arts were moved to an apartment around 5th and Delaware. Boxes and other items including files and history remained there until Virginia’s death. Franklin Wassmer, Laurie Spencer and Steve Liggett helped clear out Virginia’s house, garage apartment (made into a sitting room for meditation) and the storage apartment. They found the apartment had been burglarized and all of Living Arts video documents had been stolen. All of the remaining items were placed in storage boxes and 34 of them taken to the Tulsa Historical Association where they were protected until 2004 when they were returned to the current Living ArtSpace.

At the time of Virginia’s illness, Living Arts curtailed its programming to just the Education Program which set up residencies in schools for interdisciplinary art workshops. Tulsa Artists’ Coalition and later the Tulsa Center for Contemporary

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Art (TuCCA) had been formed and many of the key Advocates for contemporary art were involved with these groups. Virginia had gotten very involved in Vespasian Buddhism and sitting with dying persons at a local Hospice. During this time, Franklin Wassmer was made Administrative Director and Steve Liggett Education Director.

Virginia passed away in 1991, and a short time later Franklin moved to Washington D.C. The Board made Steve Liggett Artistic Director in 1992, and he subleased from John Ridgeway and moved into the Brickhouse Gallery at Cameron and North Main Street (224 N. Main St). He had been asked by Lance Scudder to fulfill the obligations of TuCCA's grants with the Oklahoma Arts Council and was doing so out of various Tulsa venues. The Board of Directors at the time (Mel Lee, Laurie Spencer, Suzanne Tipps, and Miriam Spindler-Lynch) did not feel that Living Arts could accept the financial responsibility of the rent on 224 N Main, but agreed to allow Steve to pay the bills and in return accept Administrative fees from Admissions and grants. He reorganized the group with the establishment of the Living Arts Exhibition and Performance Space at the old Brickhouse Gallery.

Two years later when John Ridgeway decided to move back into the space, the group moved to 19 E. Brady and created a larger performance/exhibition space. In 1999, Living Arts was moved out during an "urban revitalization" program to its present location at 308 S. Kenosha, a mixed industrial area on the eastern edge of downtown. Steve currently teaches part-time at Riverfield School in the mornings and operates a video production business and shares equipment and space with Living ArtSpace in the Media Lab. He keeps limited hours at Living Arts and has recently rented Adjacent Liggett Studio, which he runs as a for-profit organization. Sometimes this space is used for Living Arts programs when there is no space at Living ArtSpace.

Executive Summary

It is a pivotal and exciting time for Living Arts and for the City of Tulsa. The interest of the Andy Warhol Foundation, along with the resources to engage in strategic planning, is one of the many opportunities available to Living Arts. Progressive, if slow, growth of its programs, audiences, funding, and profile in Tulsa have positioned the organization as a player in aggressive downtown revitalization efforts. Civic, philanthropic, and business leadership have targeted the development of an arts district as a critical step in a renewal strategy for downtown and for Tulsa's corporate and professional business climate.

Forced out of its home in a "clean-up" of the Brady District a dozen years ago, Living Arts is now considered an asset that can elevate the district's identity and activity. An 80,000 square-foot warehouse development plan by the City, George Kaiser Family Foundation, and others has invited Living Arts to be a key tenant for up to 15,000 square-feet – space that will be made available free of charge. Both an opportunity as well as a challenge for Living Arts, this prospect must leverage

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increased support, activity, and – most of all – organizational infrastructure well beyond what Living Arts has heretofore maintained.

This strategic plan calls for stabilizing Living Arts' robust schedule of activities, none of which enjoy adequate support, and all of which rely on overstretched volunteers, part-time staff, and minimal organizational administrative capacity. This condition is, in fact, a testament to the need for and interest in what Living Arts brings to Tulsa, as well as the drive and resourcefulness of the sole part-time staff member, Steve Liggett. To prepare for its more visible role in the community, Living Arts self-defined "marginal" and "outsider" role will also need to change. It is, in fact, part of more than one "family" of similar organizations across the U.S. made evident by its invitation to be a member of the National Performance Network as well as its inclusion in the Warhol Initiative's cohort of contemporary visual arts organizations. At the same time, its inclusion in the Kaiser Foundation's prominent cultural facility speaks to Living Arts' heightened and well-earned role in the Tulsa community.

In a generally conservative setting, key Tulsa leaders are making efforts to embrace difference and to bolster the arts and the presence of a creative class. Living Arts' growing roster of influential friends represents a new environment that the organization will have to stretch to adjust to. Its commitment to artistic freedom and "the edge" will not diminish but will be acted out on a larger stage with brighter lights, and with some new twists.

Elements of the Plan

Strategic Program Areas and Goals

I. Core Programs

Goal: Serve expanded audiences who provide and leverage increased financial support for core programs

II. Curatorial capacities

Goal: Expand and enhance curatorial and program implementation capacities

III. Artistic innovation

Goal: Build on Living Arts role as a center that nurtures innovation, risk-taking, and emerging local artists

IV. Engagement and education

Goal: Serve growing audiences, artists, and educational partners with expanded community engagement activities and education programs

V. Archives and anniversary

Goal: Mine Living Arts' archives to acknowledge and celebrate 40 years of work in Tulsa and secure permanent home for them

Strategic Management Areas and Goals

I. Financial

Goal: Upgrade ongoing financial planning and accounting practices

II. Administrative capacity

Goal: Expand Administrative staff and staff capacity

III. Facility

Goal: Plan, prepare, and re-locate into a long-term facility

IV. Fundraising

Goal: Build annual and program specific fundraising capacity

V. Board

Goal: Enhance board governance capacities

VI. Identity

Goal: Enhance Living Arts' image and marketing capacities

Planning Methodology

In preparation, the consultant reviewed financial, corporate and planning documents, including the Larson Allen report prepared for the Andy Warhol Foundation, and spoke with Artistic Director Steve Liggett by phone several times. During three separate visits to Tulsa, the consultant met multiple times with staff and board members, attended three board meetings, interviewed board members individually, interviewed two dozen key informants in the community, and familiarized himself with the cultural and civic landscape. Staff identified and scheduled meetings with a broad list of key stakeholders in civic, arts, economic development, education, philanthropy, and other related fields.

The entire process focused on identifying and ascertaining key assets, and on articulating the vision for the organization itself and for its role in the city of Tulsa, the state, and nation. Other assistance provided by the consultant addressed short-term financial management and planning, evaluation of potential facility development opportunities, and general strategic and capacity building advice to staff and board. On each visit board members were rigorously included in planning activities and provided information and feedback to the consultant.

A half-day-long planning retreat was conducted during the consultant's first visit in November 2007. January and March visits included board sessions to review mission, vision and values, followed by goals, outcomes, and strategic directions. The synthesis of the board's input and response to consultant's drafts are represented in this plan. On the final visit, the consultant worked with board/staff teams around program areas and management areas to begin to list activities, responsibilities, and dates by which each is to be accomplished. Worksheets were left with staff and board to complete this exercise, which they did within about three weeks. During the March visit, the consultant also spent three hours with the Artistic Director, Board Chair and Treasurer looking at a digital projection of a budget spreadsheet. During this session they discussed and entered numbers resulting in a draft 2008-09 budget. This exercise produced both a good budget draft as well as an experience in collaborative work around budgeting. This was, in fact, the first organization-wide program by program budget produced by Living Arts.

In this plan five key goals are addressed in program areas and six in management areas. Each has several measurable outcomes and a detailed list of activities to achieve them. In turn, each activity is assigned to a staff or board member along with a completion date. While this level of detail might seem excessive, the exercise provided a positive experience around brainstorming and hammering out details together as well as focused attention to these specific goals and outcomes.

Statement of Vision, Values, and Mission

Vision

Living Arts envisions Tulsa as the region's primary cultural destination; a City with a vibrant downtown and neighborhoods where artists, arts organizations, and cultural activities thrive and propel the City's re-invigorated identity; a place rich in creative minds, open inquiry, imaginative public art, and educational institutions on all levels deeply committed to arts education and the importance of culture to a vital community. Living Arts serves as the leader at the cutting edge presenting and supporting new work by artists from across the globe, fostering the talents of local artists of all ages, and is housed in a permanent, highly-visible facility that is the hub of Tulsa's cultural renaissance.

Statement of Values

Living Arts of Tulsa believes strongly in:

- 1) Free expression of creative ideas and works of art
- 2) The advancement of artists and coming generations of artists
- 3) Inclusion and appreciation of diverse people, ideas, and disciplines
- 4) The creative process as essential to the growth of individuals and communities
- 5) Forward thinking and risk-taking
- 6) Productive relationships across organizations and fields of practice
- 7) People who pursue and support creative endeavors

Mission

To develop and present contemporary arts forms
in Tulsa

I. Strategic Development Area: Core Programs

Goal: Serve expanded audiences who provide and leverage increased financial support for core programs

Measurable Outcome: (Core Programs)

A. As Living Arts’ signature annual event, the New Genre Festival is the most widely recognized cultural event in Tulsa, experienced by (5,000 + 50% increase each following year) people each year including at least (250 + 50% increase each following year) regional and national visitors by 2012.

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Evaluate NG’08 with committee with focus on strengths	Committee Chair (CC)	May 1, 2008
2. Write success summary and prospectus for expanded ’09 festival	(CC)	Jun 1, 2008
3. Program, partner and fundraise 3 to 6 months earlier for ’09	Artistic Director (ARTD) & CC	Sep 1, 2008
4. Include National Performance Network (NPN) residency and commission for NG ’09	ARTD & CC	Oct 1, 2008
5. Highlight upcoming New Genre Festival in all PR materials	Graphics Designer	Sep 2008 – Mar 2009
6. Evaluate Festival each year with committee with focus on strengths including means for measuring progress	CC	May/Annually
7. Plan for extended Festival for 2011 with new funding	Committee	May 1, 2009
8. Expand to add up to 3 new presenting partners	Committee	Jun 1, 2009

Measurable Outcome: (Core Programs)

B. Each of Living Arts primary program clusters (Myers Gallery, Youth Education Programs, The New Genre Festival, Day of the Dead, Tulsa ArtCar Weekend . . .) are planned 12 to 18 months in advance and have funding secured prior to the adoption of the annual budget

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Identify key program clusters and which activities fit under each	ArtD	Jun 1 2008
2. Reduce number of annual exhibitions to 9 and run longer	Program Committee	Jun 1 2008
3. Dial back planning by at least 2 months each year to reach 14months	Program Committees	Jun of 09
4. Call for Proposals for FY09 dialed back 2 month	ArtD & Graphic Designer	Jun 1, 08
5. Program Committees meets on a regular basis with a goal oriented timeline, one year ahead of actual programs	ArtD & CC	Starting in Aug, 08

Measurable Outcome: (Core Programs)

C. Standing program partnerships and event-specific partnerships help to support every core program

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Work with Program & Event Committees to identify potential partners.	ArtD & CC	Jul 2008
2. Meet with 4 new potential Partners to brainstorm ideas/plans for collaborative programs	ArtD & CC	Jan 1, 09
3. Establish Planning Calendars with Program, Event Committees, & Partners.	ArtD & CC	Jul 1, 09

Measurable Outcome: (Core Programs)

D. Each core program is supported by a volunteer network or committee, college interns, and staff or faculty from partner organizations

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Contact local university departments for potential volunteers and committee.	ArtD & CC	Jul 2008
2. Contact key high school art programs & Education Institutions for potential volunteers.	ArtD & CC	Jul 2008
3. Hold at least 2 meetings with kindred organizations for volunteers.	ArtD	Aug 2008
4. Meet with TU Dept. Heads to help with 1 st Residency with NPN and Video Race	ArtD	Sep 1, 2008

II. Strategic development area: Curatorial capacities

Goal: Expand and enhance curatorial and program implementation capacities

Measurable Outcome: (Curatorial capacities)

A. National and/or international networks have informed and helped to make possible all Living Arts core and special programs that feature non-Oklahoma artists

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Attend the Warhol Convening and network with other members and subsequently every Convening.	Board President & ArtD	Jun 2008
2. Attend the National Performance Network Conference and do the same.	ArtD and (AdmDir)	Dec 08/Annual
3. Attend the Alternate Roots Conference and do the same.	ArtD and AdmDir	Aug/Annual
4. Call for Proposals expanded to network with new Organizations emails	ArtD and ArtDmDir	Apr 1, 09

Measurable Outcome: (Curatorial capacities)

B. Curatorial and program choices are made by artistic and educational staff of at least 2.5 FTEs, and by at least four guest or adjunct curators each year, in addition to support by volunteer committees (Prog Com)

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Myers Gallery Exhibits and Major Performances are decided by Prog Coms and approved by the Board for the following fiscal year.	ArtD and Prog Com	Nov 2008/Annually
2. Other Education and Programs Content are planned by Prog Coms and are approved by the Board for the following fiscal year.	ArtD and Prog Com	May/Annually
3. Four guest curators are secured and proposals are accepted	ArtD and Prog Com	Nov 1/Annually
4. Expand Myers Gallery hours to Saturdays 10-5 and open 2 additional nights	ArtD and Prog Com	May, 09
5. Volunteer training program for gallery hosts become more established	ArtD /Education Chair	Ongoing

Measurable Outcome: (Curatorial capacities)

C. Artistic staff have opportunities and invitations to travel at least three times each year to expand each years programs as needed thru 2012

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Attend the Time Based Arts Festival for prospective installations and/or performances	ArtD	Sept, 08
2. Attend the Dallas Video Festival for prospective video installations and screenings	ArtD & Prog Com	Oct 2008
3. Attend at least one other exhibit or performance event for programming purposes	ArtD & Prog Com	Dec 2008

Measurable Outcome: (Curatorial capacities)

D. An average of at least 100 hours of paid and volunteer time is available for the installation, set-up, and supervision of supplementary activities for each Living Arts program

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Within each program area a person is assigned to coordinate volunteer activities	Prog Com & ArtD	3-6 months prior to event
2. Program Committees will decide on supplemental activities months prior to the event	Prog Com & ArtD	3-6 months prior to event

III. Strategic development area: Artistic innovation

Goal: Build on Living Arts role as a center that nurtures artistic innovation, risk-taking, and local emerging artists

Measurable Outcome: (Artistic innovation)

A. Two resident artist studios have hosted working artists for stays of up to two weeks to 6 months and have resulted in at least eight workshops, classes, and artist talks on site or in partner organization sites

Strategic Activity	Responsibility	Date
1. Include Resident Artists Studios in New Space Planning.	Architecture/ Bldg Com	July, 08
2. Decide if Studio Spaces are to be live/work Combination.	Architecture/ Bldg Com	July, 08
3. Put out “Call for Resident Artist” applications.	Education Committee/ArtD	upon building contract
4. Meet with schools, artist groups and universities to coordinate Resident Artists’ workshops & talks	Education Committee	6 mos. after bldg contract
5. Schedule Living Arts exhibits of resident artists with artist talks	Gallery/Education Committee	Nov 1, 08

Measurable Outcome: (Artistic innovation)

B. Four guest artist studios have hosted working artists for periods averaging six weeks, resulting in at least seven exhibitions, artist talks or special events each year

Strategic Activity	Responsibility	Date
1. Recruit local and out of town guest artists for programs	Prog Com & ArtD	Oct, 2010 Reviewed Jan 1 and Jul 1
2. Fund stipends for Working Artists.	Fund Raising Committee	Oct, 2010
3. Arrange joint and/or solo exhibits of guest and working artists.	Gallery Committee & ArtD	Oct, 2010

Measurable Outcome: (Artistic Innovation)

C. At least 20 artist meetings, workshops, or activities organized by formal or informal artist groups take place at Living Arts serving the needs and interests of local artists

Strategic Activity	Responsibility	Date
1. Identify local artist groups to partner with.	Ed Com & ArtD	Jun 1, 2009
2. Establish a calendar of at least 6 regular workshops coordinated with working artists and artist groups	Ed Com & ArtD	Aug 1, 2009
3. Appoint a coordinator to work with artists and to create and	Ed Com & ArtD	Sep, 2009

publicize these activities.

4. Establish a volunteer training program for gallery watchers

ArtD and Ed Chair

Dec, 2009

IV. Strategic development area: Engagement and education

Goal: Serve growing audiences, artists, and educational partners with expanded community engagement activities and education programs

Measurable Outcome: (Engagement and education)

A. At least a dozen organizational partnerships with non-arts groups support and supplement core programs

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Meet with heads of four social service agencies	ArtD	by Jan 1, 09
2. Meet with heads of four arts organizations and form new alliances	ArtD	by Jan 1, 09
3. Meet with heads of for civic organizations and form new alliances	ArtD	by Jan 1. 10
4. Meet with heads of for education institutions and form new alliances	ArtD	by Jan 1. 10

Measurable Outcome: (Engagement and education)

B. Each month there are an average of (two) rentals of Living Arts space for public and private activities by various cultural, civic, educational, or other nonprofit organizations

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Identify the person to be in-charge for facility rentals	AdmD	Jun 2010
2. Develop a facility marketing plan	AdmD	Jun 2010
3. Develop rental guidelines and policies	AdmD	Jun 2010

Measurable Outcome: (Engagement and education)

C. The number of area public and private schools increases by at least 4 each year for artist programs initiated by Living Arts

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Brainstorm with the heads of Art, Music, Dance & Theatre of each school district in the Tulsa area	ArtD & Ed Cmt	Jun, 09
2. Develop a database of area Art, Music, Dance & Theatre Teachers	Ed Cmt & ArtD	Oct, 08
3. All Tulsa Area Art, Music, Dance & Theatre Teachers are added to LA Email List	AdmD	Jan 1, 09

Measurable Outcome: (Engagement and education)

D. Each core program is supplemented by on-site artist talks, workshops, and educational programs available to schools, senior centers and other interested community groups

Strategic Activity	Responsibility	Date
1. Develop a list of Interdisciplinary Performances for school assemblies	Ed & Perf Cmt & ArtD	Sept, 09
2. Have each NPN Residency artists do one workshop with Teachers and/or Students	Ed & Perf Cmt & ArtD	Jun, 09
3. Develop Myers Gallery School Visits Program with volunteer docents	ArtD & AdmD	Jun, 09
4. Market new LA school programs through a catalogue	Ed Cmt & ArtD	Aug 09

V. Strategic Development area: Archives and anniversary

Goal: Mine Living Arts’ archives to acknowledge and celebrate 40 years of work, and secure permanent home for them

Measurable Outcome: (Archives and anniversary)

A. Publication of a catalogue surveying the presentations, activities, and artists important in Living Arts 40-year history

Strategic Activity	Responsibility	Date
1. Video interview Living Arts’ Founders for historical documentation	Anniversary Com	by Jun 1, 2008
2. Research archives for information to write Living Arts’ history	Anniversary Com	Oct 1, 2008
3. Research archives for items to display at 40 th exhibit/images for book, etc	Anniversary Com	Oct 1, 2008
4. Culminate research into a framework for a book/catalogue/website	Anniversary Com	Jan 2009
5. Complete book/catalogue and website	Anniversary Com/Graphic Artist	Nov 2009

Measurable Outcome: (Archives and anniversary)

B. Secure contract with an institutional partner for the care, preservation, and availability of Living Arts’ archives to researchers and/or public

Strategic Activity	Responsibility	Date
1. Identify and contact organizations to begin search	Anniversary Com	May 2008
2. Have organization in place and obtain any procedural guidelines	Anniversary Com	June 2008

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| 3. Work with organization to archive materials after our research done | Anniversary Com /Organization | Nov 2008 |
| 4. Complete the Living Arts official archive w/ commemorative unveiling | Anniversary Com /Organization | Nov 2009 |
| 5. Secure archive inventory documents at Living Arts/create ongoing archiving (insurance policy for archive off-site?) | Board /Organization | Ongoing |

Measurable Outcome: (Archives and anniversary)

C. Prominent public celebration of Living Arts’ contribution to the Tulsa community draws widespread attention and includes a fundraising event that raises at least \$25,000

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Brainstorm ideas for Founders’ Dinner/Fundraiser	Committee	Jun 1, 2008
2. Form Founders’ Dinner sub-committee/provide framework	Committee	Jun 1, 2009
3. Make specific plans for event	Sub-Committee	Sep 1, 2009
4. Fundraise \$25,000 at event	Sub-Committee	Jan 1, 2010

Management Development

I. Strategic development area: Financial

Goal: Upgrade ongoing financial planning and accounting practices

Measurable Outcome: (Financial)

A. Monthly income and expense statements include budget to actual comparisons along with current balance sheets, are reviewed at each board meeting and provide the basis for management decision-making

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Treasurer prepares program spreadsheet budget format	Treasurer & ArtD	Sep 1, 08
2. Balance sheet presented with prior year comparison	Treasurer	Sep 1, 08
3. Monthly P&L presented with comparison to prior year	Treasurer	Sep 1, 08
4. Annual budget planned by program with prior year comparison	Treasurer & ArtD	Aug 1, 2008
5. Reporting format with budget to actual presented to board	Treasurer	Sep 1, 2008
6. Budget to actual and balance sheet with prior year presented	Treasurer	Starting Aug, 08 Brd Mtg and every month thereafter

Measurable Outcome: (Financial)

B. Living Arts produces annual audited financial statements

Strategic Activity	Responsibility	Date
1. Board appoints audit committee	President of Board	Aug 1 '08
2. Recommendations for audit firms sought from other arts groups	Audit Chair	Sept 15 '08
3. Bids sought for audit services	Audit Chair	Oct 15 '08
4. Auditor selected and hired by board	Audit Chair/Board	Nov 15 '08
5. Records prepared and submitted in preparation for audit	Treasurer/AdmD	Jan 1 '09
6. Preliminary Audit for 07-08 completed	Audit Chair	Mar 1 '09
7. Board reviews recommendations from auditor	President of Board/Treas	Apr 1 '09
8. Procedures Adopted for ongoing accounting practices	President of Board/Treas	May 1 '09
9. Auditor begins reviewing 08-09 fiscal year	Audit Chair/Treasurer	Aug 1 '09
10. Audits completed annually	Pres of Board/Treas/AdmD	Sep 30 Annually

Measurable Outcome: (Financial)

C. The board of directors adopts annual budgets that include: a majority of funding pre-committed, allocations dedicated to depreciation expense, and a set-aside to expand operating reserves

Strategic Activity	Responsibility	Date
1. Annual budget will include allocation for depreciation expenses	Treasurer	Nov 2008
2. Meet with Tulsa Community Fund and research possible structure for endowment donations and recommend plan to Board	AdmD	Jan 2009
3. Establish an endowment fund to sustain growth	AdmD & Board	Sep 2009

Measurable Outcome: (Financial)

D. Financial and budget planning, led by staff, is conducted with participation of partner organizations, board leadership, and key donors, and includes projections out at least three years

Strategic Activity	Responsibility	Date
1. Secure majority of committed funding for 2009 and 2010 programs	AdmD	Jan 2009
2. Secure majority of committed funding for 2010 and 2011 programs	AdmD	Oct 2009
3. Secure majority of committed funding for 2011 and 2012 programs	AdmD	Jul 2010
4. Funding for exhibits performances, education and other programs must	AdmD	one year ahead

II. Strategic development area: Administrative capacity

Goal: Expand Administrative staff and staff capacity

Measurable Outcome: (Administrative capacity)

A. Administrative staff of at least 1.5 FTEs are operating with established policies and procedures approved by the Board

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Form Search Committee for Administrative Director Position	President/Board Members	May 1, 2008
2. Put together Administrative Director job description	Exec. Com & ArtD	Jun 1, 2008
3. Approve job description of Administrative Director	Board of Directors	Jun 2008
4. Start search for Administrative Director	Search Committee & Board President	Jul 1, 2008
5. Interview candidates for Administrative Director position	Search Committee & Board President	Sep 1, 2008
6. Present to Board candidates for Administrative Director	Search Committee & Board President	Sep 1, 2008
7. Hire Administrative Director	Board President/Board	Oct 1, 2008

Measurable Outcome: (Administrative capacity)

B. Paid vacation time is routinely used by all staff and they take advantage of at least two annual professional development conferences or workshops

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Establish 3 wks Vacation per year for Artistic Director starting in FY09	Board	May 1, 2008
2. Establish 2 wks vacation per year for Administrative Director starting in FY 2009	Board	May 1, 2008
3. Establish up to 10 days sick leave per year for both ArtD & AdmD	Board	May 1, 2008
4. Establish up to 5 days personal leave per year for both ArtD & AdmD	Board	May 1, 2008
5. ArtD and AdmD will attend approved conferences or workshops	Board	May 1, 2008

Measurable Outcome: (Administrative capacity)

C. Clear cost-accounting is part of budgeting for all programs and projected-versus-actual results are regularly evaluated by staff

Strategic Activity	Responsibility	Date
1. Evaluation meetings are held with ArtD & AdmD and Treasurer	ArtD & AdmD/Treasurer	Quarterly/Ongoing
2. Meetings are held with Program Committees for next year's budget	ArtD & AdmD	Quarterly/Ongoing
3. Treasurer takes these projected results and uses to revise future budgets	Executive Committee	Quarterly/Ongoing

III. Strategic development area: Facility

Goal: Plan, prepare, and re-locate into a long-term facility

Measurable Outcome: (Facility)

A. A multi-year program scenario that describes optimal space needs leads to architectural design for projected new facility

Strategic Activity	Responsibility	Date
1. Form ad hoc Facilities Committee of Board & non-Board Members	Board	Jun 1, 2008
2. Meet with the building architect	Facilities Committee/ArtD	Jul 1, 08
3. Devise an overall plan for the space by needs and users; present to Board for approval	Facilities Committee & ArtD and Board	Oct 1, 08

Measurable Outcome: (Facility)

B. Capital income and expenses, as well as operating income and expenses, are accommodated and identified in a five-year pro forma financial plan

Strategic Activity	Responsibility	Date
1. Research fundraising strategies		
a. Attend workshops on fundraising & financial management	AdmD & ArtD	Jan 1, 09
b. Seek advice from other contemporary institutions with Warhol Convening & NPN Conferences	ArtD & AdmD	Jan 1, 09
2. Devise 3-5 year financial plan	AdmD/Treasurer	
3. Work with a financial advisor and business planners	AdmD/Treasurer	Sept. 1, 09

Measurable Outcome: (Facility)

C. Artistic and Administrative leadership are spending up to (one-third) of their time on new facility planning, fundraising, and management while maintaining stable program offerings and fiscal integrity

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. ArtD & AdmD meet on weekly basis w/clearly defined responsibilities	ArtD & AdmD	Weekly/Ongoing
2. ArtD & AdmD Reports progress in all areas above to the Board	ArtD & AdmD	Monthly/Ongoing

Measurable Outcome: (Facility)

D. Board composition includes expertise in real estate management, banking, and community relations

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Nomination Committee will work towards a diverse Board membership to include these categories: real estate management, banking, and community relations.	Board/ArtD & AdmD	May Annually
2. Board Members seek out potential new Board members in these fields	Board of Directors	Year round

Measurable Outcome: (Facility)

E. The actual move to the new facility is accompanied by an opening series of events that highlight artists and themes of significance to the new neighborhood setting

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Identify and invite new facility neighbors for a brainstorming session engage in a series of events corresponding to the opening	ArtD & AdmD	Contingent on completion time of building
2. Work w/ Tulsa Historical Soc. to research people, events, buildings of historic or cultural importance in Brady District	ArtD & Prog Cmt	
3. Identify an exhibition and/or performance significant to the new location.	ArtD & Prog Cmt	Flexible with above
4. Include in Call for Entries the proposal	ArtD /Graphic Designer	Flexible with above

IV. Strategic development area: Fundraising

Goal: Build annual and program specific fundraising capacity

Measurable Outcome: (Fundraising)

A. Tulsa Area/Oklahoma foundation, corporate, and government support accounts for 40-50 percent of the budget which is in excess of \$350,000 by 2012

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Identify local/regional corporations and/or foundations for potential funders	Board/AdmD	Nov 2008
2. Prepare grant proposals targeted to each potential donor	ArtD & AdmD	Oct 2008
3. Follow up on proposals	ArtD & AdmD /Board	Jan 2009
4. Dial back deadlines each year by three months	AdmD/ ArtD /Board	Oct 2008
5. Research and meet with Oklahoma Arts Council regarding “blanket funding” and how to access it	AdmD	Dec 1, 2008

Measurable Outcome: (Fundraising)

B. Individual contributions come from over 250 large and small donors and account for 20-25 percent of the budget of \$70,000

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Sell memberships, at the door, every event	Membership Chair	Ongoing
2. Identify current “significant” donors (>\$500/year)	Treasurer	Jul 2008
3. Contact current donors for networking and their advice	Board/ ArtD /AdmD	Sep 08
4. “Friend Raising” Campaign to invite 2-5 potential donors through the year to check out LA and do a follow-up contact	Board	Annually

Measurable Outcome: (Fundraising)

C. Two to three national public and private funders provide project-specific support accounting for 20-30) percent of the total annual expenses

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Network with Andy Warhol Convening Partners and NPN Partners for advice	AdmDir	Oct 1, 2008
2. Identify 5 national funders	AdmDir/ ArtD	Mar 1, 2009
3. Research funding preferences of these 5	AdmDir/ ArtD	Apr 2009
4. Develop and submit donor-specific grant proposals	AdmDir	Dec 2009

Measurable Outcome: (Fundraising)

D. Earned revenues provide general support accounting for 10-15 of the total annual budget

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Research current level of earned revenues	Treasurer	May 2008
2. Establish LA merchandise campaign	AdmDir	Jan 2009

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| 3. Identify one saleable exhibition in the spring
(Identify one saleable exhibition in the spring 2010) | ArtD
ArtD | Dec 1, 2008
Oct 2009 |
| 4. Each Program Committee identifies an annual revenue project | Prog Com | Sep 1, 2008 fy 2009 |

V. Strategic development area: Board

Goal: Enhance board governance capacities

Measurable Outcome: (Board)

A. Every board member makes a personal contribution to the organization at a level appropriate to their means, leverages other support through personal or professional contacts, and contributor to organized fundraising efforts

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Expand Year End Giving contact list	Each Board Member	Nov 2008
2. Hire a professional consultant to train Board in fundraising	Board/ ArtD	Nov 2008
3. Establish line item for “Board Contributions” and discuss with Board	Board Pres/ArtD	May, 08

Measurable Outcome: (Board)

B. A 15-member board plans and shoulders nearly all the workload for two fundraising events each year that each net at least \$10,000 in 2009; \$15,000 in 2010; \$20,000 in 2011.

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Brainstorm 2 potential events to meet annual expectations	Board	Jan 2009
2. Plan and schedule annual fundraising events for 2009	Board	Apr 2008
3. Plan and schedule annual fundraising events for 2010	Board	Jan 2009
4. Plan and schedule annual fundraising events for 2011	Board	Oct 2010

Measurable Outcome: (Board)

C. Board oversee organizational finances, evaluation of direct-reporting staff, governance functions, as well as annual individual and major donor campaigns, and program planning and evaluation

<u>Strategic Activity</u>	<u>Responsibility</u>	<u>Date</u>
1. Monthly financials reviewed and presented to Board of Directors	Exec Com/Board	Monthly/Ongoing
2. Evaluate Staff twice a year	Executive Committee	Jan and Jun

3. Review Bylaws and Policies and Procedures and make recommendations to the Board

AdmD/Exec Cmt

Sep 1st Annually

Measurable Outcome: (Board)

D. The Board’s annual work plan includes adoption of a budget, evaluation of staff, orientation of new members, leadership of fundraising events, representation of Living Arts among partners, community leaders, donors, general public, as well as provision of other support as needed

Strategic Activity	Responsibility	Date
1. Work plan is developed annually at first Board Meeting of the Year	AdmD/Board	Aug 1, 2008
2. Board moves toward Administrative duties	Board/AdmD/ArtD	Jan 2009

VI. Strategic development area: Identity

Goal: Enhance Living Arts’ image and marketing capacities

Measurable Outcome: (Identity)

A. Visitors to Living Arts’ new home climb to 30,000 per year by the second year after its opening

Strategic Activity	Responsibility	Date
1. Identify logo consistent on all outgoing forms and publications	Graphic Designer	Oct 2008
2. All graphics must be approved by the graphic designer	Graphic Designer/ ArtD	Jan 1, 09
3. Website redesigned to be more informative/educational/visually appealing and receive 5K hits a week	Graphic & Web Designer/ ArtD	Sep 2009
4. Utilize the new building as a marketing tool in all materials	Graphic Designer/ ArtD	Jan 2010
5. All exhibits and events are supported by print materials/emails/web	Graphic Designer/ ArtD	May 2008
6. Grant proposals are redesigned for greater effectiveness	Graphic Designer/ ArtD	Oct 2008
7. Supplemental print/web materials developed to portray LA mission and role/identity in community and distributed	Graphic Designer/ ArtD	Annually

Measurable Outcome: (Identity)

B. Living Arts’ new space is rented for outside private and group functions from arts and non-arts groups alike at least twice a month

Strategic Activity	Responsibility	Date
1. Each area of new building is allocated a rental amount	AdmD	Dec 2009

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| 2. Professional Facility marketing materials are developed | AdmD/Graphic Designer | Dec 2009 |
| 3. Contacts are made with wedding agencies, schools, and other identified renter possibilities | AdmD | Dec 2009 |
| 4. All Living Arts information includes notices that space is available | AdmD/Graphic Designer | Dec 2009 |

Measurable Outcome: (Identity)

C. Monthly email blasts are supplemented by at least one weekly follow-up email reminders for Living Arts activities to mailing lists of at least 3,500

Strategic Activity	Responsibility	Date
1. Email Service is exploited for its greatest possibilities	AdmD/Graphic Designer	Dec 08
2. Monthly and weekly emails created and scheduled	Graphic Designer/AdmD	Dec, 08

Measurable Outcome: (Identity)

D. Program planning, scheduling, and pricing are influenced by information on members’ and visitors’ interests, preferences, and suggestions from a “survey-monkey” or (a similar survey service) administered at least once a year

Strategic Activity	Responsibility	Date
1. Survey is compiled by questions from model from other organization	AdmD	Apr, 2009
2. E-mail survey is also used to e-mail list	AdmD	Apr, 2009
3. Evaluation and compilation of survey results	AdmD	Apr 2009
4. Recommendations to the Board	AdmD	Apr 2009

Measurable Outcome: (Identity)

E. Annual marketing plan guides the strategies to increase audiences, donors and public visibility

Strategic Activity	Responsibility	Date
1. Create a marketing committee	AdmD/ ArtD /Graphic Designer	Nov 1, 2008
2. Develop Marketing plan to target specific audiences for events and exhibits	Graphic Designer/ ArtD	May 2009