

THE GREATER PURPOSE:

BUILDING SUCCESS FOR FACILITIES AND FUNCTION

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MANAGER
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- SEATTLE:
 - Group Theater
- SAN FRANCISCO:
 - Mission Cultural Center Theater
- SAN JOSE:
 - Mexican Heritage Plaza
- REDWOOD CITY:
 - Health and Cultural Center
- SILICON VALLEY:
 - First ACT
- SAN ANTONIO:
 - Museo Alameda
- AUSTIN:
 - Mexican American Cultural Center
 - The George Washington Carver Museum
 - O'Henry Museum
 - The Elizabeth Ney Museum
 - The Dougherty Arts School, Theatre & Gallery
 - The Zilker Hillside Theatre
 - The Susanna Dickinson Museum (Mar 2, 2010)
 - Carver Genealogy Center (2011)
 - People's Renaissance Market

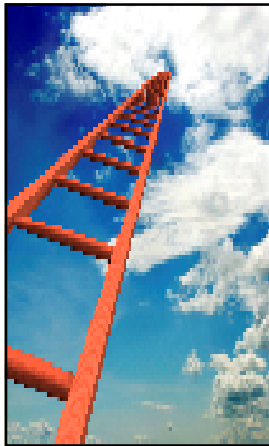




The Seven Principles:

- I. PURPOSE
- II. PREPARATION
- III. PLANNING
- IV. PROJECT MANAGEMENT
- V. PROJECT CONTROL
- VI. PUBLIC RELATIONS
- VII. PEOPLE

7 Ps



THE GREATER PURPOSE OF...
 I. PURPOSE

To Express, Identify
 And Preserve The
 Cultural Heritage Of The
 People And Community
 That Inhabit *The Land*
 In Partnership with Artists.

“The purpose is to show the [people] that art and artists are not strangers to [them]; that some artists faithfully fight beside them...trying always to put their creative capacity at the service of the people. Thus, the workers can also realize that art is a career and a social activity that is useful, and not the idle pastime that the bourgeois philosophers pretend it is. The artists and the workers will understand that the artist can be a useful collaborator with whom it can acquire an effective, solid, and permanent collaboration.”

Leopoldo Méndez (1902-1969) *El Taller de Grafica Popular, Mexico*



- IT'S ABOUT SERVICE...
- Building cultural capital for perpetuity...
- Building cities...
- Building the economy...
- Building and creating *presence* for various and particular cultural identities..
- Building historical legacies that reflect the terms of its people...

II. PREPARATION



- CHECK ASSUMPTIONS
- KNOW THYSELF
- WHAT IS YOUR DRIVER? PROGRAM, MISSION, OR EGO?
- ASK WHAT IS THE RIGHT THING TO DO RIGHT NOW?
- ENDURANCE, TENACITY, FORTITUDE
- YOU DON'T GET MANY CHANCES. GET IT RIGHT THE FIRST TIME.


II. PREPARATION: ASSESS YOUR POLITICAL & ECONOMIC COLLATERAL

- The Current Environment
- Who Are Your Political Allies?
- How Empowered Is Your Group In The Community?
- Who Are Your Links To Public And Private Funding?
- What Are The "Resistances" To The Project And How Can They Be Overcome?
- Learn From History
- Who's Your Bulldog?



TO BUILD OR NOT TO BUILD?

(that is the question)



IS YOUR ORGANIZATION PART OF THE BEDROCK OF YOUR COMMUNITY?

TRUTH OR DARE?



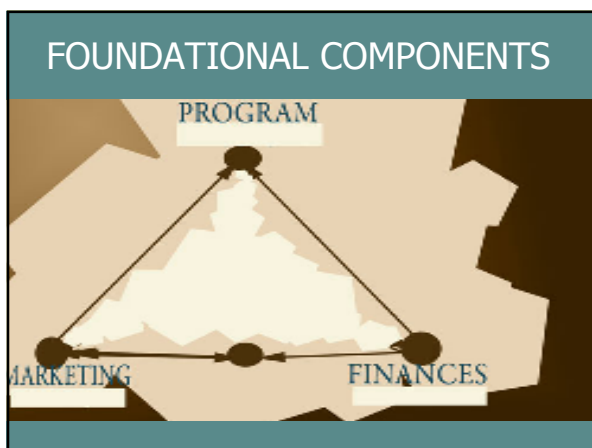
DISTINGUISH YOUR ORGANIZATIONAL TYPE: PROGRAM FOCUSED

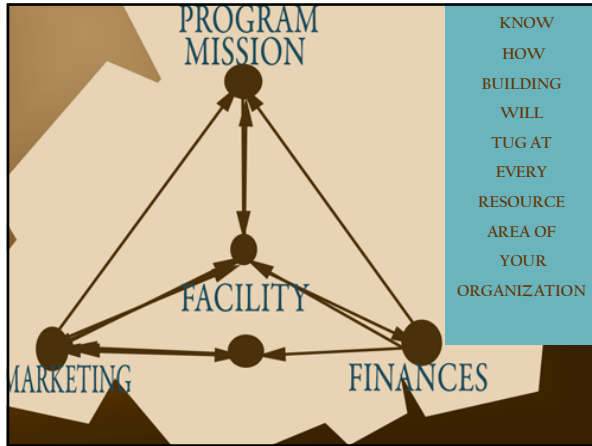
- Mission driven programs
- Small or developing board
- Early phase of funding profile
- Small staff
- Access to rental facilities
- Audience size
- Unstable or unproven history



DISTINGUISH YOUR ORGANIZATIONAL TYPE: FACILITY FOCUSED

- References An Established & Recognized Mission
- Deep History
- Diversified Board
- History Of Planning
- Staff Size & Depth
- Mature Funding Profile
- Facility Linked To Program Development
- Ability To Bear The Diversion Of Resources





- Asset Mapping, Needs Assessment
- Research Partners for Studies
- Identify Relevant Questions For Your Area
- Count The Artists/Groups In Your Area
- Measure Audiences: Participation, Impact
- Where Are They? What Do They Do?
- Who Comes? From Where?
- Economic Impact
- Anecdotal Evidence; Documentation
- Count spaces; evaluate suitability
- Announce The Results
- City Council
- Editorial Board Mtg, Press Conferences, Local PBS Station
- Affinity Groups; Boards; Educators
- Website, Constant Contact







III. PLANNING

- ❑ Create A Master Plan That Integrates Both (organizational and capital)
- ❑ Plan Programming Before Architecture
- ❑ Create The Organizational “Ramp-up” Plan
- ❑ Make Time For Board And Organizational Development
- ❑ Hire Experienced Team Players With Strong Community Values To Spearhead The Project
- ❑ Develop Regular Project Evaluations.



III. PLANNING WISELY

- Scale The Project Appropriately
- Build Usable, Rent-able, Versatile Space
- Weigh The Pros And Cons Of New vs. Retrofit
- Analyze The Operations Cost Per Square Foot Before Proceeding With Construction
 - Determine Utilities, Staffing, Programs, Etc.
 - Divide By Square Foot Size Of Facility
 - Create A Factor To Determine Size Of Operating Budget
- DETERMINE HOW SPACE EARNS MONEY:
 - Zoning
 - How much of your building earns income?



- Strategic Plan 1 (Organizational Pre-planning)
 - Mission
 - Program Plan
 - Organizational & Board Development
 - Fund Development Plan
 - Long Range Goals
- Feasibility Study: Environmental Scan, Site Selection, Marketing, Revenue Plan
- Site Selection Plan: Parking, Environment, Access, Security, Walk-up
- Building Program, Architectural Plan, Construction Plan
- Strategic Plan 2 (Implementation & Long Range)
 - Business Plan For New Facility
 - Capital Campaign Plan & Case Statement
 - Marketing & Audience Development Plan
 - Program Plan



HIRE CONSULTANTS WHO UNDERSTAND YOUR MISSION

- Know What You Want From Your Consultant
- Agree On Deliverables, Timeline and Work Plan
 - Look At Their Client List And Call Them
 - Check Their Work Along The Way
 - Use The Process To Build Support
- Make Suggestions That Will Help Your Cause
- Executive Summary Should Be Concise, Complete, Well-written And Usable.

STAY IN TOUCH WITH YOUR COMMUNITIES

- Identify Who They Are, Demographics, Needs
- Hold Focus Groups Early And Often
- Document Every Meeting
- Test Your Ideas On Real Human Beings
- Commit To Cultural Negotiation
- Involve Artists Every Step Of The Way
- LISTEN From The Head And Heart
- Create Effective 2-way Communications
- Create Long Term Cycles Of Support



BUILDING PLAN

- Building Program
- Siting
- Floor Plan, Architectural Plan
- Review Of Plans
- Exploration
- Cost Estimate
- Design Development
- Construction Documents
- Bidding Process
- Contracting, Subcontracting
- Building Committee Meetings
- Site Inspections
- Certificates of Occupancy
- Punch List






IV. PROJECT MANAGEMENT

Goal: Complete the project on time and on budget


- PM Initiates, Plans, Manages, Monitors, Controls and Closes the multiple tasks in your project
- Get A Good Software And Use It As Your Guide
- Or Hire A Pro
- Manage Competing Priorities of Contractors





TIME AND MONEY: MULTIPLY BY 2, AND DIVIDE BY 3

- Expect The Unexpected
- Plan For A Longer Project Completion Date Than The One Your Contractor Gives You
- Finalize Your Capital Goal After Geothermic Exploration And Initial Construction Pricing
- Coordinate Your Construction Schedule With Your City Services And Neighbors
- Plan your grand opening long after move



FINANCIALS: CROSS YOUR T'S & DOT YOUR I'S

- Hire Professionals To Do Your Books With A Software That Will Grow With You
- Build A Firewall Between Capital And Operations Budgets
- Build Funder Confidence In Your Accounting And Reporting
- Develop Budgets With 100%-25% Funding Scenarios
- Under-estimate Earned Revenue
- Develop A Long-range Financial Plan
- No-one Will Fund A Deficit Or A Loan
- Start your capital campaign with a silent phase
- Never build without completing campaign.





VI. PROJECT CONTROL

- Pay Attention! Every Day!
- Or Get Competent Project Control
- Provide Staff Support To Project Control; Generate Written Reports
- Streamline Approval Processes
- Document Problems With Photos, Memos
- Pay Attention To Subcontractors
- Read The Bills, Ask Questions
- Demand Quality, Accountability



V. PUBLIC RELATIONS

- Media
- Marketing
- Public Involvement
- Buzz



CREATE THE PERCEPTION OF CIVIC VALUE

- Develop Clearly Articulated Vision & Goals
- Build A Diverse Coalition Of Supporters
- Produce Impressive Collateral
- Create Good Press
- Produce At Least One Flagship Event Per Year
- Develop Highly Visible Education Program
- Brand Your Name, Reputation BEFORE Grand Opening



Civic Engagement As Artistic Project



- Site Selection/Community Selection
- Know Your Demographics And Patterns Of Growth
- Value Of Artists In The Community
- Community Development Through The Arts
- Community Arts Development
- Rome Wasn't Built In A Day— Give It 10 Years

ADD "PEOPLE"

It's About Services For People

- ✓ Building Cities
- ✓ Building The Economy
- ✓ Building Cultural Capital For Perpetuity
- ✓ Building and Creating *Presence* For Cultural Identities: Cultural Citizenship
- ✓ Building & Devising Your History On Your Terms
