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Living Artists Collective

Final Readout

Wednesday, September 27, 2023

Agenda

- 01** **Overview**
Program Recap & Plan Preview

- 02** **Maturity Framework**
Organizational Maturity Analysis

- 03** **Recommendations**
Prerequisites & Strategic Recommendations

- 05** **Roadmap**
Implementation Timeline

- 07** **Next Steps**
Actioning this Plan

Why are we here

Over the last few months, LAC & its Board President have embarked on an assessment of Artist, Community, and LAC vision and goals in an effort to craft a strategic operational roadmap for the organization.

Today, we will...

- > Provide maturity & metric context
- > Review the recommendations
- > Share the strategy

Assessment & Strategy Program Timeline & Milestones



The Opportunity

How might we grow and scale Living Artists Collective so that it may **support low-income Seattle-based Artists** through **sustainable funding and operations**?

The Challenge

LAC is a relatively new non-profit that provides much needed services and funding for Artists but struggles with **scalability and sources of consistent funding.**

Holistic Strategy for LAC



Operations

Building a strong foundation upon which to scale business operations



Network

Expanding the network of LAC and its Artists to create a vibrant community



Education

Extending knowledge to Artists to become more self-sufficient while educating the public on the Art community



Fiscal

Developing a stable financial model so that LAC can continue to serve local, low-income artists.

Prerequisites

The Strategy requires new actions, developments, and resourcing to realize LAC's future growth. These will be highlighted within the recommendations and roadmap.

Research Themes

01 Exhaustion

Artists and LAC Leadership alike are swimming in a **seemingly endless pool of operational overhead** that hinders the success of both parties.

02 Desire to Connect

LAC creates **connective tissue** amongst Artists and between Artists and others in power in the Industry.

03 Path to Profitability

Artists generally **know what it takes to become profitable** and need assistance from LAC in order to do so.

04 Need an Ally

The Art scene in Seattle is disjointed and the public is generally unaware of its breadth and depth. **Artists need a 'union' and 'union leader'** to represent them.

05 Excited for the Future

Everyone **strongly believes in the mission of LAC** and is excited for the future of the organization.

Maturity Framework

Maturity Evaluation

Understanding LAC's maturity across key capabilities will help drive prioritization of initiatives and anchor business needs.

Capabilities Evaluated

Operations • Fundraising • Market Need Realization

Maturity Stages

Initial	Repeatable	Defined	Managed	Optimizing
Processes are chaotic, reactive, and not clearly defined	Processes are established and identifiable, and they require order to maintain them	Processes are clear, standardized, and documented	Processes can be managed by gathering details on how they flow and how well they flow	Processes can be improved by gathering feedback, making adjustments, and trying new ideas

Maturity Framework

Maturity Stage >>	Initial	Repeatable	Defined	Managed	Optimizing
Guidelines >>	Processes are chaotic, reactive, and not clearly defined	Processes are established and identifiable, and they require order to maintain them	Processes are clear, standardized, and documented	Processes can be managed by gathering details on how they flow and how well they flow	Processes can be improved by gathering feedback, making adjustments, and trying new ideas
Operations		LAC operates on the vitality of its Executive Director. While documentation and processes exist, they will not survive on their own	<i>LAC needs to reduce the risk associated with what is currently a single point of failure by hiring and building an extended operating model will address this</i>		
Fundraising		LAC is in the beginning stages of finding reliable fiscal sources and being able to *rinse and repeat* on financial provisioning	<i>Increase sources of stable income (i.e. monthly donors and board members) along with larger grant initiatives</i>		
Market Need Realization	LAC is in the beginning stages of meeting its true vision and goals through grant provisioning	<i>Prove the success of the grant program and incorporate lessons learned into a scalable grant provisioning model</i>			

Recommendations

Recommendations Summary

There are 5 Strategic Recommendations and 2 additional considerations that align to business value for LAC and Artists alike, all derived from the original research insights and our co-creation workshop.

Recommendations

Further detail on each recommendation included on following slides:

- LAC Executive Network
- Resume Building Shows
- Business Education
- Artist Grants
- Digital Strategy
- Fee Sponsorship
- Community Organization

Business Value

Aligned to each recommendation and consideration are key business drivers:

- ↑ Fiscal Sustainability
- ↑ Artist Self-Sustainability
- ↑ Mission Attainment
- ↑ Brand Awareness
- ↑ Artist Engagement
- ↓ Operational Overhead
- ↓ Alaina/Annah Churn

LAC Executive Network

A strong extended network is of great importance and benefit to both LAC and its Artists that it serves. With such a network, it is easier to obtain funding, find opportunities for artists, and grow its brand recognition. Gaining this will take time.

Roadmap Steps

1. Develop and implement a networking/socialization calendar.
2. Recruit remaining required 2 Board Members, ideally older.
3. Longer term, recruit additional 3 Board Members, targeting a VP and someone in charge of Donor Relations.
4. Longer term, hire a CFO.

Pre-Requisites

1. Requirements for new Board Members (completed - confirm).
2. Existing connections outside of the Artistic Community (in development).
3. Social mapping of Seattle and its constituents (not started).

LAC VALUE

- ↑ Increase in Fiscal Sustainability
- ↑ Increase in Brand Awareness
- ↓ Decrease in Alaina/Annah Churn

ARTIST VALUE

With access to a broader network of people, artists supported by LAC will see increased opportunities for themselves as well as a larger buying network.

KEY PERSONAS

-  LAC Executive Director
-  LAC Board President

RELATED INSIGHT

[#2](#)
Desire to Connect

Resume Building Shows

The Gallery Shows were one of the most popular pieces of programming done by LAC. As self-contained events with prescribed success metrics, continuing and enlarging these events over time will be crucial to the growth of the organization.

Roadmap Steps

1. Develop plan for larger annual donor event in 2024.
2. Expand on current practices for showing and jurying, with more emphasis on providing jurying opportunities.
3. Longer term, develop plans for quarterly shows that are directed and curated by others.

Pre-Requisites

1. Social Media strategy and resourcing (not started).
2. Volunteer Management strategy and resourcing (not started).
3. Success Metrics tracking and evolution (in progress).

LAC VALUE

- ↑ Increase in Brand Awareness
- ↑ Increase in Artist Engagement
- ↓ Decrease in Operational Overhead

ARTIST VALUE

Larger shows that are targeted and hosted across the city will provide Artists with more opportunities to build their own brand and a buying network.

KEY PERSONAS

- 👤 Artists
- 👤 New Hire – Part-Time Socials
- 👤 New Hire – Operations Manager

RELATED INSIGHT

#3 Path to Profitability

Business Education

A crucial piece of becoming a self-sustaining Artist is having the knowledge and experience to run a business. Equipping Artists with this knowledge, as well as the ins and outs of the Arts Community in Seattle and beyond should be an important part of LAC's future strategy.

Roadmap Steps

1. Collect success metrics and lessons learned from recent workshop(s).
2. Develop plan and curriculum that align to show calendars for 2024.
3. Longer term, develop education model that runs throughout the year.

Pre-Requisites

1. Social Media strategy and resourcing (not started).
2. Volunteer Management strategy and resourcing (not started).
3. Success Metrics tracking and evolution (in progress).

LAC VALUE

- ↑ Increase in Artist Self-Sustainability
- ↑ Increase in Artist Engagement

ARTIST VALUE

Having this knowledge will reduce last minute business emergencies like tax issues and will increase overall profitability. This increases general self-sustainability.

KEY PERSONAS

- 👤 Artists
- 👤 New Hire - Part-Time Socials
- 👤 New Hire - Operations Manager

RELATED INSIGHT

#3 Path to Profitability

Artist Grants

The core purpose of Living Artists Collective is to support low-income artists in Seattle. Providing unrestricted grants to Artists is key to creating longer-term success for all Artists in Seattle and other expensive cities.

Roadmap Steps

1. Rollout pilot grant program and track success metrics and lessons learned.
2. Develop plan for continuing/expanding the grant program in 2024/2025.
3. Develop fundraising strategy and donor needs to meet new grant program.
4. Longer term, identify corporate sponsor to fund this program.

Pre-Requisites

1. Pilot grant program funding (in progress).
2. Develop pilot grant program infrastructure (in progress).
3. Success Metrics tracking and evolution (in progress).




LAC VALUE

- ↑ Increase in Artist Self-Sustainability
- ↑ Increase in Brand Awareness
- ↑ Increase in Mission Attainment

ARTIST VALUE

Having access to this program will reduce headache and concern for Artists who are trying to maintain an artistic practice and manage a business.

KEY PERSONAS

-  Artists
-  LAC Executive Director
-  New Hire – Operations Manager

RELATED INSIGHT

#1
Exhaustion

Digital Strategy

Extending reach beyond our existing networks and awareness requires an effective online presence. Through updates to the website and a coherent social media strategy, LAC can enhance its other programming as well as build stronger community.

Roadmap Steps

1. Update the existing Artist Network / Directory online.
2. Develop a Social Media strategy (targeting Instagram, LinkedIn).
3. Leveraging the existing brand guidelines, develop reusable digital assets that look similar and can be deployed for future LAC online campaigns.
4. Longer term, implement a consistent online presence through an evolved strategy.

Pre-Requisites

1. Social Media strategy and resourcing (not started).
2. Payroll processes and operations (not started).




LAC VALUE

- ↑ Increase in Artist Self-Sustainability
- ↑ Increase in Brand Awareness
- ↑ Increase in Mission Attainment

ARTIST VALUE

Having access to this program will reduce headache and concern for Artists who are trying to maintain an artistic practice and manage a business.

KEY PERSONAS

-  New Hire – Part-Time Socials
-  LAC Executive Director
-  New Hire – Operations Manager

RELATED INSIGHT

#4
Need an Ally

Other Considerations

Fee Sponsorship

Where possible, continue to sponsor fees for Artists for markets or other pay-to-play initiatives.

LAC Value

- ↑ Increase in Artist Self-Sustainability
- ↑ Increase in Mission Attainment

Related Insight

#4 - Need an Ally

Community Self-Organization

Enabling the channels to do so, allow Artists to self-organize events together and create community.

LAC Value

- ↑ Increase in Artist Engagement
- ↑ Increase in Brand Awareness

Related Insight

#2 - Desire to Connect

Roadmap

9 Months - End of H1 2024

12 Months - End of 2025

Long-Term

Phase 01

Phase 02

Phase 03

LAC Executive Network

- Develop and implement a networking/socialization calendar.
- Recruit remaining required 2 Board Members, ideally older.

Business Education

- Collect success metrics and lessons learned from recent workshop(s).
- Develop plan and curriculum that align to show calendars for 2024.

Artist Grants

- Rollout pilot grant program and track success metrics and lessons learned.
- Develop plan for continuing/expanding the grant program in 2024/2025.

Digital Strategy

- Update the existing Artist Network / Directory online.
- Develop a Social Media strategy (targeting Instagram, LinkedIn).

Key Prerequisites:

- Payroll processes and operations
- New Hire - Operations Manager
- Success Metrics infrastructure & rigor
- Social mapping of Seattle & constituents

LAC Executive Network

- Recruit additional 3 Board Members, targeting a VP and someone in charge of Donor Relations.

Resume Building Shows

- Develop plan for larger annual donor event in 2024.
- Expand on current practices for showing and jurying, with more emphasis on providing jurying opportunities.

Artist Grants

- Develop plan for continuing/expanding the grant program in 2024/2025.
- Develop fundraising strategy and donor needs to meet new grant program.

Digital Strategy

- Develop a Social Media strategy (targeting Instagram, LinkedIn).
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- New Hire - Part-Time Socials
- Volunteer management strategy & resourcing

LAC Executive Network

- Recruit additional 3 Board Members, targeting a VP and someone in charge of Donor Relations.
- Hire a CFO.

Resume Building Shows

- Develop plans for quarterly shows that are directed and curated by others.

Artist Grants

- Identify corporate sponsor to fund this program.

Digital Strategy

- Implement a consistent online presence through an evolved strategy.

Re-engage in a new Strategic Roadmap

- None specifically at this time

Next Steps

Next Steps

How do we enable this vision?

- Provide Feedback!
- Validate Roadmap & Owners for Immediate Actions (i.e. Pilot Grants)
- Prepare for Donor Event
- Post-Donor Event, Align fundraising goals to each phase
- Board/LAC meet again to discuss new fiscal needs (next year)

Thank You