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Building a Non-Profit Organization: Project Venue

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**Project Venue
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Executive Summary

Introduction

Project Venue is a tax-exempt not-for-profit youth arts organization that serves the youth of South Kingstown, Rhode Island, and the greater South County, Rhode Island area.

Project Venue's goal is to provide a permanent venue in South Kingstown, Rhode Island, in which youth can thrive in an artistic environment. The organization's services include offering gallery space to display local youth artwork, a venue for performances of all genres, and a safe environment that generates healthy decision making and a home for community engagement through the arts.

Our client base is mainly high school youth from South Kingstown, however, high school youth and young college students from surrounding communities will not be turned away. Although the venue primarily serves the youth of South Kingstown, it will also serve local artists, corresponding arts organization and the community as a whole.

The town of South Kingstown with a population of 28,000 residents has an active group of young people between the ages of 14-18. The majority of this youth group attends South Kingstown High School, whose population in 2006 was 1,259 students. It is this group of high school youth that Project Venue will target through its arts oriented youth center. South Kingstown High School includes the typical academic departments, after-school activities and athletics. Although there are a number of after-school activities, not one of them suits the needs of an alternative artistic youth community that Project Venue aims to satisfy. South Kingstown High School offers three after-school activities that fall within the basic artistic outlets and the Town of South Kingstown offers structured art and music courses. South Kingstown High School after-school athletics consist of 17 different programs in the course of an academic year and the Town of South Kingstown offers multiple athletic programs for youth of all ages. In doing an analysis of the town's offerings through its school system and Parks and Recreation Department it is easy to see the need for not only a youth center, but the need for an alternative arts youth community.

Mission

The mission of Project Venue is to provide a permanent venue for youth to participate in the arts in South Kingstown, Rhode Island. The venue will serve as a secondary and alternative community for youth within town that will operate under the management of the youth themselves. Project Venue provides opportunities for local youth artists and musicians to perform and showcase their work in a healthy environment. The venue will host concerts, speakers, poetry slams, community events and music and art workshops in collaboration with local artists and musicians. Providing this alternative youth community will give youth another recreational option, resulting in healthy decision-making and habits of the youth involved.

Vision

Within the next three years Project Venue hopes to have a permanent venue within South Kingstown, Rhode Island. The organization intends the venue to serve as an artistic youth center with a focus on developing an arts community where services are offered at a minimal cost to local youth. A goal of the organization is to offer workshops on unconventional art forms atypical of offerings in other local arts organizations and the South Kingstown High School. The organization would also envision the venue hosting weekly weekend events, an artist collaborative and a space to sell the creative work of youth artists.

Objectives

Project Venue is designed to provide alternative youth activities for South Kingstown youth through the arts in a safe environment. The organization's 2008 objectives are:

- Establish a temporary storage/office location for paperwork and equipment by August 2008.
- Establish a Strategic Action Board of active adults, community members, business and arts professionals to drive managerial needs of organization.

- Establish an Intern Program and propose the program to local universities by August 2008.
- Establish relationships with town administration and local art organizations.
- Grow Youth Executive Advisory membership 100% by August 2008.
- Increase programming to include a minimum of 10 events per year including annual shows in February and August.
- Apply for at least one grant per quarter, prepared by The Youth Executive Advisory.
- Develop a Project Venue website by August 2008.

Keys to Success

In order for the organization to succeed it must:

- Create a Strategic Action Board of adults to sustain the organization
- Increase Youth Executive Advisory membership
- Gain community support and acknowledgement
- Increase publicity through a Project Venue website
- Grow funding for a permanent venue by applying for grants and fundraising

Organization Summary

The Organization

Project Venue is a youth arts community serving South Kingstown, Rhode Island, and the greater Washington County. The organization's focus is to establish a permanent venue where South Kingstown youth can participate in the arts as an alternative to other recreation activities and the prominent youth drug-culture in the area.

The program performs the following:

1. Creates an alternative arts based youth community in which youth can develop themselves and their skill sets
2. Provides creative youth a venue to display their work and perform
3. Creates opportunities to attend workshops and work collaboratively with local artists

Legal Entity

Project Venue is a Washington County nonprofit organization that provides youth and artistic services to the local community. In doing so all programming is open to high school youth and will always times be handicap accessible.

Services

In the town of South Kingstown many services are offered to youth, families and senior citizens. Many of these services such as sports organizations, athletic classes and music classes are mainstream services. Project Venue aims to provide an alternative arts center for high school students within South Kingstown and the surrounding towns of Southern Rhode Island. With such a prominent drug and alcohol culture among high school students, Project Venue would provide a safe, drug-free environment for students to

express their creativity in a collaborative environment with local artists and musicians. Project Venue also aims to provide opportunities for local students and musicians to display their work and perform for the public.

Project Venue currently targets high school students from South Kingstown High School but is open to all local high school students and young college students in regards to its programming. Currently Project Venue produces approximately six events a year and hopes to increase its programming to ten events per year within the next year.

Programming through the Project Venue includes concerts, art exhibitions, poetry slams, skits and open mic nights. See Appendix A. for a programming log.

In providing an alternative youth arts community Project Venue also hopes to create a community in which students are constantly developing their skill sets, creative abilities and confidence. More information on these intangible benefits can be found in the Cost Benefit Analysis section of the Financial Plan.

Entry and Growth Strategy

Project Venue has been organized for two years, but organized as a 501(c)(3) as of March 2007. In these two years Project Venue has become an active member of the arts community and the youth community in South Kingstown and Southern Rhode Island. Its appeal to high school student has been strong and it has cornered the market for alternative youth services within South Kingstown. With increasing amounts of programming and growing popularity, Project Venue has begun to attract higher numbers of high school and middle school students. Project Venue events have also attracted a number of college students, showing the organization's appeal to the local community in general, a potential customer base.

Currently, Project Venue's costs associated with its programming are low, as the organization has not yet found a permanent location to lease or own. Without major

costs, entry and growth through programming is an inexpensive operating cost for the organization. A detailed financial plan can be found below in the Financial Plan section.

A brief description of start up costs for Project Venue's second year is \$1,500. A significant portion of the cost is attributed to marketing and publicity for this new organization within South Kingstown, Rhode Island. The remainder of the expenses is associated with programming needs. Because Project Venue does not currently have a permanent venue or a hired staff there are no office or staffing costs. The program is largely funded by profit from past programs as well as local grants. The financial assumptions are shown in the Financial Plan section of this paper.

Industry Assessment

The Industry

Project Venue is a very specific organization within the larger art organization industry. Thousands of art organizations exist with different missions. Some art organizations focus on education, others on exhibiting work, providing services to artists, youth development and providing community performances. Project Venue fits the youth art organization niche of the art organization industry. Despite the fact that Project Venue fits into this niche it differentiates itself, as it is a youth arts organization *run by the youth themselves*. This managerial aspect of Project Venue is what guarantees programming success, youth development and community involvement.

SWOT Analysis

Project Venue is a one-year old nonprofit organization; however, in that short time the organization has been able to identify a number of strengths and is working to overcome organizational weaknesses. Project Venue is also incredibly aware of opportunities for the organization and threats that could potentially hinder organizational progress. The following is a SWOT analysis of Project Venue organization.

Strengths

- Programming for youth provided by youth
- Welcoming and open organization that builds community
- Deep connection to the youth arts and music scene in Rhode Island
- Highly professional and dedicated youth staff/student leaders
- Highly attended programming developed for Washington County youth
- Programming is at minimal costs to youth participants
- Creativity when using minimal resources

Weaknesses

- Lack of organizational structure
- Lack of focus on long-term strategy and short-term plans
- Lack of funding and effort towards obtaining funding
- Lack of communication within group and new group members
- Lack of presence within the town and other community organizations, which results in weak relationships with government, business and community organizations
- Core of organization is transient high school students

Opportunities

- An absence of a youth center in South Kingstown, Rhode Island
- Close proximity, 5 miles, to The University of Rhode Island campus and opportunities to build relationships with the university
- Lack of active arts organizations in South Kingstown
- Complete absence of youth arts organization in Washington County, RI
- Potential partnerships with local arts organizations, town administration, youth services and drug prevention agencies
 - Hera Gallery
 - Peace Dale Arts Initiative
 - Providence Youth Arts Collaborative – PYAC
 - South Kingstown Partnership for Prevention
- Need for an alternative youth outlet

Threats

- Organizations that are not willing to partner
 - True Brew
- Uncertainty among community members about a youth-run organization
- Sound ordinance in South Kingstown, Rhode Island

- Youth customer issues
 - Disposable youth income
 - Transportation within the community
- Competing activities for youth customers

Project Venue has a strong base of internal strengths and is currently addressing their internal weaknesses in an effort to turn those into organizational strengths. Developing a strong organizational structure that revolves around the Youth Executive Advisory is the first step in eliminating internal weaknesses. Project Venue also has numerous opportunities for success with other art organizations because of an absence of a youth center or youth art services within the local area.

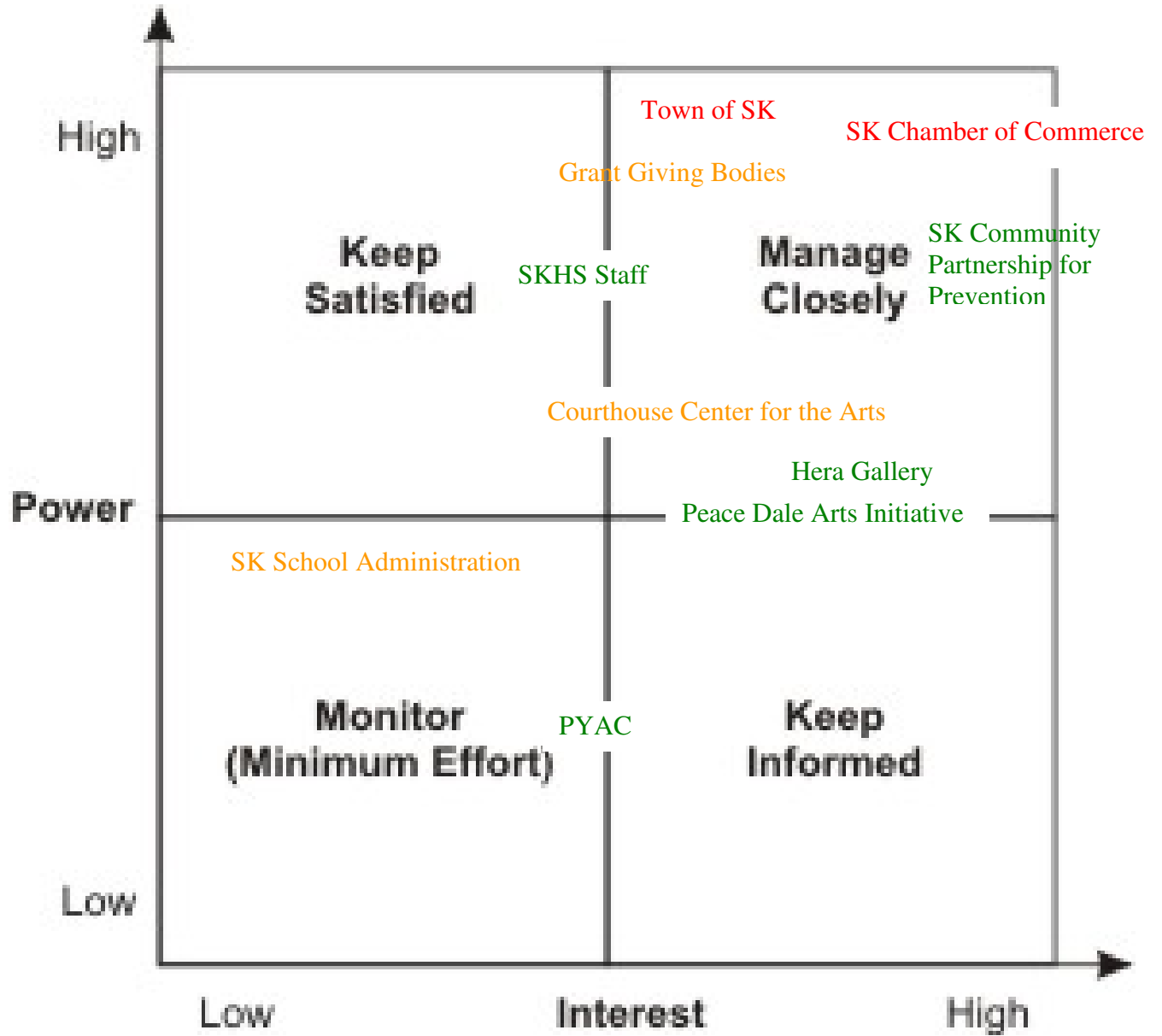
Stakeholders Analysis

As Project Venue grows as an organization and a member of both the South County community and the RI youth arts community many relationships must be monitored and understood. In order to understand and prioritize these relationships the organization has outlined a Stakeholders Analysis.

Project Venue's stakeholders include:

- South Kingstown High School Students
- Parents of high school students
- South Kingstown High School staff and administration
- Hera Gallery
- PeaceDale Arts Initiative (PDAI)
- Courthouse Center for the Arts
- Local Artists, Musicians, Craftsmen
- The University of Rhode Island
- Providence Youth Arts Collaborative (PYAC)
- Town of South Kingstown/Narragansett/North Kingstown
- South Kingstown Parks and Recreation Department
- PV Board of Directors
- PV Strategic Action Board
- PV Youth Executive Advisory
- Grant Giving Bodies
 - RI Foundation
- Real Estate Agents in South Kingstown
- Local media

Although the work of Project Venue affects all of these groups, the organization has prioritized these organizations in the following way:



Stakeholder Name	Communications Approach	Key Interests	Current Status	Desired Support	Desired Project Role	Action and Communication
Town of SK	Manage Closely	Town wellbeing	Blocker	High	Potential Funding	PV presence at Town meetings, invite to events, provide reports
SK Chamber of Commerce	Manage Closely	Commerce of SK	Critic	High	Inclusion in the business community	Quarterly meetings, Support chamber initiatives
Grant Giving Bodies	Manage Closely	Success of organizations	Neutral	High	Funding	Send informational PV packages
Courthouse Center for the Arts	Manage Closely	Developing their organization	Neutral	Medium	Potential collaboration	Meeting with new ED, quarterly meeting
Hera Gallery	Keep Informed	Sustainability of Hera	Advocate	High	Continued collaboration	Quarterly meeting, continued collaboration
PDAI	Keep Informed	Sustainability of PDAI	Supporter	High	Continued collaboration	Quarterly meeting, continued collaboration
PYAC	Keep Informed	Community and social change	Supporter	Medium	Sharing of models, practices, etc.	Potentially attend PYAC meetings
SKHS Staff	Keep Satisfied	Success of SKHS	Advocate	High	Recruitment and potential	Newsletter to SKHS staff

		students			classroom collaboration	involving recruitment and willingness to work with classes
SK School Administration	Monitor	Success of SKHS students	Neutral	Medium		Attend SK Administration meetings
SK Community Partnership for Prevention	Manage Closely	Prevention of Drug and Alcohol use in adolescents	Supporter	High	Potential funding and programming support	Keep members of our boards on theirs, total group meetings twice a year

Competitive Analysis

In evaluating the competition of Project Venue one must take into account numerous youth activities including the arts, sports and school activities. Being within the Rhode Island community Project Venue must also realize that their competition reaches beyond Southern Rhode Island, and includes Providence, Rhode Island as well.

AS220 – Providence, RI

www.as220.org

AS220 is a non-profit community arts space located in downtown Providence, RI. The organization provides an unjuried and uncensored forum for RI arts in its galleries, performance space and youth programs. Much of AS220's youth program focuses on their Broad Street Studio group that works collaboratively with the Rhode Island Training School and the Department of Children, Youth and Families to enhance personal and communal development through the arts. AS220 also houses a print shop, dark room and artist live/work studios open to residents of Rhode Island.

New Urban Arts – Providence, RI

www.newurbanarts.org

New Urban Arts is an interdisciplinary arts studio for high school students and emerging artists in Providence, Rhode Island. The organization serves 125 high school students within the Providence Public High Schools and 15 artists each year. Emerging artists' are chosen to work as Artist Mentors who hold workshops to develop student artist's creative practices. Students are offered all programming from New Urban Arts free of charge. The organization offers a studio and exhibition space for students as well as a mentoring relationship with Artist Mentors whose dual purpose is to educate students about art while developing a creative community and practice. New Urban Arts organizational structure and programming is the closest to the goals and programming of Project Venue.

Hera Gallery – Wakefield, RI

www.heragallery.org

Hera Gallery holds a gallery space in downtown Wakefield, RI that hosts approximately ten gallery shows a year. Although the gallery works with Hera artist members on exhibitions, artists outside the Hera community are often invited to participate in exhibitions. The organization works with a number of artist members that often exhibit and assist in gallery needs and scheduling. Hera Gallery runs on a very limited budget and is often funded by grants. Project Venue has a very reciprocal relationship with Hera Gallery and has often hosted its own programs in the gallery or aided Hera staff in the organization's efforts.

Courthouse Center for the Arts – West Kingston, RI

www.courthousearts.org

The Courthouse Center for the Arts has a permanent home in the historic Washington County Courthouse. The organization's goal is to provide facilities, programming and leadership to the Southern Rhode Island arts community. Their aim is to provide accessible and affordable arts and educational programs for both children and adults. Although the Courthouse is an established art organization in the local community, it is currently undergoing a change in management, community involvement and programming. It is uncertain as of now where the Courthouse's objectives, programming and participation will extend.

South Kingstown Athletics – South Kingstown, RI

www.southkingstownri.com/code/rec_home.cfm

Athletics in the town of South Kingstown are highly supported for all age groups. The town of South Kingstown hosts its own sports leagues and the South Kingstown High School sponsors high school level teams. Throughout the course of a school year SKHS holds 17 different sporting programs that include: soccer, cross country, football, volleyball, tennis, field hockey, basketball, wrestling, gymnastics, swimming, indoor track, ice hockey, outdoor track, baseball, softball, golf and lacrosse. Often times the commitment of high school athletes pulls potential participants of Project Venue. Although Project Venue often targets a different crowd, South Kingstown's student athletes could also benefit from Project Venue programming.

South Kingstown Parks and Recreation Department, The Guild – South Kingstown, RI
www.southkingstownri.com/code/rec_home.cfm

The South Kingstown Guild is a subset of the South Kingstown Department of Parks and Recreation, which offers over 1,000 programs and classes annually across interests and ages. The Guild offers traditional art and music classes by age such as drawing, painting, watercolors, mix media, introduction to clay, jazz dance, tap dancing for adults, knitting, violin and creative cooking classes. The Guild and the South Kingstown Parks and Recreation Department operations budget is comprised of program fees, facility operations, trust funds, grants and donations.

South Kingstown High School sponsored events – South Kingstown, RI
<http://fc.skschools.net/SKHS/SKHS%20School%20Calendar/>

The South Kingstown High Schools offers numerous activities to students through the academic year including concerts, choral events, dances, plays and poetry slams. These school-sponsored events often draw a large crowd of participants and raise money for school programs. Although these programs have at times taken away from the success of Project Venue events, working around or with such high school events could be of great opportunity to Project Venue.

Competitive Advantage

As previously described, Project Venue is not like other local youth arts organizations in Rhode Island. Its competitive advantage is its managerial plan to be a youth run organization for fellow youth customers. Having a creative Youth Executive Advisory (YEA) that is responsible for planning and executing programming, as well as recruiting for such programs and events is a strategy to insure that Project Venue is meeting the needs and wants of South Kingstown youth. Without such an advisory Project Venue would most likely be a misguided service for uninterested youth. Giving youth not only the programming but also the managerial power is a way to insure continued success and high youth involvement within the local community.

Market Research and Analysis

Customer

Project Venue's target customers are Southern Rhode Island high school students, between the ages of 14-18. Project Venue's secondary group of consumers is young college students, ages 18-20. Although Project Venue seeks to provide a creative environment for artistic work and collaboration, all high school students, no matter their creative ability, are welcome at events and programming.

Customer Behavior

The target market that Project Venue is focusing upon is a group of youth that are often untargeted because of their "in-betweenness". This group of youth, ages 14-18, is composed mostly of high school students. These consumers' age and level of education, however, are the only consistent attributes of this group. Within this customer group many behaviors are varied. Some members of this group have their driver's license, others own or have access to a car, some have part-time jobs, others are active in school activities or sports while others are not. Another behavior that categorizes this youth group is parental influence. The majority of these consumers live with a guardian who controls their activities and must approve of where they will spend their time, with whom they will be and what they will be doing. With this age group it is crucial to have the support and approval of guardians as well of the interest from youth customers.

The fact that this group of youth is often ignored in services offered by community organizations, profit and non-profit, and their town is the reason for Project Venue to focus on them. Many of Project Venue's competitors hold art classes for children and adults, but not for youth in the high school age range. Project Venue also feels that the "in-betweenness" that these youth experience is due to the lack of a home for their activities and interests. This strange in-between period for high school students has led Project Venue to developing programming and a potential venue where youth can develop a community and themselves. Wanting the freedom to control their venue is also a reason to work with high school-aged students who capable of

managing themselves and being given added responsibility within their community. Being active in an organization such as Project Venue is the next step for many of these students to develop their artistic and leadership skills in a free environment that lends to self-development.

Basing the organization and its programming upon high school youth is a risky target market for Project Venue as these customers often need the approval of a guardian and the funding to participate in activities. Understanding this risk, Project Venue has outlined a mitigation plan in the Risk Assessment section of this business plan. Part of this mitigation plan is the involvement of adults as members of a Strategic Action Board (SAB) that will work with youth to advance the organization while creating community trust in Project Venue.

Another concern facing Project Venue is the price of programming. Despite concerns about pricing, it is often high school youth that often have the highest amount of disposable income. Many of these customers have part time jobs and few financial responsibilities. Such disposable income leaves a potential market for high school youth in Southern Rhode Island. In confronting this spending behavior of youth, the organization has also taken into account the funding that parents may allocate towards Project Venue activities for their children as Project Venue provides quality programming in a safe and artistic environment.

Market Demand

For visual demonstrations of Project Venue's programming, demand and customer acquisition please refer to Appendix A and B.

Customer Retention versus Customer Acquisition

Because Project Venue aims to target high school students, complete turnover occurs every four years. With such a transient population it is crucial that Project Venue attract market interest and attendance during the beginning of a student's first year high school as well as students before they transition from middle school to high school. Project Venue easily attracts the "artsy" students and has high retention rates. Often these retained customers become members of the

Youth Executive Advisory (YEA) and take on leadership roles in the organization. That interest and retention is indicative of Project Venue's excellent programming, group mentality and kinetic energy. With such high retention, Project Venue often faces challenges in attracting new customers outside of the "artsy" student group. Some of this lack in acquisition is due to Project Venue's narrow programming and lack of outreach to new groups.

The highest period of acquisition is often in the fourth quarter, or the beginning of the school year when students return to school with fresh attitudes and open schedules. Project Venue often has problems in retaining customers in times of academic intensity, such as final exam periods and college application deadlines. These trends show a need to understanding the student calendar when recruiting for events, programming and organizational success.

Customer Win-back

Customer win-back is crucial to Project Venue's success as the organization often loses customers for a number of reasons such as: periods of academic focus, sports seasons, school vacations, programming variations, part-time work responsibilities, family obligations and parental influence. One of Project Venue's methods of winning back previous customers is to keep in touch with the programming wants of the market, including wanted bands and the types of programming. Another method of winning back previous customers is through convenient and accessible timing of events. A third way of winning back previous customers is through heavy advertising and buzz, a main form of promotion for Project Venue. Creating a buzz at the South Kingstown High School is a proven method to attracting previous customers.

Customer Referrals

Project Venue relies heavily upon customer referrals and succeeds because of them. As previously mentioned many members of the Youth Executive Advisory (YEA) were customers who have become more involved in Project Venue. Active members often offer referrals to friends and siblings, growing the Project Venue customer base. Besides the students involved, the bands and artists that the organization works with often heavily refer their friends, family and supporters to attend Project Venue shows and exhibitions in which they are taking part. Using

such a large network of artists, bands and students has developed a heavy network of referral-based customers.

Customer Sharing

Project Venue offers unique products and services that heavily lend to customer share. As Project Venue continues to retain customers and begins offering increased programming the organization's profit from customer sharing will be high. The potential to grow this segment of the organization is incredibly high. Once Project Venue acquires a permanent venue the organization plans to host classes, workshops and community events that will not only increase acquisition but also customer share.

Market Segment

Individuals

The individuals that Project Venue reaches out to are high school students interested in exploring and collaborating in the arts. These individuals are primarily ages 14-18, are high school students and are interested in the arts and community. Another type of individuals that is incredibly important to Project Venue is a representation of local artists and musicians, of all ages, that will become a collaborative part of Project Venue shows, exhibitions and workshops.

Local

The local community that Project Venue is reaching out to is South Kingstown, Rhode Island. As a town with a prominent youth drug culture offering an alternative to the community is crucial to providing a sustainable culture for youth, adults and families. Working with the abundant collection of local artists and musicians is at the core of the organization's mission statement and therefore will connect this youth based arts group to the local community.

Niches

The niches that Project Venue targets are the "artsy" and "alternative" crowds of youth and adults. Often these niches are artists, musicians and other creatively inclined individuals that do

not fit the typical mold of society. These niches often form their own community and giving such communities a venue in which to express their creativity and ideas is crucial in the development of the larger South Kingstown, Rhode Island community.

Broad

The broad population that Project Venue hopes to reach is the Southern Rhode Island artistic community, of all ages. Although the venue is meant to be a home for high school students, it is through collaboration with community members, college students, adults and artists that Project Venue will thrive. Ideally collaboration would be successful between students and community members in the following surrounding towns including: South Kingstown, Exeter, Hopkinton, Richmond, North Kingstown, Narragansett, Westerly, Charlestown and Chariho.

Target Market

Project Venue in its formation decided to target and serve the needs of high school students in Southern Rhode Island. Targeting a transient population has both its advantages and disadvantages, however, in running an arts organization such as Project Venue having a new customer base every year lends to greater acquisition of customers. The potential success in targeting this young audience that the town of South Kingstown has ignored in its offerings of services will lead to a domination of the market for alternative youth services, arts collaboration and a creative youth economy. This group of high school youth also has a disposable income that could easily be delegated to a youth arts program and center such as Project Venue.

Marketing Trends

The marketing trends of Project Venue's target market are much different than the traditional forms of advertising, promotion and marketing success. Within this "artsy" and "alternative" high school youth successful marketing efforts are most often organic and unpolished. Often this group responds to flyers and a buzz surrounding events and programming. Appendix C. contains

numerous examples of organic posters designed by the Youth Executive Advisory (YEA) as an advertising tool for the organization's programs.

In relation to other organizations and products this youth group often turns to "alternative" media online, in magazines, special interest websites and publications. This group does not frequent popular radio stations, television or websites. Instead they are connected to "alternative" media and interests through websites such as MySpace and Facebook or other user-driven web sources. In the near future Project Venue does not plan to use "alternative" media such as magazines and radio stations, but will often use social networking sites such as MySpace and Facebook to promote programs.

Marketing Plan

Market Positioning

Project Venue is not a common organization and its organizational structure and customer population is unlike any other arts organization in Rhode Island. Project Venue is a youth based arts organization, which is what separates the organization from other art groups in Rhode Island. There are numerous youth art organizations in Rhode Island such as Community Music Works, New Urban Arts, the Broad Street Studio and City Arts, however, no such youth managed arts organization exists in Southern Rhode Island. Project Venue continues to distinguish itself as a youth founded, youth managed and youth centered organization.

Differentiation

Project Venue's quality of services and their prices are points of differentiation that other local arts organizations do not deliver. One of Project Venue's main goals is to make sure that all high school youth are welcome at events no matter their ability to contribute financially. Therefore, Project Venue's strategy for pricing its programming is a penetration pricing strategy. Project Venue's objective is to maximize the quantity of students and community members that it serves by means of a low price. Using a penetration pricing model means that Project Venue's pricing strategy is partial cost recovery, in which only part of the program's cost is covered by customer price and the remainder of the price is covered by other financing such as grants and fundraising.

The quality of programming is also a differentiating factor for Project Venue. Project Venue offers non-traditional/alternative programs including concerts, open mic nights, workshops and exhibitions. All of the programming is organized and facilitated by the Youth Executive Advisory, making Project Venue's programming designed for high school youth by high school youth. This youth created programming model is unlike any other arts organization in Southern Rhode Island and differentiates the Project Venue from its competition.

Branding

Currently Project Venue is developing its branding strategy including its logo, website and promotional materials. The organization wants all of its branding to communicate that the organization is run by and for youth, therefore, although the branding will be polished and professionally designed, it will have a youth feel that expresses the organization's creativity. The brand should also express that the organization is looking for a venue in which to develop a creative and collaborative artistic community.

Marketing Mix

Product

Numerous products emerge from Project Venue's mission to provide a collaborative youth art space for exhibitions and performing arts. All of these products are designed, organized and produced by the Youth Executive Advisory (YEA). Some of them include: gallery exhibits, open mic nights, poetry slams, concerts, festivals, skits, and workshops about artistic technique. These products are only the beginning of what Project Venue hopes to offer in the future as the organization searches for a permanent venue and acquires greater funding. A current log of Project Venue's programming can be found in Appendix A.

Although Project Venue is a youth-managed organization each program is produced at a professional level by YEA. Dealings with artists and bands are done as if the organization was a premier concert hall or gallery space. Retaining this professional reputation is crucial to the continued success of Project Venue's programming. Retaining this reputation places great responsibility on YEA to collaborate only with organizations, artists, musicians and community members that themselves obtain a high quality reputation.

Price

The price of programming and events is incredibly crucial to Project Venue's objective of providing artistic events at a low cost to high school students. An example of typical pricing for Project Venue programming is the price of a concert as \$5.00 maximum. All of the

organization's programs, whether they are open mic nights, art workshops or gallery nights, should be accessible by price to all youth participants. If the programming is not accessible because of price, Project Venue hopes to provide aid and scholarships for larger programs.

Place

The place that Project Venue centralizes its services is in the South Kingstown, Rhode Island community. Although customers are welcome from other towns, Project Venue's permanent location will be in South Kingstown, Rhode Island. Ideally, Project Venue's location will be within walking distance of the South Kingstown High School to make it as accessible to all youth. Currently, Project Venue is without a permanent venue and has been using spaces throughout South Kingstown, Wakefield and Kingston to hold its programs.

Promotion

Project Venue's promotion is broken down into two aspects: promotion for its programming and events and promotion for the organization, fundraising and the community at large.

The Youth Executive Advisory (YEA) is responsible for Project Venue's promotion for programming and youth events through both interactive and print media. Although these are traditional forms of promotion, the execution of promotion is organic and often advertisements are hand-made by YEA. It is this creative organic image of Project Venue events that will be communicated through hand-made posters and flyers. Examples of posters and flyers made by YEA can be found in Appendix C. The other major form of promotion that Project Venue uses in promoting its events is interactive media such as Facebook and MySpace.

The Strategic Advisory Board (SAB) is responsible for Project Venue's promotion of the organization to the local community and investors. Through a developing Project Venue website town members will be able to understand and support Project Venue and its mission. The SAB is also responsible for the promotion of fundraising campaigns, which may include brochures, stickers, and other organizational promotion materials. In promoting both Project Venue as an organization and the campaigns that run, SAB is also responsible for local and regional Public Relation efforts. Ideally Project Venue will form strong connections with the South County

Independent, the Narragansett Times, SO Rhode Island, the Providence Phoenix and the Providence Journal for the organization's public relation needs.

Service and Product Life Cycle

Project Venue is a unique organization in regards to product life cycle. Because Project Venue's customer base overturns completely every four years the product life cycle has the ability to restart with each new group of customers.

The overall life cycle of the organization, however, can be classified differently. Currently, in Project Venue's second year as an organization, it is in its introduction stage of the organization's life cycle. The product's brand and quality has been established not only within the organization, but also in the customer base and the local community. Therefore, in order to excel the organization is currently focused on its marketing communications to build the Project Venue brand, gain community support and educate parents about the benefits that Project Venue can provide for their children. After building the organization and its marketing efforts, within the next two years, Project Venue will advance to the growth section of the organization's life cycle.

Selling Channels

Currently, Project Venue's programming is sold through the Youth Executive Advisory (YEA) in a peer-to-peer format. The YEA is responsible for all program advertising and therefore these students make up Project Venue's sales force. As Project Venue continues to grow sales channels will most likely be added depending upon the program. It is possible that in the future Project Venue will sell its larger programs through its website, advertisements in local newspapers and registration periods. However, in the current program-to-program format that Project Venue operates within it is promotion is executed by members of YEA who create sales for each program.

Marketing Communications

The message that Project Venue will communicate throughout all of its communication is that: Project Venue is a youth founded and managed organization that hopes to provide a permanent venue for youth arts collaboration in South Kingstown, Rhode Island. The venue will serve as a home for South Kingstown high school youth in which they can exhibit their own work, perform and collaborate with local artists. With a youth customer base marketing communications are not the same as they are in other organizations and for-profit companies. With the Youth Executive Advisory (YEA) in charge of programming communications the communication pieces will be organic and creative, made by YEA themselves. The organizational communication pieces are the responsibility of the Strategic Action Board (SAB) and will be professional, however, will still communicate the youth focus of the organization.

With marketing communications split in this way, YEA will use traditional advertising media such as posters, postcards and flyers. YEA also often uses interactive media including MySpace and Facebook as a way to promote to larger networks of high school students. Upon the completion of the Project Venue website it will also be a promotional tool for upcoming programs and organizational support. YEA is also responsible for the selling of each program via these traditional advertising media forms and is responsible for sales of each event. SAB will use Public Relations to create publicity and attract donors and community support. With the organization's current programming and focus, direct mail is not necessary or relevant, however, in the future when programming develops direct mail may be appropriate to attract new customers.

Management Plan

Operations

Geographic Location

Although Project Venue is currently without a venue, the organization is constantly scouting South Kingstown, Rhode Island for potential venues. The venue must be located within South Kingstown, Rhode Island and ideally it would be within walking distance from the South Kingstown High School at 215 Columbia Street, Wakefield, Rhode Island. Having the venue within walking distance would make Project Venue services as accessible to high school students as possible.

Being as specific as Project Venue is about potential venue locations has multiple disadvantages. One disadvantage is the cost of real estate in downtown South Kingstown and the demand for space from profit companies, restaurants and other local non-profits. Another disadvantage is the sound ordinances that South Kingstown has enforced beginning in 2007, which is a significant threat to Project Venue's ideal location. Despite these disadvantages, Project Venue is determined to find a venue within South Kingstown in close proximity to the high school in order to cement accessibility for as many students as possible.

Facilities

In looking for a venue, Project Venue has multiple needs of the facility. The space will be multi-purpose and therefore it must have office space, secure storage space, a performance space with a stage or the capability of building a stage, a gallery space, and a work space for workshops and classes. The space must also be handicap accessible and have its own handicap accessible bathrooms. Therefore, either ramps or an elevator is necessary in the facilities that Project Venue scouts. Currently the organization foresees needing a space that is approximately 3,000 square feet. The organization also needs a facility that can be accessed during the day and the evening, for daytime workshops and evening performances. Although Project Venue would ideally like to own its permanent venue, the organization is not currently equipped with the staff

or finances to own space. In the next three years Project Venue hopes to lease a space while growing the organization and finances to buy a permanent venue within the next 5-7 years.

History of Project Venue

Project Venue started as a conversation in Mrs. Cabral's humanities class at South Kingstown High School in 2005. A conversation began between Mrs. Cabral, Dylan Cashman and Brett Lehrman about small towns, youth activities, the prominent drug culture in town and the need for an alternative. Both Dylan and Brett, founders of Project Venue, were concerned that their younger siblings would find nothing of interest within the town and would turn to unhealthy habits and poor decision making. After many discussions these students decided that what the town needed was an alternative art space where all high school youth would be welcome. These students believed that by providing an alternative to the drug culture of South Kingstown that youth would not only make healthy decisions but that they would also have a place of their own to develop their creative selves. These two students, Mrs. Cabral and a group of six other students began Project Venue in the spring of 2006. At this point the organization began carrying out part of their mission by offering artistic programming as an alternative youth choice. It was not until March 15, 2007, however, that the organization applied and received 501(c)(3) status.

Currently the organization has fifteen youth members that serve on YEA including:

Michaela Cashman

Kathryn Jackson

Morgan Ketner

Marlenea Peabody

Hannah Cashman

Allyson Beckmann

Maggie Bold

Grace Hyde

Eden Kalyanapu-Wildes

Alena Lapin Normann

Daniel Ponte

Devin Stimson

Lauren Ellis

Sonya Badigian

Alexandra Berard

Morgan Ketner

Allyson Warben

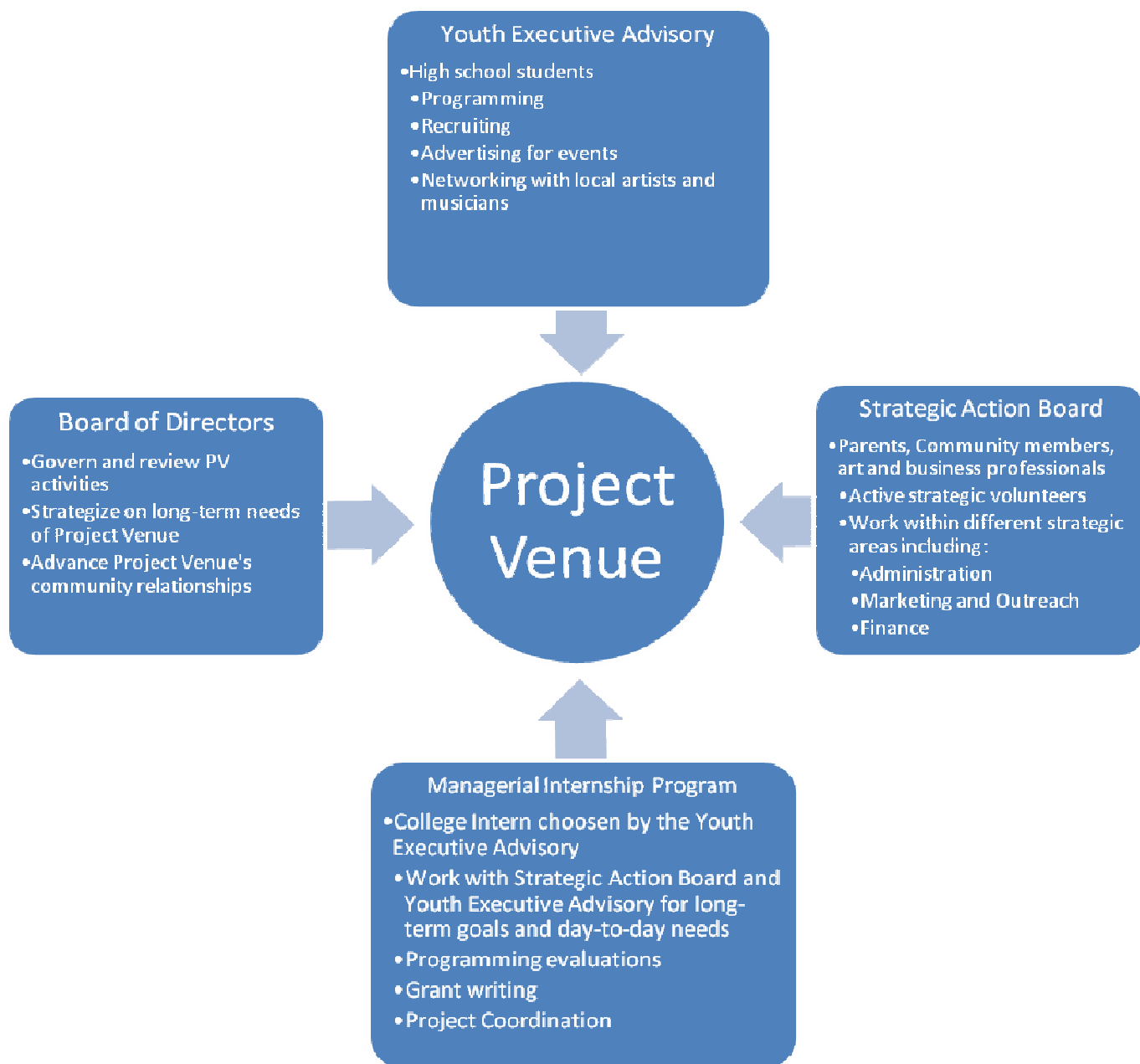
Organization

Project Venue does not have the typical management plan of most organizations. Project Venue is youth organized, operated and managed. Although the organization has an established working board, the Strategic Action Board (SAB), this board takes its direction and tasks from the Youth Executive Advisory (YEA), a team of high school students responsible for the organization.

Although YEA would like to be solely responsible for the organization, they understand the legal need of including active adults and therefore have established SAB. Because the students overturn every four years, establishing a solid adult support system will increase continuity of the organization and its ability to make strategic efforts forward despite its transient youth population. Project Venue also has a strategic Board of Directors (BOD) that approves and governs the organization's strategic decisions, as well as advancing greater community support for the organization. Project Venue has also established a Managerial Internship Program (MIP) in which college students can gain experience working within arts management. This intern, who will change semester to semester, will also be a valuable aspect of the management team. As Project Venue is a young organization, no member of the management team will be paid for their expertise and participation except for the President of the YEA, who is paid minimally for 501(c)(3) purposes.

Once a venue is acquired, Project Venue plans to hire a part-time administrative employee to handle the facility and adult supervision of the venue during programming. This part-time employee may be selected from SAB to decrease training time and keep continuity in the organization. This need for a part time employee, however, is dependent upon a venue which is projected to be established by 2010.

A visual representation of Project Venue's organizational structure can be seen in the following diagram.



Key Management Personnel

Youth Executive Advisory Management

The majority of the key management is centered within YEA and includes a President, Vice President, Treasurer and Secretary. These positions change approximately every two years as students graduate from high school. The current leadership of YEA, however, is established as follows:

President: Eden Kalyanapu –Wildes, sophomore at SK High School – member since 2007

Vice President: Devin Stimson, sophomore at SK High School – member since 2007

Treasurer: Grace Hyde, sophomore at SK High School – member since 2007

Secretary: Hannah Cashman, junior at SK High School – member since 2006

There have been yearly changes in student management. The following chart shows the history of leadership in the YEA.

	2006	2007	2008
President	Brett Lehrman	Peter Houtchens	Eden Kalyanapu-Wildes
Vice President	Michaela Cashman	Michaela Cashman	Devin Stimson
Treasurer	Marlenea Peabody	Marlenea Peabody	Grace Hyde
Secretary	Alena Lapin	Alena Lapin	Hannah Cashman
Music Director	Kathryn Jackson	Kathryn Jackson	
Art Director	Morgan Ketner	Morgan Ketner	
Press Crew	Evan Young and Ben Berry	Evan Young	

Strategic Action Board Management

The other key management position in Project Venue's structure is the President of SAB. He/she is responsible for coordinating SAB and works directly with the Managerial Intern. Currently

Project Venue is in the process of appointing a President to the SAB, who will hold the position for a minimum of two years. The YEA is also establishing members for this group currently.

Board of Directors Management

The BOD is the third management role for Project Venue. The original Board of Directors that was established when Project Venue was organized includes:

Adult Board Members

Karen P. Stackow - Community Member
10 Seabreeze Terrace
Wakefield, RI 02879

Qualifications:

- 3 years experience as treasurer as Peace Dale Arts Initiative
- BFA
- Educator and Business Director

Eileen Gannon – South Kingstown High School teacher and Community Member
3560 Kingstown Road
W. Kingston, RI 02881

Qualifications:

- Educator at SKHS for 9 years
- Advisor of literary journal for 4 years

Bob McCarthy – South Kingstown High School Principal and Community Member
110 Tebble Park Drive
S. Kingstown, RI 02879

Qualifications:

- Educator
- Principal at SKHS

John O'Malley – South Kingstown High School teacher and Community Member
5 Blooming Place
Peacedale, RI

Qualifications:

- Educator

Sarah Wojciechowski – South Kingstown High School teacher and Community Member
80 Rollingwood Drive
North Kingstown, RI 02852

Qualifications:

- Educator

Josie Fox – Local Business Woman and Musician
76 Sweet Fern Lane
So. Kingstown, RI 02879

Qualifications:

- Community Member
- Active member of Peace Dale Church

Michele Cabral – Financial Advisor and South Kingstown High School teacher

Youth Board Members

Peter Houtchens – Project Venue President

Michaela Cashman – Project Venue Vice President

Morgan Ketner – Project Venue Art Director

Kathryn Jackson – Project Venue Music Director

Marlanea Peabody – Project Venue Treasurer

Currently Project Venue is recruiting to develop its Board of Directors as it hopes to bring in community members from other fields and the greater Rhode Island and New England area.

Management Compensation and Ownership

Unfortunately at this time Project Venue does not have the financial stability to compensate management. Members of YEA, SAB, the BOD and the Managerial Intern understand this upon interest in the organization and acceptance of their responsibilities. Upon Project Venue's acquisition of a permanent venue, a part time employee will be employed to manage and supervise the space.

Youth Executive Advisory (YEA)

Composition

The Youth Executive Advisory (YEA) is the main group that will carry out Project Venue's mission. This group of high school students is solely responsible for providing programming to the youth community that they aim to serve. This advisory is a hands-on group that delivers the day-to-day operations of providing artistic, collaborative and educational needs to high school students. This group is the key management with Project Venue and includes a youth President, a youth Vice President, a youth Treasurer and a youth Secretary.

The YEA is made up of high school students' predominately from South Kingstown High School and surrounding Southern Rhode Island high schools. This advisory is welcoming to all students whose intentions and objectives are in line with those of Project Venue.

Responsibilities

- Programming
 - Organizing and running:
 - Concerts
 - Exhibitions

- Workshops
 - Performances
 - Etc.
- Audience development for programming
- Creation of advertising for all programming
- Networking with local artists and musicians
 - For support of Project Venue
 - For programming/collaboration
- Recruiting for Youth Executive Advisory (YEA), Strategic Action Board (SAB) and Board Of Directors (BOD)
- Mentoring new YEA members to the Project Venue philosophy and organization
- Website design and upkeep
- Write one grant quarterly in coordination with SAB
- Monthly meetings with SAB
- YEA meetings include Managerial Intern

Qualifications

- Local high school student, not limited to South Kingstown High School but Southern Rhode Island high school students
- Student has attended Project Venue events
- Enthusiasm for the Project Venue mission and objectives

Time Commitment

- 2-5 hours per week
- 1 weekly meeting

Managerial Internship Program (MIP)

The Managerial Internship Program is ideal for any college student looking for management experience with an interest in arts management and youth development. The intern has numerous responsibilities that are split between: managing the Youth Executive Advisory (YEA) and thinking and acting strategically with the Strategic Action Board (SAB). The balance of day-to-day operations and long-term strategy is a good learning opportunity and balance of work for students.

Responsibilities

Day-to-Day

- Project Coordinator with YEA
 - Pushing the YEA group with their objectives
- Oversees PV programming

Strategic

- Grant writing
- Reports and evaluations
 - Financial
 - Programming effectiveness
 - Student Involvement
 - Programming impact
 - Demographics
- Attends and takes minutes of meetings for BOD and SAB
- Receives tasks from SAB and reports to the President of SAB

Qualifications

- Preferably a Business, Communications or Arts student interested in non-profit and arts management
- Innovative and forward thinking
- Great communication skills

Time Commitment

- Approximately 5-7 hours per week

Strategic Action Board (SAB)

Composition

The Strategic Action Board (SAB) is a group of adult volunteers willing and able to aid Project Venue and its Youth Executive Advisory (YEA) in meeting its objectives and strategically moving forward. This board of volunteers will be made up approximately ten members including parents of involved students, teachers, local business owners, town members and business and art professionals. Their expertise and dedication will advance Project Venue in its strategic objectives relating to administration of a venue, marketing and outreach, as well as financial and legal responsibility.

Responsibilities

Administration

- Scouting venues
- Maintenance and scheduling of venue
- Bill paying
- Potential employee recruitment

Outreach/Marketing

- Communication initiatives
- Campaign organization for Project Venue needs
 - Venue
 - Equipment
- Networking with:
 - Local businesses
 - Town administration

- SK Chamber of Commerce
- PYAC

Finance

- Budgeting
- Writing grants
- Fundraising campaigns
- Accounts
- Yearly financial reports

Legal

- Legal issues

For all Members

- Monthly meetings of SAB which include members of YEA and the Project Venue Intern
- President of the SAB works, advises and delegates projects to the Intern
- Meetings twice yearly with Board of Directors
- Succession and training of new SAB members

Qualifications

- Dedication to forwarding Project Venue and its goals
- Expertise in specified field for which one is volunteering

Time Commitment

- Time commitment will vary upon particular activities undertaken

Board of Directors (BOD)

Composition

The Project Venue Board of Directors is a composite of past leaders from the Youth Executive Advisory (YEA), community members and business professionals both in the local community,

the State of Rhode Island and the New England arts environment. Because Project Venue has established the Strategic Action Board (SAB), an active and strategic group of volunteers, the Board of Directors will focus upon governing, reviewing and offering strategic plans to the organization.

Responsibilities

Planning

- Acquire sufficient resources for the organization's operations
- Approve SAB created budget for programming and organization
- Ensure annual audit of organization
- Develop yearly and future strategy with the YEA and SAB
- Approve annual objectives

Programming

- Monitor and evaluate the programming of the organization
- Solicit contributions in fundraising campaigns

Personnel

- Assist the Youth Executive Advisory in selecting the President of the Strategic Action Board
- Review the success of the President of the Strategic Action Board
- Recruit new board members

Community Relations

- Enhance the organization's public image
- Provide links with other organizations

Governance

- Accountability to the public regarding
 - Fiscal responsibility
 - Policies

- Sign legal documents

General Board

- Meetings twice a year with SAB and YEA
- Works closely with the President of SAB

Qualifications

- Connections to the local business or art community
- Interest in youth arts development
- Expertise in building and governing an organization

Time Commitment

- Meetings twice a year
- Collaboration with SAB upon request

Supporting Professional Advisors and Services

Regarding Project Venue there should not be a need for outside advisors as the organization is currently established. As Project Venue is currently establishing its SAB, the organization is identifying all potential advisors it would need and inviting them to become members of the SAB. In doing so, Project Venue should secure the advisors the organization needs for the near future.

Project Venue's programming, however, relies on outside artistic advisors to collaborate with high school participants. These artists, however, will not be paid advisors but mentors that work and collaborate with Project Venue on workshops, community events and gallery exhibits.

Financial Plan

3 year Pro-forma

The projected three-year pro-forma projections displayed below is based upon current financial statements for Project Venue and a 4% inflation rate as of April 2008. As Project Venue continues to develop in the next few years financial investment will be made in the organization's branding initiatives and advertising. Another area of the organization that Project Venue will invest in is its programming as it hopes to offer 10 programs in 2008, whereas it only offered 6 programs in 2007. With these two initiatives and numerous others Project Venue will be making significant investments within the next few years.

Below is a three-year pro-forma income statement.

Project Venue						
Income Statement						
3 year Pro-forma						
			2007	2008	2009	2010
Revenues						
	Payment for Services		1,100.00	1,800.00	1,872.00	1,945.00
	Grants		1,000.00	1,500.00	2,000.00	2,000.00
	Donations		414.00	500.00	520.00	540.80
	Total Revenue		2,514.00	3,800.00	4,392.00	4,485.80
Expenses						
	Advertising		143.45	400.00	416.00	432.64
	Security		220.00	440.00	457.60	475.90
	Rent		375.00	0.00	0.00	0.00
	Supplies		190.13	300.00	312.00	324.48
	Artist Compensation		0.00	100.00	104.00	108.16
	Total Expenses		928.58	1,240.00	1,289.60	1,341.18
	Net Income		1,585.42	2,560.00	3,102.40	3,144.62

Project Venue’s first year as a 501(c)(3) is approaching and therefore the following financial statements are based on eleven operating months. During the time before Project Venue’s 501(c)(3) status, finances were not reported, making these reports the first for the organization.

Balance Sheet (2007-2008)

Project Venue							
Balance Sheet							
5/07-4/08							
Assets				Liabilities			
	Cash		1585.42		Notes Payable		0
	Accounts Receivable		0		Accounts Payable		0
	Tools & Equipment		0				
					Total Liabilities		0
	Total Assets		1585.42				
				Owners' Equity			
					Capital stock		0
					Retained earnings		1585.42
					Total Owners' Equity		1585.42
	Total		1585.42		Total		1585.42

Income Statement (2007-2008)

Project Venue			
Income Statement			
5/07-4/08			
Revenues			
	Payment for Services		1,100.00
	Grants		1,000.00
	Donations		414.00
	Total Revenue		2,514.00
Expenses			
	Advertising		143.45
	Security		220.00
	Rent		375.00
	Supplies		190.13
	Total Expenses		928.58
	Net Income		1,585.42

Cash Flow Statement (2007-2008)

Project Venue					
Cash Flows Statement					
5/07-4/08					
Cash Flows from Operating Activities					
	Cash receipts from customers				1,100.00
	Cash paid to security				220.00
	Cash paid for supplies				708.58
	Cash generated from operations				171.42
	Net cash from Operating Activities				171.42
Cash Flows from Investing Activities					
	Net cash from Investing Activities				0.00
Cash Flows from Financing Activities					
	Donations				414.00
	Grants				1,000.00
	Net cash from Financing Activities				1,414.00
Net increase in cash and cash equivalents					1,585.42
Cash and cash equivalents, beginning of year					0.00
Cash and cash equivalents, end of year					1,585.42

Cost Benefit Analysis

Profit

In Project Venue's current organizational structure there is no profit gains to individuals or institutions that finance the operations of the organization. Although there are no profit gains to the financing group there are incredible benefits to participating youth, their families and the local community. Although the pro-forma statements demonstrate that a profit will be made each year the organization will reinvest this profit into both its programming budget and its long-term savings account for a venue.

Social Value

Although Project Venue's mission is to establish a permanent venue in South Kingstown for youth arts collaboration, there are numerous other goals that Project Venue hopes to accomplish through its programming. Project Venue was established with the goal of providing an alternative home for teenagers. As high school students often struggle with self confidence and expression Project Venue hopes to offer a safe environment and programming that can aid students in their self development. By providing leadership, management and programming opportunities Project Venue aims to aid in the development of youth in South Kingstown on an individual and a community level. The organization hopes that youth participating consistently in Project Venue programming and management will develop:

- Teen leadership
 - As Project Venue is a student created and managed organization there are many leadership positions available to students willing to take such responsibility upon themselves. It is Project Venue's hope that students in YEA will develop leadership skills through managing and leading Project Venue, working with its other boards and the local community.

- Freedom of expression through creative outlets

- Project Venue hopes to offer a venue where freedom of expression is truly free and uncensored. The organization believes that through a completely uncensored environment students will understand their democratic abilities while expressing themselves at an age when self-knowledge is difficult.
- Artistic confidence
 - Project Venue aims to provide youth artists' collaborative opportunities with local artists and musicians to further their artistic skills and ideas. The organization hopes that through workshops and open calls for work, students will develop confidence not only within themselves, but also in themselves as Artists.
- Production skills
 - At the core of Project Venue's mission statement is that the organization is meant to serve youth through artistic programming, which the youth will organize and produce. By placing this responsibility in the hands of the youth, they learn how to produce an event, whether it is a festival, concert, performance or art exhibit. These programs include production skills such as handling contracts, group riders, technical needs and venue requirements.
- Management skills
 - It is not common that high school students have the ability to manage an organization, however, when running Project Venue the youth are responsible not only for YEA but also management and guidance of SAB. It is through self-management of their own group and Project Venue as a whole that students are gaining real world management experience and learning to handle responsibility and accountability for their actions.
- Active community members
 - As Project Venue is a student run organization students are constantly working with local business people, town and school administration, parents and local officials. It is the organization's aim that by involving students in these

interactions they will better understand their local community and government through engagement in its processes.

- Responsible decision making
 - As stated in the organization’s mission statement Project Venue hopes to provide youth alternative activities as a deterrent from negative decision making. The organization hopes that by providing a safe “home” for students they will continue to practice healthy decision-making.

Although these results are intangible, many individuals and organizations that have collaborated with Project Venue have identified these outcomes as results of involvement in Project Venue. Two of Project Venue’s original members recently applied to college and wrote their college essays on Project Venue. These essays are the closest evidence that Project Venue currently has regarding program influence and effectiveness. Those essays can be found in Appendix D.

Risk Assessment & Contingency Plan

Major Risks

Many of Project Venue's risks relate to the age and transient population of the YEA students and YEA management team. The majority of the students on YEA are college preparatory high school students who will leave South Kingstown, Rhode Island, within the next four years to enter the job market or higher education universities and colleges. There is great risk in working with a youth management team that will be dedicated for only a short period of time. One of the main concerns is the lack of continuity that this management will produce. Questions are raised such as: how will long-term needs be handled, will changing YEA management teams understand the mission of Project Venue, and will previous YEA management take the time to train new management? These risks and challenges, however, have been transformed into strengths for the organization through its management and organizational structure, which the below Mitigation Plan will elaborate upon.

Another risk when working with these students is legal responsibility for events and the acquisition of a venue. Although legality of a venue is not a current concern, as the organization is not prepared to take on such responsibility, it will be a future risk. There is concern, however, about other legal responsibilities and the need to have adult supervision for legality purposes. This risk, however, has been mitigated by the inclusion of the Strategic Action Board (SAB) as an aspect of the organization's Management Plan.

Financial

Financially Project Venue takes on little risk because the organization uses no debt financing. Project Venue always works within its budget and has never overdrawn their account. In the next few years Project Venue will hopefully begin fundraising for a venue, at which point debt financing and credit will become of greater risk.

Mitigation Plan

In order to combat the above risks Project Venue has established a very strong Management Plan that is comprised of the Youth Executive Advisory (YEA), the Strategic Action Board (SAB), a Managerial Internship Program (MIP) and a Board of Directors (BOD). Each of these groups has specific responsibilities that address the above organizational risks.

YEA is responsible for recruitment of new members and training those new members to the philosophy and organizational needs that the youth perform. Putting this responsibility in the hands of YEA leaders is a way to make sure that those involved plan their succession and successful turnover of positions, power and responsibility. A majority of the recruiting that YEA does is through its different programs and events. It is from the customer base at events that YEA leaders recruit and train new members. It is typical that YEA leaders will take potential student leaders under their supervision and will guide them through producing events and running meetings. This training is done naturally, however, is also reinforced in the responsibility list for YEA.

The other major issue for Project Venue is the legal risk of having a youth run organization. Project Venue has addressed this issue by establishing SAB. SAB is responsible for adult management of the organization including contracts and eventual venue control. SAB has also appointed its own President, who is in constant contact with YEA and is ultimately responsible for legal issues regarding Project Venue.

Appendix A. - Programming Log

Event Name	Type	Location	Date	Attendance
2006				
Open Mic	Performance	SKHS	Spring 06	70
Booth at PeaceFair	Organization Promotion	PeaceDale	September-06	60
AutumnOz	Dance	Wakefield Baptist Church	October-06	80
2007				
The I Am Show	Music Festival	URI Memorial Union	February-07	315
A Weekend to Remember	Art and Music Festival – Community Event	Wakefield Baptist Church Hera Gallery	June-07	100
Gato Diego	Concert	Matunuck Beach	August-07	60
The Cargo Cult Revival and Shuya	Concert	Hera Gallery	September-07	25
Booth at the PeaceFair	Organization Promotion/Art Exhibit	PeaceDale	September-07	30
Poetry Slam	Performance	SKHS	November-07	75
2008				
Photography Show	Art Exhibit	Hera Gallery	January-08	150
DevTober	Concert	URI Memorial Union	February-08	225

Appendix B. - Student Involvement

Event Name	Date	Student Planners	Student Performers	Students Artists	Students Recruited to YEA
2006					
Open Mic	Spring 06	10	20	N/A	2
Booth at PeaceFair	September-06	2	N/A	N/A	0
AutumnOz	October-06	10	1 DJ	15	1
2007					
The I Am Show	February-07	15	4 bands	N/A	5
A Weekend to Remember	June-07	20	50 performers and 5 bands	35	4
Gato Diego	August-07	10	6 bands	N/A	0
The Cargo Cult Revival and Shuya	September-07	1	0	N/A	0
Booth at the PeaceFair	September-07	3	N/A	N/A	2
Poetry Slam	November-07	8	12	N/A	2
2008					
Photography Show	January-08	1	1 band	60	0
DevTober	February-08	10	9 bands	N/A	2

Appendix C. - Student Designed Posters and Flyers



HELLO THE I AM

MAHI MAHI, PHIL N' CREW, MIKE CELLEME,
MILO GREENE/1966, THERES NO ONE HOME, AUBURN,
NEXT HAVEN, SWEET THIEVES, MATH THE BAND,
SUPER SECRET HANDSHAKE, FANG ISLAND, THE PARANOIDS
FEB 9 · URI STUDENT UNION · \$5
6:00 PM 12+ BANDS, 5 DOLLARS, SIX HOURS

SHOW

PROJECT VENUE



Poetry Slam

OPEN MIC

November 9th

7-10 P.M.

Special guests.
SKHS Cafeteria

WEAR



GALLERY

SAT. 5/26

SUN. 5/27

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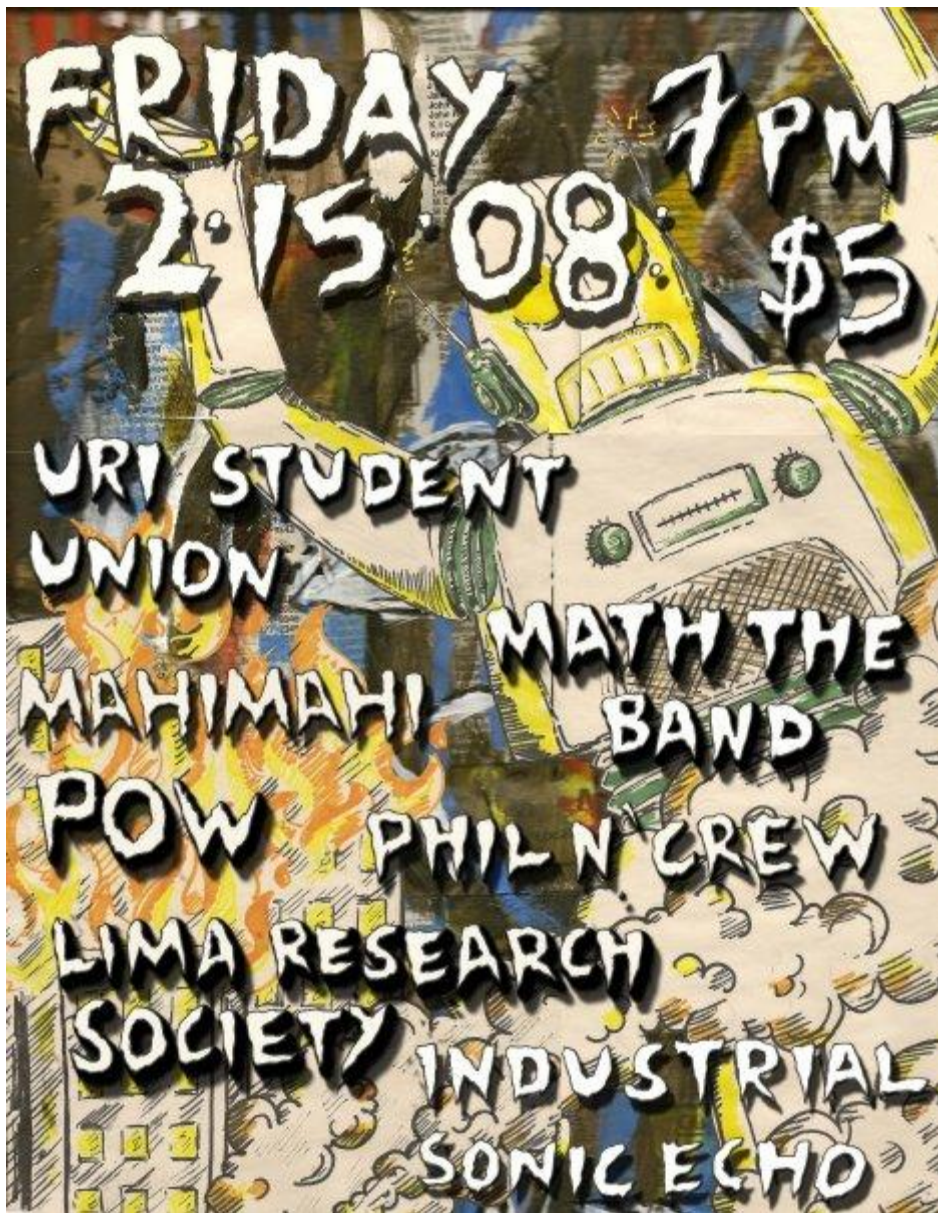
PONYBOY + SODAPOPIA
CUTPURSE (PA)
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MATUNUCK
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• DONATIONS TO BENEFIT PROJECT VENUE •



Appendix D. - College Essays from YEA leaders

This essay was sent to the University of Rhode Island and the University of Texas, both of which the student was accepted to.

One of the most rewarding experiences of my life has been working for a non-profit organization called Project Venue. Growing up in a small town such as South Kingstown, it has often been difficult to find something new and exciting to do on weekends and during vacations. I've spent countless Friday nights sitting around with my friends moping about our boredom. It takes a lot of creativity to come up with something to do besides going to the movies. As a result of this lack of safe teen activities, teens often turn to drugs, alcohol and other dangerous methods for entertainment. However, instead of confronting the cause of these problems, many adults purely blame it on our age. If the adults in our town were not going to help, then a group of friends and I decided that we would try to solve this problem.

In the summer of 2006, we began a student group called Project Venue that would raise awareness about providing a safe environment for teens. We began advocating for a space available to teens free of charge, with a stage for music, poetry and plays, gallery space for art, as well as some comfy chairs and quiet space to read, study, or simply hang out with friends. Throughout the past two years, we have held many events to promote our mission, which have been great successes. "Autumnoz", our first large event, took place in the fall of 2006. Over 100 people attended this Halloween dance and art auction. On February 9th, 2007 Project Venue collaborated with the URI Musician's Guild to hold a concert at the URI Memorial Union. We had spent months working on this event, receiving a \$1000 grant from South Kingstown Education Foundation. I personally booked over 14 bands from locations such as Providence, RI, and Dartmouth, Massachusetts to play at this event. On the night of the show, Project Venue and the URI Musician's Guild were faced with the challenge of coordinating over 100 musician's movements, as well as selling tickets to and supervising the over 500 attendees. Without hesitation, I stepped up from my group to personally oversee the band schedule and equipment movement. My determination, time-management skills and personable, but no-nonsense attitude helped me to successfully manage a large-scale event. My friends in Project Venue joked that they never saw me without my walkie-talkie, making sure that everyone and

everything was in the right place. At the end of the night, Project Venue had raised over \$2500. Countless musicians called to congratulate us on running “one of the most professional events” in which they had ever participated. Our group made the front page of the *South County Independent* newspaper and was soon offered many locations to have meetings and events. Since February, we have put on 2 art shows, 3 “Open Mic” nights and 2 large concerts. We have two upcoming events, a photography exhibit at Hera Gallery in Wakefield, RI and another large URI concert planned for this winter. Project Venue has recently made the change from a school group to a 501-C3 certified non-profit organization and we look forward to continuing our support of youth music and art in South Kingstown.

I am extremely proud to work with Project Venue. It gives me great joy to watch our grass-roots group blossom into a recognizable organization. I feel that there is nothing more fulfilling than to join a cause that you have a passion for and to do your best to support and develop its mission.

The following college application essay was sent to the University of Rhode Island where the student was accepted with a full Centennial Scholarship.

I was hooked after my first rock concert. When I was thirteen my older brother and his friends took me to see some local bands play in another friend's basement. Being invited to a basement show was like opening a locked door into my future. Here were all the kids that I had ever looked up to, crammed into a damp basement, swaying their bodies to deafening drum cadences and twanging guitars. I immediately surrounded myself with the whole atmosphere; the loud kids, the sweaty bodies, the synthesized melodies and the vibrations of the bass beats. Going to my first basement show was really an experience unlike any other I had been through. No one had to say anything, but in some strange way I felt connected to everyone in the room. For one night I was bonded with a room full of strangers by nothing more than a rhythmic experience. Needless to say I became addicted.

My weekends slowly became consumed by local shows while my closet was filling up with band t-shirts. I'd listen to anything that was given to me, and as long as I could find a steady rhythm I'd tap my foot and nod my head in approval. Music gave me a sense of individuality, and it slowly helped me break out of my shell to converse with others on newly found similar interests. Early on in high school it became evident to me that music would become a very large part of my life.

As the winter pulled in during my sophomore year gears started to shift. The lively concerts and late night events my town harbored in the summer disappeared while South Kingstown seemed to slip into a slumber. And while some people embraced the changing of seasons, I felt like my nightlife had been swept out from underneath me. Cold winter nights were spent lying on my kitchen floor with close friends, reminiscing about the concerts we had seen, and what was yet to come. Somewhere during those conversations Project Venue was born. Project Venue is now a non-profit, student-run organization that seeks to establish an arts and music venue in the town of South Kingstown, Rhode Island. Our goal was to provide our peers with an artistic venue and frequent shows so that everyone had a chance for self-expression. Being a founder and head organizer of Project Venue has been one of the most trying and rewarding experiences of my life. Our resume currently boasts over twenty events, including concerts, open mic nights, poetry slams, art shows and workshops. But for every

successful event we've held to this date, I can recall a point in time where things weren't as easy. It was through creating Project Venue that I learned how important functional meetings were, or how every penny saved is worthy of celebration. I learned that everything with technology will go wrong on the night of a concert, and it is safe to expect that every band has at least twenty groupies. I say all of this with a smile though, because the experiences I've gotten from Project Venue are unlike any other opportunities I've ever had. Instead of attending concerts on Friday night, my friends and I host them. I've learned how to book an event, contact artists and keep up with IRS forms. My fellow group members and I have given our friends their first chances with microphones and our little siblings their first rock concerts. Looking back, I think the best thing that Project Venue gave me was a sense of self-empowerment. I think very few people are fortunate enough to be able to develop a challenge into a passion. Going to that first basement show and feeling that connection for a short period of time was a feeling I will never forget. But the feeling that Project Venue has given me is one that I can spread to everyone and one that has changed me forever.