THE LP STRATEGIC VISION through 2022

Make Art.
Build Community.
Create Change.
WHO WE ARE

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STRATEGIC VISION through 2022

We are building a resilient institution for artists and communities of color and those who understand that creativity can change the world, and most importantly, their local communities, for the better.

Since 2005, The LP has directly invested nearly $850,000 in over 150+ multiracial, multigenerational, and multidisciplinary artists and cultural producers, 67 innovative community-attuned art projects, 3 diverse anchor neighborhoods, and 1 creative community hub while engaging over 38,000 New Yorkers. Over the course of the next four years, we plan to support and expand our reach and to engage many more cultural workers and neighbors.

Below is the strategic framework for our future—outlining the mission, values, goals, and strategies that will best facilitate meaningful pursuit of art, community, and justice. This plan is a living document. While adapting to new information and opportunities along the way, we will be guided by the vision framework below.
Mission
We advance artists and neighbors as change agents in their own communities.

Vision
We envision a world in which artists and neighbors in communities of color work together to unleash the power of creativity to transform their lives and surroundings.

Value Proposition
We make sustained investments in growing a community of multiracial, multigenerational, and multidisciplinary artists and neighbors committed to societal change by supporting their artmaking, community building, and leadership development.

Theory of Change
When artists and communities collaborate toward collective goals, we create meaningful transformation and wellbeing. Making art and culture and fostering new leadership helps shape a world in which members feel truly connected and have the ability to influence their communities in creative and effective ways.

A POC-Centered Organization
The LP champions the voices, cultures, imaginations, knowledge, and leadership of people of color (POC). We push against complex systemic injustices in pursuit of a world in which all people—across race, ethnicity, class, age, gender, sexuality, religion, nationality, disability status, and migration status—are free to be their whole selves.
VALUES

Nurture Creativity
We value creativity as a rich and renewable resource that helps turn strangers into a community of strong and resilient neighbors.

POC-Centered
We value the voices, cultures, imaginations, knowledge, and leadership of people of color (POC).

Create Change
We value addressing community challenges and creating pathways for new visions to manifest.

Value Place
We value the legacies embedded in place and prioritize meeting people where they are.

Write Our Own Histories
We value self-determined narratives as an essential basis for building lasting community power.

Propelled by Love
We value love as a radical and essential act of power and protest to create the kind of world we all deserve to live in.
Definitions

Anchor Neighborhood
While The LP works across New York City broadly, we build deeper sustained programming in “anchor” neighborhoods of color and among those living on modest incomes. Our commitment aims to foster organizational accountability and reciprocity with a defined community over time.

Artists
For The LP, artists are visual, media, literary, and performing arts makers as well as curators, scholars, educators, healers, community organizers, and other cultural producers.

Community Members
Community members are those we seek to engage across a range of programs and strategies. They include artists, neighbors, program participants, community partners, board, staff, advisors, volunteers, and supporters.

Community Partners
Community partners include artists, neighbors, peer arts organizations, civic and community based organizations, local businesses, and city agencies. They collaborate on creative projects for social change with The LP community.

Neighbors
We especially strive to be a good neighbor to those who live in our anchor communities as well as those who are part of our artists’ own communities of affinity and/or geography.

Supporters
All LP community members make up our diverse family of values-aligned supporters from the public and private sectors. They contribute their time, knowledge, networks, and financial resources to help fuel The LP’s mission and vision for long-term impact.
GOALS

The LP is dedicated to building an organization that moves with intention, and this strategic vision gives us a solid framework for decision making through at least 2022. During this period, we aim to grow and shape a POC-centered movement of artists and neighbors whose experiences with The LP give them the knowledge, resources, tools, and networks to leverage their own creativity towards positive change in their lives and that of their communities. The priorities below reflect the best thinking of the collective LP community, while furthering our role as a locally relevant and internationally recognized center for creative community transformation.

Amplify & Deepen Knowledge

We honor the creativity and knowledge that already exists within communities and listen deeply to those closest to the issues of concern to create long-lasting, transformative change.

• **Generate Ripple Effects**: As key strategies for advancing lasting change, invest more deeply in training, resourcing, convening, and leveraging the people power of LP artists and community members.

• **Show and Tell**: Understanding the power of generating and shaping our own narratives, spark new conversations focused on POC-centered and community-attuned art and organizational practices.

Foster Collaboration & Accountability

We are most powerful when leveraging the spectrum of experiences, knowledge, and networks that community members bring to the table. Collaboration is most authentic when all participants strive for mutual respect, reciprocity, and commitment to purpose.

• **Select an Anchor**: To deepen The LP’s organizational integrity, identify a single neighborhood, rather than our current three, to house future LP programming and administration in one integrated physical location.

Catalyze Networks

We are energized by the people with whom we work, and cultivate opportunities that allow them to connect, inspire, and act to change the world for the better.

• **Build Board**: Build the board that we need to best attain current and and future organizational goals by leveraging their capacities of talent and reach.

• **Strengthen the Ecosystem**: Recognizing that the only way to ultimately build the world we want is through intentional cooperation, we seek deeper partnerships with values-aligned peer organizations and community partners in addition to growing our community of diverse major donors.
VISION MILESTONES

The two major drivers of The LP’s work overlap for synergy and increased impact. First, we work with artists as cultural activators and build their skills, knowledge, and connections to one another as a creative community. Second, our work is locally grounded in “anchor” neighborhoods and among community members, over sustained time periods, in order to build creative leadership in the context of a specific geographic commitment.

New programs & staffing

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<tr>
<th>Programs</th>
<th>Capacity Building</th>
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<tr>
<td><strong>2018</strong></td>
<td><strong>2018</strong></td>
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<td>Artist Engagement Manager</td>
<td>Development Manager</td>
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<td>Storytelling Fellow</td>
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<td>Kelly Street Fellow</td>
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| **2019**                       | **2019**          |
| Program Associate              | Operations Coordinator|
| Identify Anchor Neighborhood    |                   |
| Weekend Workshop Intensive     |                   |
| Creative Action Fund           |                   |

| **2020**                       | **2020**          |
| Socially Engaged Artists Convening| Communications Coordinator|
| Expanded Residency Opportunities|                   |
| Anchor Neighborhood Partnerships|                   |

| **2021**                       |                   |
| The LP Sourcebook & Workbook   |                   |
FINANCIAL VISION

Since our inception, The LP has operated consistently in the black while increasing our budget incrementally over time. As part of our strategic visioning process, we retained Rebecca Thomas and Associates to work closely with board and staff to translate our strategic vision into a rigorous financial model. Together, we produced a realistic and detailed road map for a financially healthy future.

Alongside our planning process and with an eye towards long-term stability, we pursued two key financial strategies: 1) building an “Imagine More Fund” as accessible seed capital for new ideas in the plan; and 2) securing pivotal multi-year grants aligned with the plan’s timespan to provide a critical runway while we grow and diversify our overall fundraising capacity.

As of early 2019, due to this forward-looking planning, we have secured 40% of funds needed. We can now focus on raising the remaining 60% over the next four years, while also realizing the essential programmatic and capacity building goals of our strategic vision.
VISIONING PROCESS

As part of our visioning process led by Buscada, The LP board and staff sought input from a vast array of stakeholders and methods as below.

- **9 Staff Visioning Sessions:** Barbara Bianco, Amelia Brod, Destinee Forbes, Alicia Grullon, Kemi Ilesanmi, Ladi’Sasha Jones, Melissa Liu, Emily Mock, Giovannah Philippeaux, Yvette Ramirez, Hatuey Ramos-Fermin, Ayesha Williams, Cievel Xicohtencatl, Tendaji Ubunifu Ya’ukuu.

- **3 Board Visioning Sessions:** Naomi Beckwith, Tresell Davis, Stephanie Dinkins, Marcus Ellington, Dr. Erika Faust, Ali Goldstein-Norup, Rasu Jilani, Juile Simon, Dexter Wimberly, Curtis Young.

- **2 Create Change Alumni Focus Groups with 18 Participants:** Tomie Arai, Suzanne Broughel, Aisha Cousins, Lizania Cruz, Maura Cuffie, Dennis Redmoon Darkeem, Sonia Louise Davis, Rachel Falcone, Ro Garrido, Elizabeth Hamby, Salvador Munoz, Alejandra Nasser, Claro de los Reyes, Ingrid Romero, Priscilla Stadler, Katherine Toughy.

- **4 one-to-one interviews with Create Change Artist Alumni:** Stephanie Dinkins, Rasu Jilani, Sydnie Mosley, Betty Yu.

- **1 Kelly Street Resident Focus Group with 7 participants:** Fay Bonas, Sheryll Durant, Sajata Epps, Sonya Ferguson, Mary Worten, Ronda Wright, Spud.

- **1 Community Think-In:** Tomie Arai, Rocio Aranda-Alvarado, Adalky Capellan, Vicki Capote, Arianna Chavez, Walter Cruz, Abby Dobson, Ivan Gaete, Julia Halperin, Emily Ahn Levy, Kenyatta McLean, LaTasha N. Nevada Diggs, Anna Overstrom-Coleman, Julie PhamVu, Katy Rogers, Holly Sansom, Julie Simon, Ericka Stallings, Leila Tamari, Diya Vij, Risë Wilson, Kibra Yohannes, Curtis Young.

- **30-respondent Create Change Alumni Surveys**

- **2 Site Visits & Interviews with Peer Organizations:** Asian Arts Initiative (Philadelphia), Red Hook Initiative (NYC).

- **2 Partner Organization Interviews:** Association of Neighborhood Housing Development, Picture the Homeless.

- **4 Phone Interviews with Peer Organizations:** Echoing Green, TED, Theatre of the Oppressed NYC, USDAC.

- **10 Online Research Notes:** CCCADI, CETA, Citizen University, El Puente, More Art, National Arts Strategy Creative Community Fellows, NYU Arts & Politics program, Portland State University Socially-Engaged Practice MFA, Queens College Socially-Engaged Practice MFA program, St. Louis Community Arts Training.
SELECTED READINGS


Animating Democracy & Americans for the Arts, “Continuum of Impact: A guide to defining social and civic outcomes and indicators.” 2017


Bridge Housing, Trauma Informed Community Building: Model for Strengthening Community in Trauma Affected Neighborhoods, Emily Weinstein, Jessica Wolin, and Sharon Rose, 2014


CreateEquity, “Healthy Arts Ecosystem.” 2017

CreateEquity, “What makes art organizations civically engaged?” Summary of “Characteristics of Civically Engaged Nonprofit Arts Organizations: The Results of a National Survey” by Mirae Kim


Department of Cultural Affairs, City of New York, “Create NYC report.” 2017


EMC Arts, “Community Innovation Lab Model”, 2016


Helicon Collaborative / Alexis Frasz & Holly Sidford, “Mapping the Landscape of Socially Engaged Artistic Practice”, 2017


Intermedia Arts, *Options for Community Arts Training & Support*, 2016


National Center for Arts Research, “Does “Strong and Effective” Look Different for Culturally Specific Arts Organizations?” 2016

*The People’s Cultural Plan for Working Artists and Communities in New York City*, 2017


Policy Link, *Creating Change through Arts, Culture, and Equitable Development: A Policy and Practice Primer*, Kalima Rose, Milly Hawk Daniel, Jeremy Liu, 2017


The Laundromat Project advances artists and neighbors as change agents in their own communities.

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