

A person with short brown hair, wearing a black t-shirt and dark pants, stands on a stage with their back to the camera. They are facing an audience of diverse people seated in rows. The audience is clapping. A bright stage light is visible in the upper left corner. The background is dark.

TMI PROJECT

Changing the World One Story at a Time

3-YEAR STRATEGIC PLAN

2018-2020

EXECUTIVE SUMMARY

Overview of the Process

A fruitful strategic planning process results in a written document that can be used as an internal reference and a road map for accountability and decision making, a resource for new staff, and a tool for measuring success. Written strategic plans can also be used for external purposes, such as attracting funders and partners, and communicating about the organization to audience members and other constituents.

In 2017/18, TMI Project underwent a strategic planning process that included stakeholder interviews, an analysis of the organization's strengths, weaknesses, opportunities and threats (SWOT), an environmental scan, a competitive analysis as well as a financial and resource review. The Board of Directors and staff leadership also completed visioning and values exercises. The data collected through this process was used to inform TMI Project's revised mission and vision statements as well as the organizational priorities and overall strategic direction for 2018 - 2020, as detailed in this document. This strategic plan consists of five main parts: mission and vision statements, core values, organizational profile and history, strategic priorities and related goals for 2018 - 2020.

An action plans for the objectives and goals with a timetable as well as associated costs and measurable outcomes will comprise a forthcoming implementation plan, which will flow from this strategic plan and be spearheaded and managed by TMI Project staff.

The Call for a Strategic Shift

TMI Project is currently working to expand beyond its current role as a local live storytelling center to an organization poised to share its work statewide and nationally. Since its founding in 2010, TMI Project has led approximately 70 workshops and staged performances by more than 1,500 participants, which have been presented to audiences of nearly 50,000 people in schools, colleges, prisons, mental health clinics, theaters, community centers, and the United Nations. All of this well-received programming and growth has been primarily achieved with a full-time staff of one, several committed part-time consultants and contractors, and a small but dedicated Board of Directors. During this period of time, engaging in public programming and homing in on TMI Project's storytelling workshop methodology has been the main focus of all organizational energies with minimal attention to systemizing internal and external processes and growing and professionalizing the staff.

Today, armed with an excellent reputation within the Hudson Valley, a solid programmatic foundation and a trove of brand assets, a time-tested storytelling workshop methodology, and a retooled mission and vision with a commitment to social justice, TMI Project is poised for expansion. This planned growth in the next three years will focus largely on executive leadership transition, the professionalization of internal operations and staff, digital expansion, increasing brand awareness nationally, and extending the reach of signature programs locally.



ORGANIZATION HISTORY & CURRENT PROFILE

SINCE
founding in
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TMI PROJECT...

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clinics, theaters, community centers, and the
United Nations.

TMI PROJECT has successfully funded

8 YEARS OF PROGRAMMING

with support from program fees, individuals, corporate and private
foundations, and grants (both government and private).

However, the bulk of this funding has primarily come from one foundation
(NoVo Foundation). The board and staff see the critical need to diversify
TMI Project's funding streams and plans for this are well underway.

To support programming in 2018, **TMI PROJECT** raised:

\$245,500 GRANT FUNDS

\$50,000+ DIRECT SUPPORT

\$123,700 PROGRAM INCOME

In late 2017/early 2018, TMI Project's staff and board underwent a strategic planning process with a consultant to help identify and focus organizational strengths, weaknesses, opportunities and threats, and to provide guidelines for setting priorities and focusing growth in mission-critical ways. This process helped to clarify TMI Project's mission and define program areas with the goal of building a foundation of fiscal sustainability moving forward. The result is this 3-Year Strategic Plan and forthcoming Strategic Implementation Plan.

TMI Project staff consists of two full-time staff members (Executive Director, Marketing & External Affairs Director) one part-time staff member (Operations and Digital Coordinator), and several part-time administrative-side and creative consultants as well as workshop leaders.

In accordance with the bylaws of Starling Productions Inc/TMI Project, the Board of Directors meets bi-monthly to review program activities, planning, and to review and approve the Treasurer's report. The Board governs TMI Project through its dialogue, decision-making, and policies. Board policies reflect the values of the organization and address its mission, operations,

financing, and governance. The Board is kept informed through reports prepared by staff and presented to the committees for review and to the full Board at meetings. The Board ensures that all activities and decisions adhere to the values, mission, policies, and laws and regulations pertaining to the organization.

There are currently four board members, the minimum number allowed by the bylaws. There is an active search underway for a fifth member, with a plan to add three members by the end of 2018 (for a total of seven). The three officers of the Board, President, Treasurer and Secretary, serve for one-year renewable terms, and all member terms are renewable annually. The Board members, officers, and committee members are orientated as to their roles and responsibilities and mentored as needed. The Board has three standing committees: Finance, Governance, and Fundraising, and each board member is responsible for serving on at least one committee, participating in organizational events and fundraisers, and generally serving as ambassadors of the organization in the community. Ad hoc committees are created as needed. The current board search is intentionally seeking to broaden the diversity of the Board membership.

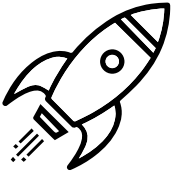
STRATEGIC PLANNING: QUESTIONS WE ASKED OURSELVES

Thoughtful planning will shape and guide an organization for the future. Its purpose is to help the organization do a better job, to focus its goals and to work together towards those goals. A successful strategic planning process will examine and make informed projections about environmental realities to help the organization anticipate and respond to change by clarifying our mission and goals; targeting spending; and reshaping its programs, fundraising and other aspects of operations.

In order to achieve this ideal, the TMI Project staff and Board of Directors, through thoughtful process and facilitated brainstorming and strategy sessions, identified the following primary strategic questions to guide the 2018 - 2020 Strategic Plan.

- 1. Are our mission, vision and values still reflective of tmi project?
a. Do they need to be adjusted to reflect our current goals and priorities?**
- 2. What does “going national” or having a national presence mean to TMI project from a programmatic perspective?**
- 3. Are our current programming model best serving our mission and goals given our resources and organizational capacity?**
- 4. How can we monetize a subset of our programming so that it can become an earned income stream?**
- 5. What are TMI Project’s gaps in terms of knowledge & expertise?**
- 6. What human resources are needed to transition Eva from ED to a new role within the organization (tbd)?**





MISSION STATEMENT

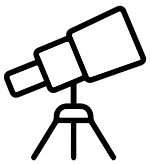
Through its time-tested storytelling methodology, transformational workshops and stellar performances, TMI Project aims to change the world, one story at a time.

Regardless of background or experience, TMI Project storytellers become agents of change for social justice movement building by bravely and candidly sharing the “too much information” parts of their stories, the parts they usually leave out because they’re too ashamed or embarrassed.



VISION STATEMENT

TMI Project envisions a world where true storytelling is an agent of change; where, through the sharing of radically candid, true, personal narratives, everyone—storytellers and listeners alike—can become empowered, release shame and stigma, and replace old understandings with new ones. We aspire to engender compassion, understanding and public awareness. We aim to incite social, legal, and political change by providing participants the skills needed to be captivating storytellers, and by amplifying the voices of populations whose stories often go unheard.



STRATEGIC LONG-TERM VISION

TMI Project will be widely recognized as a national multi-media social justice storytelling hub and the premiere organization offering storytelling workshops and performances that empower the storyteller, elicit compassion and understanding from audiences, and incite social, legal and political change around important issues.

THE VALUES DRIVING OUR STRATEGY (OUR CORE VALUES)

- 1. TRUTH:** All people everywhere should be able to share their truths and be heard.
- 2. SELF-ACTUALIZATION:** Telling one’s story is an act of empowerment.
- 3. CONNECTEDNESS:** Storytelling has a ripple effect: it is transformational for both storyteller and listener. Our stories allow us to see and honor our connections to each other.
- 4. COMPASSION:** We do not humanize the storyteller. The storyteller is and has always been human. True storytelling reignites the humanity of the listener, deepening their ability to feel empathy and compassion and ultimately their ability to make a true human connection.
- 5. SOCIAL JUSTICE:** We focus on the work of emerging and veteran activists and leaders, to document the way they are changing the world, covering stories about challenges, hard work and progress; stories that may not be recognized in history books but need to be heard and recorded for future generations.

INITIATIVES & PROGRAMS

TMI Project is currently working to expand beyond its current role as a local live storytelling center to an organization poised to share its work statewide and nationally. From a programmatic perspective, the organization is looking to retain its hyper-local focus on the ground while maximizing its live storytelling documentation such as videos and photos as well as its storytelling and workshop methodology digitally for a national audience. Current initiatives and programs will continue throughout 2018-2020.

COMMUNITY OUTREACH INITIATIVES

TMI Project's Community Arts Initiative was created in 2012 to serve economically disadvantaged and at-risk populations. In 2017 a decision was made to center the Community Outreach Initiative around four social justice focus areas: Race, Mental Health, Gender & LGBTQ issues.

Current and ongoing Community Outreach Initiative programs include #blackstoriesmatter (Race), Locker Room Talk (Gender), Vicarious Resilience (Mental health), and LGBTQ_TMI (LGBTQ).



#blackstoriesmatter

Black Stories Matter is TMI Project's way of making an impact in addressing incidents of hate, bigotry and racial injustice in our local community while also participating as an organization in the national outcry of injustice.



Locker Room Talk

The documentary chronicles a group of Kingston High School football players as they participate in a TMI Project memoir writing and storytelling workshop designed to confront a hyper-masculine culture, and redefine what it means to be men.



Vicarious Resilience

Vicarious Resilience seeks to raise awareness and amplify the voices of those who have inspiring stories to share about living with mental health issues in the Hudson Valley and throughout the United States.



LGBTQ_TMI

In alignment with TMI Project's mission to empower people and bring about change through true storytelling, we work to amplify the voices of members of the LGBTQ community to help dissolve the stigmas associated with being lesbian, bisexual, gay, transgender and queer.

BOOK TMI PROJECT / EARNED INCOME STREAM

In addition to the Community Outreach Initiative programs, TMI Project books paid, non-grant funded performances and workshops as an earned income stream. The working title of this program is 'Book TMI Project.' TMI Project will undertake a discovery process to determine a program delivery service model that generates the highest ROI for its earned income stream in 2018 with the goal of launching a formal program model in mid-2019/early 2020.

STRATEGIC PRIORITIES & GOALS 2018 - 2020



FINANCIAL

STRATEGIC PRIORITY: Develop a clear revenue generating strategy

- **Goal:** Systemize internal processes
- **Goal:** Diversify and increase funding within the government and foundation grants verticals
- **Goal:** Conduct Earned Income discovery in 2018 (Launching a retooled Earned income program in mid-2019/early 2020)
 - » **Sub-Goal 1:** Define target margin by program
 - » **Sub-Goal 2:** Develop a passive income program model
 - » **Sub-Goal 3:** Create a financial roadmap
- **Goal:** Retain existing donors (creating a donor retention plan in 2018, launching in 2019)



SOCIAL JUSTICE

STRATEGIC PRIORITY: Raise awareness around issues of inequality and injustice through true storytelling and amplify the voices of those who have inspiring stories to share, about black people surviving--and thriving--in the Hudson Valley and throughout the United States; about cultural expectations around gender, about the LGBTQ experience, and about living with mental health issues.

- **Goal:** Conduct one true storytelling workshop targeted to ten people for each of our four focus areas (4 workshops servicing 40 new participants per year) with an emphasis on Hudson Valley-based people of color, those who have stories about cultural expectations around gender, those who identify as LGBTQ, and those living with mental health issues.

STRATEGIC PRIORITY: Provide audiences the opportunity to listen, expand their awareness, and identify internalized racism, sexism, homophobia, transphobia or bias toward people considered "other."

- **Goal:** Execute four new public performances & Q&As per year, one for each of our four focus areas

STRATEGIC PRIORITY: Align internal operations with social justice focus areas & priorities

- **Goal:** Create a staffing plan / hiring guidelines for diversity and inclusion (Summer 2018)
- **Goal:** Conduct diversity & inclusion training for TMI Project staff and board of directors (Summer 2019 once new board members have joined and staff transitions are complete) to continue on an annual basis

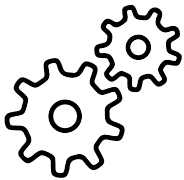
STRATEGIC PRIORITIES & GOALS 2018 - 2020



PROGRAMMING

STRATEGIC PRIORITY: Leverage and maximize existing TMI Project content (videoed storytelling performances, photos, workshop teaching methodology and training manuals, as well as workshop participant and audience testimonials) and present on a national platform with the goal of expanding our reach. Specific focus on Locker Room Talk and Vicarious Resilience documentaries as well as #blackstoriesmatter and LGBTQ_TMI / Trevor Project footage.

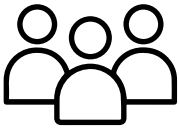
- **Goal:** Create a digital transmedia hub by 2020
- **Goal:** Monetize existing content (digitized storytelling performances, documentaries and related content, workshop teaching methodology and training manuals)
- **Goal:** Create and launch a passive and active earned income program
- **Goal:** Measure impact on participants and audience members



OPERATIONS

STRATEGIC PRIORITY: Streamline and professionalize all areas of internal operation

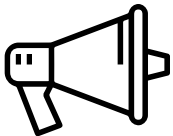
- **Goal:** Create internal plan for culture, processes and liability
- **Goal:** Develop process guides for all areas of operation



HUMAN RESOURCES

STRATEGIC PRIORITY: Executive Director Succession Planning

- **Goal:** Create a staffing transition plan for years 1 & 2
- **Goal:** Hire a new Executive Director and transition Eva to Artistic Director by 2019
- **Goal:** Grow full-time staff to five full-time employees that cover off on the main areas of operation (Executive leadership, Marketing & Communications, Fundraising & Development, Programs, Artistic Direction) by 2020
- **Goal:** Expand Board of Directors to seven members by 2019



MARKETING & COMMUNICATIONS

STRATEGIC PRIORITY: Nurture existing TMI Project community

- **Goal:** Create an assessment tool for measuring external impact
- **Goal:** Create a year-round donor engagement and retention plan

STRATEGIC PRIORITY: Improve brand recognition and market share

- **Goal:** Conduct Market research - what do people want? What is there demand for? Survey to find out.
- **Goal:** Create primary user/audience personas
- **Goal:** Refine brand assets based on target personas
- **Goal:** Optimize digital footprint (website, social platforms, etc. based on market research)
- **Goal:** Craft comprehensive marketing and communications strategy & implementation plan