

# **Board of Directors Handbook 2012-2013**

Ken Strickland  
President of the Board

Elven Hickmon  
Business Manager

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Mission Statement 2  
PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

# Mission & Purpose Statements

## Mission Statement

*PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.*

## Purpose Statement

- *To provide a safe place for the LGBTQA young people (14-20) of the Kansas City Metro Area to be themselves and develop a positive self image.*
- *To explore self-expression through the performing arts (Vocal and Instrumental Music, Dance, Theater, Writing and the Visual Arts).*
- *To share their life experiences and voices with the Kansas City Community through performance.*

## Slogan

*We Explore, Discover, Celebrate, Share*

# Organizational Narrative

It's hard to believe that we are beginning our fifth year. What an exciting time for PerformOUTKC, as we just came off an amazing experience at the GALA Choruses Festival in Denver. Our young artists joined 6,000 delegates as we shared our voices with each other. For every one of our young artists, it was a life-changing experience.

This year we are excited about a lot of firsts for us. We have a new artistic director who has programmed our very first performance season together. This year we are also launching the 4C Project, which reaches out to area teachers and school administrators. We want to assist them in creating an accepting environment in their classrooms. It's an exciting time for our organization, a time of growth and a time for young people to explore and discover, to celebrate and share.

PerformOUTKC was created for charitable and educational purposes for the young people of the Kansas City community. Too often our young people do not have an individual or organization that will allow them to just be themselves. To counteract the rise in bullying and teen suicides, PerformOUTKC was created to reach out to young people to help them navigate through the challenges of adolescence. PerformOUTKC strives to let them know they are not alone while giving them an avenue to share their feelings with others in the community.

PerformOUTKC began weekly artistic rehearsals in November 2009. These rehearsals are facilitated by volunteer mentors and chaperones. We currently have an artistic director and a volunteer accompanist to mentor and coach the young people at weekly rehearsals. Members of our board of directors and adult volunteers participate as chaperones for the young people at rehearsals, which are focused on allowing these young people to share and express themselves through the performing arts. The young artists come together to share their diverse talents ranging from dance, music, visual arts and the written word.

We have an eight-member board of directors that currently meets once a month. The board, in partnership with our volunteer business manager, works to ensure that PerformOUTKC is a strong and viable organization for the young people of Kansas City.

## Mission Statement

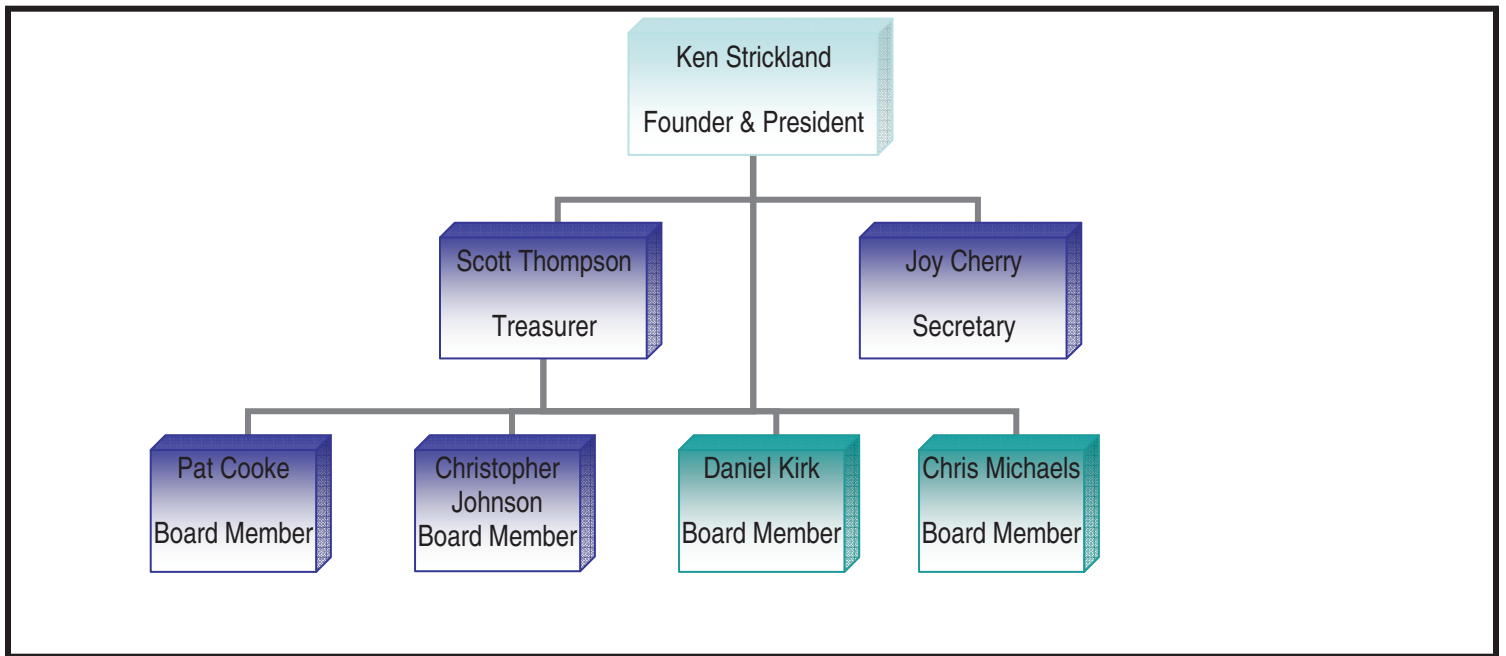
PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

As you will see from the attached booklet, we have created plans for business growth, marketing and fundraising. Our fundraising plan includes events, planned giving campaigns, organizational and corporate gifts as well as earned income. Each board member is committed and passionate about the mission of PerformOUTKC.

PerformOUTKC was created to provide a safe place for Kansas City area youth ages 14 to 20 to identify and embrace their own self-identity. We hope they will discover an environment that is welcoming and free of boundaries, a safe harbor for those who need a place to belong and be celebrated.

Kenneth M. Strickland  
Founder & Board President

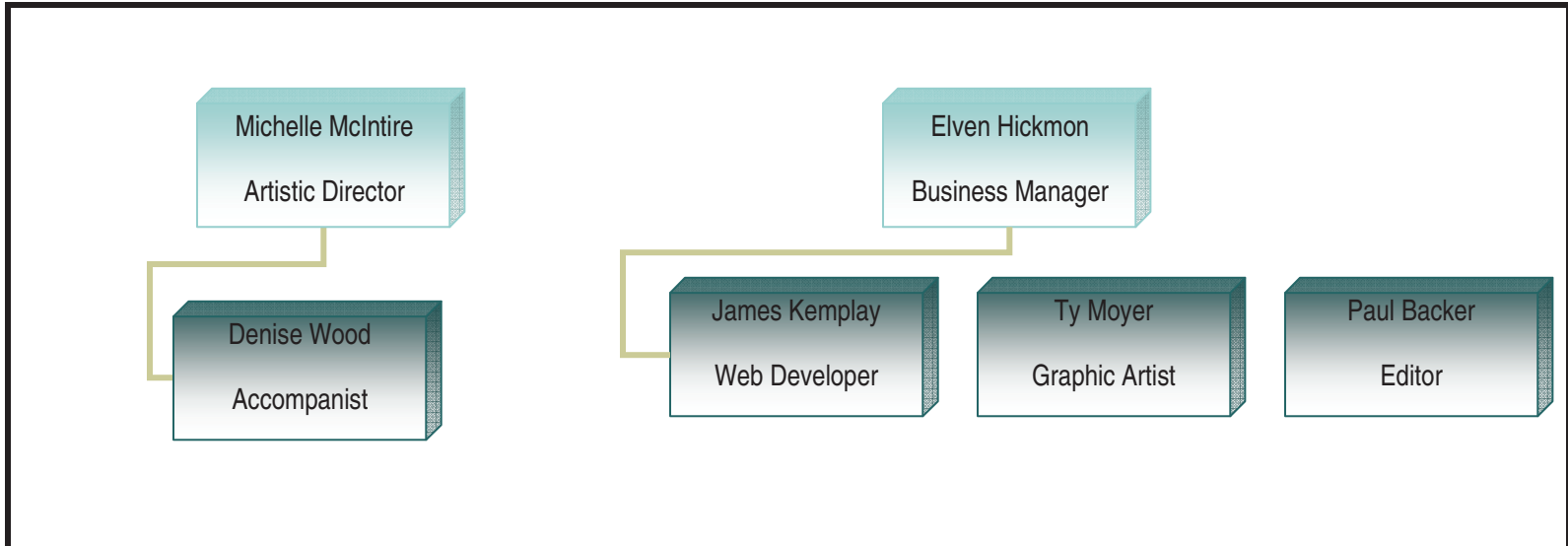
## Organization Chart - Board of Directors



### Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

# Organization Chart - Staff



## Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

# Leadership Directory

Name	Role	Email	Phone
Kenneth M. Strickland	Founder & President	<a href="mailto:president@performoutkc.org">president@performoutkc.org</a> <a href="mailto:kckmstrick@yahoo.com">kckmstrick@yahoo.com</a>	816-863-8782
Scott Thompson	Treasurer	<a href="mailto:treasurer@performoutkc.org">treasurer@performoutkc.org</a> , <a href="mailto:sethompson71@yahoo.com">sethompson71@yahoo.com</a>	816-588-9279
Joy Cherry	Secretary	<a href="mailto:joylchr@yahoo.com">joylchr@yahoo.com</a>	816-674-6588
Patrick (Pat) Cooke	Director	<a href="mailto:pcooke@acs-1.com">pcooke@acs-1.com</a> , <a href="mailto:Noble43308@gmail.com">Noble43308@gmail.com</a>	913-915-3951
Christopher Johnson	Director	<a href="mailto:membership@performoutkc.org">membership@performoutkc.org</a> <a href="mailto:unionhillguy28@kc.rr.com">unionhillguy28@kc.rr.com</a>	816-456-9195
Daniel Kirk	Director	<a href="mailto:danielokirk@gmail.com">danielokirk@gmail.com</a> , <a href="mailto:dkirk@bluevalleyk12.org">dkirk@bluevalleyk12.org</a>	816-383-1716
Chris Michaels	Director	<a href="mailto:cmic@sbcglobal.net">cmic@sbcglobal.net</a>	816-863-5737
Michelle Allen McIntire	Artistic Director	<a href="mailto:mmcintire@performoutkc.org">mmcintire@performoutkc.org</a> <a href="mailto:michelleallenmcintire@gmail.com">michelleallenmcintire@gmail.com</a>	816-809-6389
Elven L Hickmon	Business Manager	<a href="mailto:businessmgr@performoutkc.org">businessmgr@performoutkc.org</a> <a href="mailto:mrbankerkc@yahoo.com">mrbankerkc@yahoo.com</a>	816-286-3413
Denise Wood	Accompanist	<a href="mailto:dywood@gmail.com">dywood@gmail.com</a>	660-424-9100



# Board of Directors Biographies

## **Ken Strickland**

### **President**

Ken has a Bachelor of Science in music education and has been involved in some form of performing arts most of his life. Career and volunteer work has allowed Ken to develop skills in organization, facilitative management, strategic planning, marketing and development. He has served several not-for-profit organizations in event planning, volunteer coordination, membership services and board development. PerformOUTKC has been Ken's passion since 2008, and he is thrilled to be able to work with such a talented and dedicated group of people. The young artists of PerformOUTKC motivate him to keep pushing forward.

## **Scott Thompson**

### **Treasurer**

Scott joined the board of PerformOUTKC in June 2011 and then selected to serve as Treasurer in July 2012. Scott moved to Kansas City in 1997 to further his education as a Family Nurse Practitioner. Currently employed with the University of Missouri at Kansas City (UMKC) Scott serves as the Administrator and Nurse Practitioner for student health and wellness center. Scott has always had a passion for the performing arts since his youth. He was active in choir, small singing ensemble and theater groups throughout his middle and high school years. PerformOUTKC offers Scott the outlet to mentor young adults in a performing arts capacity in which he loves. "I am thrilled and thankful for the opportunity to be a team member of PerformOUTKC".

## **Joy Cherry**

### **Secretary**

Joy Cherry is a Certified Life Coach through Martha Beck Incorporated. Prior to life coaching, Joy was a highly successful financial services marketing and management professional with a Master of Arts in Business Management from Webster University with over 12 years of managerial experience. She successfully led large and small teams, taught training and financial education classes, and provided life coaching services to senior management and staff. Joy's work with her clients focuses on healing repetitive negative patterns from the past. She guides them to find out what they really want and how to deal with whatever obstacles are in their way. Consequently, they discover new ways to live what is important to them.

## Mission Statement

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# Board of Directors Biographies (Con't)

## **Christopher Johnson**

### **Board Member**

Christopher Johnson currently resides in Kansas City, though originally from Central MO. He attended the University of Central Missouri in Warrensburg. Christopher earned the Boy Scouts of America Eagle Scout honor in 1997 and through the late 90's and early 2000's gained experience working with youth as an Assistant Scout Master. Christopher currently serves as the Regional Training Manager for U.S. Bank's Southeast Region where he oversees the creation, coordination, and delivery of corporate initiatives and expansions. Additionally, he brings 13 years of financial services and management experience to the PerformOUTKC Board of Directors. Christopher serves as a Board Member for the City in Motion Dance Theatre, Inc with offices in Midtown Kansas City. He looks forward to leveraging his personal and business experience to help PerformOUTKC thrive for many years to come.

## **Daniel Kirk**

### **Board Member**

Daniel Kirk serves as the Director of Bands at Blue Valley West High School in Overland Park, KS. His teaching responsibilities include the Red and Silver Brigade Marching Band, Symphonic Band, Jazz Band, AP Music Theory, and Music Theory. He assists with Concert Band and Freshmen Band. He graduated from Missouri Western State University in the fall of 2007 with a B.S.E. in Instrumental Music Education and a piano performance emphasis.

Under his direction, his concert ensembles have received Superior Ratings from every judge at every entered festival. He has attended Conducting Symposiums coached by Craig Kirchhoff, Steve Davis, Eugene Corporon, James Jordan, Rick Blatti, and William Wakefield. Daniel has been a summer faculty member with the George Parks Drum Major Academy the past four summers – having served as a faculty member at the Music for All Summer Symposium. In 2004 and 2005, Daniel toured with the Madison Scouts Drum and Bugle Corps, serving in the percussion section and in the color guard respectively. For three fall seasons, he served as the front ensemble coordinator at Lee's Summit North High School. Daniel began judging winter guard in 2006 with judging in the individual analysis caption of equipment. Marching band consultation and winter guard program design have been key areas in his professional experiences. He also serves on the Board of Directors for the PerformOUTKC youth performance ensemble. He credits mentors Dr. David Bennett (piano), Jane Wheat (piano), Dr. Craig Miller, and Avian Bear. His professional memberships include KMEA, MTNA, MENC, MMTA, JAMA, Alpha Chi Honors Society, and Kappa Delta Pi.

## **Dr. Chris Michaels**

### **Board Member**

Living in Kansas City, Missouri in 1990 and has served as Senior Minister for over twenty years. As an educator and counselor, he has helped thousands of people understand the basic spiritual principles that govern our lives. With over two decades of study into the spiritual nature of life, Chris is a leading authority on the new spirituality movement. He is the author of *The Prosperous Life*, *Spirit is Calling – A Daily Journal* and *Your Soul's Assignment* available at Barnes & Noble nationwide or at [www.chrismichaels.net](http://www.chrismichaels.net) His most recent release, *Practice the Presence – A Daily Journal* has been used in dozens of New Thought churches in Canada and the USA.

In addition to speaking engagements at conferences, churches and special events nationwide, Chris was also a guest on Martha Stewart Living heard on SIRIUS satellite radio. His own weekly radio program, *The Prosperous Life* now in it's sixth season, can be heard on Unity on-line radio at [www.unity.fm](http://www.unity.fm) His spiritual lessons are offered via video and audio podcast on [www.itunes.com](http://www.itunes.com) and [www.cslkc.org](http://www.cslkc.org) In 2010, there were 64,000 downloads, from 74 different countries around the world.

## Mission Statement

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# Board of Directors Responsibilities

PerformOUTKC Board is responsible, as the governing body of the organization, for the fulfillment of its mission and accountable for the organization's operation. The responsibilities of the Board are as follows:

## **VISION**

- Provide a vision of what the organization could be and serve as guardian of the mission and core values

## **STRATEGIC**

- Clarify and maintain the organization's mission and purpose
- Define strategic directions
- Ensure comprehensive, effective long-range planning
- Ensure constituents' needs are served and services provided which reflect the mission and direction

## **ORGANIZATION**

- Formulate and establish policies
- Appoint, advise, support, and evaluate the Business Manager, artistic director
- Oversee board standing committees and ad-hoc task groups
- Assess the board's performance
- Plan for board succession

## **RESOURCES**

- Ensure long-range financial stability
- Ensure resources are managed effectively and provide high quality programs
- Provide leadership and participate in fund raising initiatives

## **ADVOCACY**

- Enhance the organization's public image
- Influence others to support the organization
- Actively support the organization in the community

# Individual Board Member Responsibilities

Each member of the Board is responsible for the following:

## **GOVERNANCE**

- Understand and be committed to the mission, values and goals of the organization.
- Ensure boards of directors' responsibilities are achieved.
- Ensure accountability to constituencies in an ethical and business-like manner.
- Prepare for and attend monthly board meetings and annual retreats.
- Serve as an active committee member or corporate officer.

## **LEADERSHIP**

- Inspire and lead.
- Contribute to a sense of camaraderie and team work.
- Ask good questions, expect good answers and contribute to decision making.
- Serve as a resource in particular area of expertise.

## **SPONSORSHIP**

- Support the organization with a financial contribution consistent with individual means.
- Support fund raising efforts by personally soliciting gifts, identifying and making connections with potential donors and/or providing leadership in fund raising initiatives.
- Link organization with community resources.

# Board Meeting Minutes

## PerformOUTKC Board Meeting Minutes

Public Library-Central Branch  
August 15, 2012  
7:00PM

Facilitator: Ken Strickland      Presenters: ALL

Attendees: Ken Strickland, Chris Michaels, Scott Thompson, Christopher Johnson, Elven Hickmon, Joy Cherry and Daniel Kirk

Absent: Michelle McIntire (excused), Vanessa Urias

## Agenda

Old Business	Presenter	Time Allotment
Artistic Directors Report	Ken	-
Treasurer's Report	Scott	-
Business Manager Report	Elven	-
Membership Committee Report	Christopher	-
Marketing Committee Report	None	-
Fundraising Committee Report	None	-
New Business	Presenter	Time Allotment
Board Development	Ken	-

## Minutes

### Old Business

**Artistic Directors Report-** Ken reported as Michelle was absent. Michelle sent her report previously and everyone was excited to have a year on print with a tentative performance schedule. Auditions were held on Sunday and will continue this coming Sunday, August 19. Scott will send out a chaperone list this coming week.

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PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

**Treasurer's Report-** Scott presented the yearly income statement from July 2011 through June 30<sup>th</sup>. A template showing detailed budget approvals was presented and discussed. Actuals will be plugged in as they occur and the July Income Statement will be presented next month.

**Business Manager's Report-** Elven reported on the 4C Project planned for 6pm on Sept 22<sup>nd</sup>. It will be an intimate social setting for Directors to brainstorm on how to include students and youth in a school setting.

**Membership Committee Report-** Christopher handed out his report and discussed. It includes more details on the 4C Project and 5 other membership drive plans. Overall plans are to increase membership to 25 by January 2013.

**Marketing Committee Report-** No report at this time.

**Fundraising Committee Report-** No report at this time.

**Gala Report-** Ken began the discussion on Gala and the impact on our youth and the impact they had on others. Scott, Christopher and Elven all commented on the life changing experience and stated you had to be there and experience it to believe it.

#### **New Business**

**Board Development-** Ken informed us that we are still looking for potential board members. The board has met with 2 potential candidates that will be invited to the September meeting. We have one other potential candidate with which to schedule a meeting. We plan on having some social time at the September meeting for a meet and greet of candidates.

### **Additional Information**

Special notes: Next Board Meeting will be held on Wednesday, **September 19<sup>th</sup> at 6:30pm** at Scott's home. Bring a snack to share and your own beverages. Detailed directions to come.

# Committees

PerformOUTKC's board of directors is responsible for forming committees when necessary. Committee members must be drawn from the current members of the board itself, so having a talented and diverse board is an extremely important ingredient to the success of the organization.

It's important to note that although a board can delegate certain powers to a committee, it's the board at large that's ultimately responsible for the decisions it makes based on the work of a committee.

## **Board Development**

Ensure effective board processes, structure and roles, including committee development, and board evaluation; sometimes includes role of nominating committees, such as keeping list of potential board members, orientation and training.

## **Finance**

Oversees development of the budget, ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls, reviews major grants programs and associated terms.

## **Fundraising**

Oversees development and implementation of the Fundraising plan(s), identifies and solicits funds from external sources of support.

## **Marketing**

Oversees development and implementation of the Marketing plan(s), including identifying target audience, their needs, how to meet those needs with products/services/programs and how to promote/sell the organization.

## **Membership**

Creates and implements recruitment and retention programs to increase and maintain membership. Also organizing and planning special activities for the benefit and enjoyment of PerformOUTKC's young members and occasional guests. Plan outings and various programs of interest.

## **Program/Production Development**

Developing, implementing and maintaining artistic programs that compliments the organization's mission, membership and ensures artistic integrity in all productions.  
*(Fixed committee for artistic staff and business manager)*

# Income Statement 2011-2012

PerformOUTKC Inc.

Income Statement

Date: 10/6/2012

Income	2011-2012	
Advertising Income		
Concert Income	401	
Corporate Sponsorship Income	800	
Direct Support – Individual Contributions	1593	
Fundraising Income	5656	
Underwriting Income	4410	
Miscellaneous Income	109	
<i>Total Income</i>	12,969	12,969
<b>Other Assets</b>		
Deferred income tax	-	
Other	-	
<i>Total Other Assets</i>	-	-
<b>Total Assets &amp; Income</b>		12,969
<b>Expenses</b>		
Administrative Expenses	659	
Conferences & Meeting Expenses	75	
Equipment Expenses	81	
Marketing	1246	
Programming & Production	763	
Rent & Utilities	90	
Payroll	326	
Student Care	97	
Travel Expenses	4065	
<i>Total Expenses</i>	7,402	7,402
<b>Long-Term Liabilities</b>		
Long-term debt		
Deferred income tax		
Other	-	
<i>Total long-term liabilities</i>	-	-
<b>Owner's Equity</b>		
Owner's investment	-	
Retained earnings		
Other		
<i>Total owner's equity</i>	-	-
<b>Total Liabilities &amp; Expenses</b>		7,402

Mission Statement

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# Annual Operating Budget 2011-2012

Expenses	2011-2012 Budget	2011-2012 Actual	2012-2013 Proposed
Bank Services	\$ -	\$ 0.39	\$ 420.00
Consultant Gifts	\$ 50.00	\$ -	\$ -
Equipment	\$ 200.00	\$ 80.70	\$ 550.00
GALA Festival	\$ 9,610.00	\$ 3,893.25	\$ -
Insurance	\$ -	\$ -	\$ 1,500.00
Leadership Conference	\$ 450.00	\$ 325.00	\$ 1,960.00
Marketing	\$ 1,586.00	\$ 1,007.21	\$ 1,354.00
Membership	\$ -	\$ -	\$ 669.00
Office Supplies	\$ 865.00	\$ 34.53	\$ 505.00
Organizational Dues	\$ 200.00	\$ -	\$ 430.00
Outreach	\$ -	\$ -	\$ 1,500.00
Payroll	\$ 500.00	\$ 325.50	\$ 2,636.00
Programming & Production	\$ 750.00	\$ 437.97	\$ 2,000.00
Rent & Utilities	\$ 196.00	\$ 59.00	\$ 76.00
Student Care	\$ 100.00	\$ 94.61	\$ 600.00
Other Expenses	\$ 528.00	\$ 453.00	\$ -
<b>Total Expenses</b>	<b>\$ 15,035.00</b>	<b>\$ 6,711.16</b>	<b>\$ 14,200.00</b>
Income	2011-2012 Budget	2011-2012 Actual	2012-2013 Proposed
Annual Event	\$ -	\$ -	\$ 3,000.00
Dinner for Eight	\$ -	\$ 2,600.00	\$ 3,500.00
July 4th BBQ	\$ -	\$ -	\$ 500.00
Corporate Sponsorships	\$ -	\$ -	\$ 1,000.00
Advertising	\$ 165.00	\$ -	\$ 500.00
20 for 12	\$ -	\$ 1,500.00	\$ 4,500.00
Ticket Revenue	\$ -	\$ -	\$ 2,000.00
General Donations	\$ 15,000.00	\$ 8,192.30	\$ -
Bingo	\$ -	\$ 510.00	\$ -
2010-2011 Checking Carryover	\$ 1,841.89	\$ 1,841.89	\$ -
2010-2011 Paypal Carryover	\$ 179.24	\$ 179.24	\$ -

Mission Statement

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<b>Total Income</b>	<b>\$ 17,186.13</b>	<b>\$ 14,823.43</b>	<b>\$ 15,000.00</b>
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**Mission Statement**

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# Conflict of Interest Policy

**PerformOUTKC  
Conflict of Interest Policy I  
And  
Annual Statement**

**For Directors and Officers**

**Article I – Purpose**

1. The purpose of this Board conflict of interest policy is to protect PerformOUTKC’s interests when it is contemplating entering into a transaction or arrangement that might benefit the private interests of an officer or director of PerformOUTKC or might result in a possible excess benefit transaction.
2. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.
3. This policy is also intended to identify “independent” directors.

**Article II -- Definitions**

1. **Interested person** -- Any officer and director who has a direct or indirect financial interest, as defined below, is an interested person.
2. **Financial interest** -- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
  - a. An ownership or investment interest in any entity with which PerformOUTKC has a transaction or arrangement,
  - b. A compensation arrangement with PerformOUTKC or with any entity or individual with which MNA has a transaction or arrangement, or
  - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which PerformOUTKC is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial

# Conflict of Interest Policy (Con't)

interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists, in accordance with this policy.

**3. Independent Director** -- A director shall be considered "independent" for the purposes of this policy if he or she is "independent" as defined in the instructions for the IRS 990 form or, until such definition is available, the director --

a. is not, and has not been for a period of at least three years, an employee of PerformOUTKC or any entity in which PerformOUTKC has a financial interest;

b. does not directly or indirectly have a significant business relationship with PerformOUTKC, which might affect independence in decision-making;

c. is not employed as an executive of another corporation where any of PerformOUTKC's executive officers or employees serve on that corporation's compensation committee; and

d. does not have an immediate family member who is an executive officer or employee of PerformOUTKC or who holds a position that has a significant financial relationship with PerformOUTKC.

## Article III -- Procedures

**1. Duty to Disclose** -- In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board of Directors.

**2. Recusal of Self** -- Any director may recuse himself or herself at any time from involvement in any decision or discussion in which the director believes he or she has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

**3. Determining Whether a Conflict of Interest Exists** -- After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board or Executive Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board of Directors shall decide if a conflict of interest exists.

### **4. Procedures for Addressing the Conflict of Interest**

a. An interested person may make a presentation at the Board of Directors meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

# Conflict of Interest Policy (Con't)

b. The Chairperson of the Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the Board of Directors shall determine whether PerformOUTKC can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board of Directors shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in PerformOUTKC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

## 5. Violations of the Conflicts of Interest Policy

a. If the Board of Directors has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board of Directors determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

## Article IV – Records of Proceedings

The minutes of the Board and all committees with board delegated powers shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## Article V – Compensation

# Conflict of Interest Policy (Con't)

- a. A voting member of the Board who receives compensation, directly or indirectly, from PerformOUTKC for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from PerformOUTKC for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from PerformOUTKC, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

## Article VI – Annual Statements

1. Each director, principal officer and member of a committee with Board delegated powers shall annually sign a statement which affirms such person:
  - a. Has received a copy of the conflict of interest policy,
  - b. Has read and understands the policy,
  - c. Has agreed to comply with the policy, and
  - d. Understands PerformOUTKC is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.
2. Each voting member of the Board shall annually sign a statement which declares whether such person is an independent director.
3. If at any time during the year, the information in the annual statement changes materially, the director shall disclose such changes and revise the annual disclosure form.
4. The Executive Committee shall regularly and consistently monitor and enforce compliance with this policy by reviewing annual statements and taking such other actions as are necessary for effective oversight.

## Article VII – Periodic Reviews

To ensure PerformOUTKC operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

## Conflict of Interest Policy (Con't)

a. Whether compensation arrangements and benefits are reasonable, based on competent survey information (if reasonably available), and the result of arm's length bargaining.

b. Whether partnerships, joint ventures, and arrangements with management organizations, if any, conform to PerformOUTKC 's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement or impermissible private benefit or in an excess benefit transaction.

### **Article VIII – Use of Outside Experts**

When conducting the periodic reviews as provided for in Article VII, PerformOUTKC may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

The End

Initial Conflict of Interest policy adopted September 1, 2010

# Board Development Plan

## **Target Selection:**

1. Bank Officer (Retail banking officer, mortgage or commercial lender)
2. Company Vice President
3. Community volunteer/organizer
4. Medical professional (chiropractor, nurse, physician etc)
5. Small business leader/owner
6. Educator (teacher, counselor, administrator)
7. Fitness/Health professional
8. PTA leaders
9. Legal professional (tax attorney, general business etc)
10. Church administrators

## **Board Prospect Interview Questions:**

1. How passionate are you about our cause?
2. How much time can you give to us?
3. What motivates you as a volunteer?
4. What expectations did you have from the management of the organization on whose board(s) you served?
5. What are your personal dreams or aspirations that could be enhanced by service on this board?
6. Think about these three primary board roles (ambassador, advocate and asker) in which role(s) do you think you will want to be most active and effective in?
7. Are you someone who has the resources to help make our vision a reality?
8. Would you be someone that can add a diverse perspective and networks to the Board?
9. Will you adhere to the organizations key priorities and responsibilities?
10. Can you fulfill our board's fiduciary and legal oversight responsibilities?



# Board Development Plan (con't)

## **Board Candidate Vetting Process:**

1. Find out what the candidate knows about our non-profit organization. Since we are a non-profit group, look for ideas from the candidate that provides possibilities for increased revenue for the group.
2. Review candidate references provided to get a good feel of how he/she governs.
3. Ask the candidate why he/she would like to serve. The candidate should be seeking approval from the board because he/she truly wants to serve and improve the community. If the prospective board member is only in it for the money or glory, he/she might not be the best person for the duty.
4. Inquire as to whether the prospective member participates in other boards. Some people just like to collect titles for their resumes. If a candidate sit on several boards, he/she might not have the time to properly attend to our board's needs.
5. Evaluate everyone on your board of directors annually. If a member is not willing to submit to a periodical review like everyone else, he/she is not good for your group.

## **Additional Vetting Procedures:**

1. The Board Development Committee at this point is now ready to initiate personal contacts with the individuals at the top of the prospect list. These contacts can be made using a variety of methods. Here is one sequence that seems to work well.
2. The first contact is made to by means of printed materials emailed to the prospect.

(Suggested materials are listed)

- A personalized invitation letter that informs the prospect of the board's interest in them, a brief description of the recruitment and nominations process (listed above), and asking if they would like to be considered for board directorship.

## Board Development Plan (con't)

- A copy of the position description that details the roles and responsibilities of a board director.
- A Volunteer packet, which includes mission and vision statement; copies of both the organizational bylaws and strategic plan.
- A response request that the prospect can return indicating they would like more information and/or they want to be considered for board directorship

# Community Development

## Community Outreach

PerformOUTKC seeks to empower individuals and groups of people by providing them with the skills they need to affect change in their own communities. Our programs include vocal music, theatre arts and dance, all of which we foster positive expression to help enrich the health of our community. The organization will participate in several community outreach activities that will include volunteer time at an area hospital to support and provide comfort to ill youth. Other outreach activities will include taking part in community parades and performing for diverse audiences to showcase our programs and services and reign in the importance of why a LGBTQ youth organization exist.

## Community and Artistic Collaborations

Collaborating with community and other partners is to PerformOUTKC's vision of fostering positive identity development through excellence in music performance and creative expression. PerformOUTKC has initiated and cultivated partnerships with organizations that serve the Kansas City metropolitan area. Our current partners are the Heartland Men's Chorus, Kansas City Women's Chorus, Mid-America Freedom Band and a host of other diverse arts associations.

## Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

# Fundraising Plan

Fundraising Plan 2012 – 2013

**Goal \$15,000**

New Annual Event – \$3,000

Dinner for Eight – \$3,500  
(Dinner, Desert, Performance by POKC troupe and Silent Auction)

20 for 12 – \$4,500  
(Monthly Giving Program)

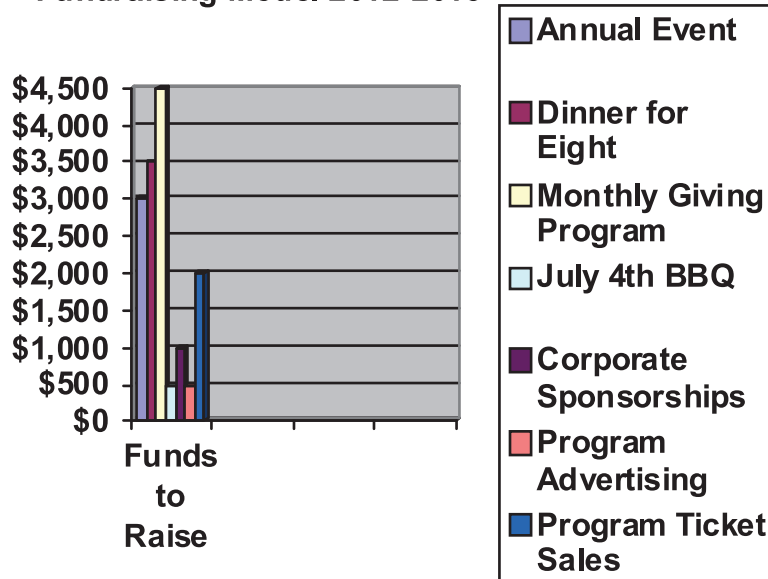
July 4<sup>th</sup> Gay Boy BBQ \$500

Corporate Sponsorships – \$1,000

Program Advertising – \$500

Program Ticket Sales – \$2000

**Fundraising Model 2012-2013**



Mission Statement

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# Marketing Plan

## **About the Organization**

PerformOUTKC is an arts organization offered to young adults ages 14-20 to celebrate and expressed themselves rather it's by vocal or instrumental music, dance, theatre arts or spoken word. PerformOUTKC serves the entire Kansas City metropolitan area. Our members will be encouraged to strive for excellence in their education and through performance.

## **Goals**

We would like to increase our visibility, attract young artists, and encourage adult supporters. The goal is to maximize our capacity with social media and internet marketing to reach both young artists and adult supporters.

## **Objectives**

Our primary focus is to expand our database through an email campaign. The more contacts we have the more connections we'll acquire. Another main focus is to retain our current list of supports to keep them updated on the organization progress and process and to create awareness of why PerformOUTKC was created and exist in the community.

## **Target Audience**

Our target audience should be young adults ages 13-21 to simply invite them to join the organization or to support the mission of the organization in their communities. Another target audience would be adults over the age of 21 to financially support the mission and vision of the organization. If we can achieve reaching out to both diverse audiences, we will be very successful in marketing PerformOUTKC. Overall, our target audience will be looking for customized services from the organization to keep their intention and motives alive.

## **Best strategies**

Once we identify and capture the diverse audiences our goal is to make sure we keep them motivated. Most supporters of an organization like to stay motivated rather it's through community development, performance or verbal communication. Another method of motivation for our supports will be to give back, enrich them with simple means of Thanks.

# Record-Keeping System

## Record-Keeping Analysis

PerformOUTKC will be strictly focused on complying with the IRS tax exempt ruling and maintaining an accurate record keeping system and function. All documents listed on the next page are kept on the organization's business computer in the office. Member ship forms, expense request and reimbursement forms are scanned and saved into the computer as well maintaining the hard copies kept on file.

PerformOUTKC has established an official organizational corporate book that contains our Articles of Incorporation, Organization bylaws, IRS Employer Identification Number, job (task) descriptions for artistic director, assistant director, accompanist and business manger along with specific duties and responsibilities for board directors. The corporate book also contains our monthly meeting agendas and approved minutes.

## Mission Statement

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## Documents & Records Index

### Administrative Documents

1. Directories
  - a. Member-Parent directory (for emergencies)
  - b. Organization internal call-tree (board, members, staff)
  - c. Youth group outreach directory
  - d. Business directory (mailing list, vendors etc)
  
2. Banking & Budgeting \*\*
  - a. Bank account ledger (register)
  - b. Bank account login instructions
  - c. Budget Submissions
  - d. Budget Proposal (approved by Treasurer)
  - e. Invoices
    - o Standard invoice
    - o Auto-bill invoice
    - o Pro-forma invoice
    - o Quick invoice

\*\*Bank online banking disclosure, statements and account ownership are kept in a 3-ring binder in the business office.
  
3. Expense Request Forms \*\*
  - a. Expense request form
  - b. Expense reimbursement form
  - c. Expense report form (travel)

\*\*Expense request and reimbursement forms, along with purchase receipts, check copies are kept in a 3-ring binder in the business office.
  
4. GALA Choruses
  - a. Membership application
  - b. Chorus Directory
  - c. Festival 2012 Documents
    - o Festival planning minutes
    - o Festival housing information (youth)

5. Miscellaneous
  - a. Organization email accounts administration
  - b. Online event calendar (linked to website)
  - c. Organization initiative spreadsheet
  - d. Travel comparison chart (conferences & retreats)
  
6. Legal Documents
  - a. Articles of Incorporation (approved by MO Secretary of State)
  - b. Articles of Incorporation certificate
  - c. Articles of Incorporation amendment (approved by board)
  - d. Organization Bylaws (approved by board)
  - e. IRS EIN documentation
  
7. Job/Task Descriptions
  - a. Artistic Director
  - b. Assistant Artistic Director
  - c. Accompanist
  - d. Board Officers
  - e. Board Directors
  - f. Business Manager
  
8. Training & Development
  - a. ABC's in Starting a Nonprofit
  - b. Board candidate vetting procedures
  - c. Board Directors best practices

#### Board Documents

- a. Board minutes (monthly)
- b. Board member resignation letters
- c. Artistic collaboration minutes
- d. Meeting Agendas
- e. Meeting location confirmation (monthly)
- f. Board candidate vetting plan
- g. Volunteer vetting plan

#### Fundraising Documents

1. Concepts of fundraising
  - a. Fundraising events
  - b. Fundraising market need analysis

#### Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.



2. Contribution Letters
  - a. Contribution letter
  - b. Contribution (Thank you) letter
  - c. Pledge card
  - d. Pledge log

## Marketing Documents

1. Ads
  - a. Ad # 1 (Vertical-Black)
  - b. Ad # 2 (Horizontal-Pink)
  - c. Ad # 3 (Horizontal-Blue)
2. Brochures
  - a. Brochure template
  - b. Brochure layout (designed by artist)
3. Business Cards
  - a. Business cards (Horizontal-Blue)
  - b. Business cards (Vertical-Black)
4. Logos
  - a. Full color logo
  - b. Black and White logo
  - c. Logo without splat
  - d. Logo with altered splat
  - e. Splat
5. Program-Playbill Content
6. Recruitment
  - a. Church directories
  - b. Letter to educators
  - c. Recruitment target directory
  - d. Developing an organization tagline
7. Press Kit
  - a. Fact Sheet
  - b. Information Sheet
  - c. Media photos (members, staff, events etc)
8. Miscellaneous
  - a. Face book statistics (Fan page)
  - b. Graphic Artist files
  - c. Mission Card template
  - d. Web developer files

## Mission Statement

PerformOUTKC provides a safe, inclusive atmosphere for youth of any and all identities, which fosters a positive identity development through excellence in music performance and creative expression.

- Face book Account Information
- Twitter Account Information
- Website Content
- Website Survey (Preview)
- Website Survey (Post view)
- Webspace administration
- You Tube Account Information

9. Newsletter Content
  - a. Newsletter template
  - b. Advertising invoices
  - c. Letter with content
  - d. Email "Opt out" accounts
  - e. Organization ads

### Membership Documents

1. Membership Forms
  - a. Emergency Medical information
  - b. Emergency Consent form
  - c. Member Application
  - d. Volunteer Application (Adults)
  - e. Participation Agreement
  - f. Rules of Conduct Contract
  - g. Guidelines for Volunteers interacting with youth

# Volunteer Plan

## A. Needs

1. Assistance needed at rehearsals to secure our members per our Bylaws. PerformOUTKC requires two adults to be present at all times with youth.
2. Be a support model and active listener to youth
3. Serve as an ambassador on behalf of the organization in the community
4. Volunteers will collaborate with artistic staff and business manager who are present, and take their cues whenever possible.

## B. Goals

1. To relieve board members from attending weekly rehearsals
2. To provide clerical assistance to administrative personnel.
3. To secure better community support for the organization
4. To ensure youth safety by being present in the area and responsive in case of emergency or crisis.

## C. Services to be Provided by Volunteers

1. Provide administrative help to members
2. Provide clerical assistance when needed
3. Provide staffing assistance of community events
4. Encourage and reinforce positive behavior, attitudes and ambitions.
5. Share a lifetime of experience
6. Be what a young person needs most: someone to listen
7. Be an enthusiastic greet with a ready smile

## D. Recruitment and Selection of Volunteers

Before volunteers are recruited, staff and board members will follow a concrete screening and evaluation process. A volunteer packet (application, organization mission and purpose statement) needs to be completed before staff and board will begin the screening assessment.

There will be three categories of volunteer assistant that the organization will consider. (1) One-time volunteers to help with community events; (2) short-term volunteers to assist in administrative and clerical duties; (3) Long-term volunteers to assist at rehearsals, performances, community events, trips and a host of other duties.

## E. Placement of Volunteers

The artistic staff and board of directors will have the responsibility of selecting the volunteers to be used and to determine where they will be placed. The Artistic staff and Business Manager will do this by reviewing the volunteer packet and matching the needs of the organization with the interests of the volunteer.

## F. Orientation of Volunteers

The orientation training program for volunteers will be a joint effort with Business Manager, a board member and either artistic director or assistant artistic director. Three basic topics will be covered in the training. They are (1) Responsibilities of

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# Volunteer Guidelines

the volunteer; (2) Guidelines for interacting with youth; (3) Guidelines in student relationships for volunteer

**For the purposes of this document, “youth” refers only to members of the PerformOUTKC**

- o ALWAYS speak to youth in a manner that is respectful. Avoid conversation or actions that could be construed as being threatening, demeaning or humiliating;
- o DO NOT supply alcohol or illegal drugs/substances to members of the PerformOUTKC, regardless of their age
- o DO NOT engage in sexually explicit conversations with or in the vicinity of youth;
- o DO NOT share sexually explicit, inappropriate or offensive materials;
- o DO NOT engage in inappropriate touching, including lengthy embraces, kisses on the mouth, touching the buttocks, chest, legs or genital areas. Hand shakes and “high fives” are the best options! A quick, polite hug is acceptable, but it’s a good idea to ask first (e.g. “May I give you a hug?”);
- o DO NOT make assumptions about a youth’s gender or sexual orientation. You may wish to inquire politely how an individual would like to be addressed for the purposes of conversation (e.g. “What pronoun should I call you?” or “Should I refer to you as ‘he’ or ‘she’?”);
- o DO NOT go anywhere private (e.g. bathroom, bedroom, on a trip) with a youth unless another adult is present;

If you wish to share your own - or request a youth’s - contact information (e.g. email, phone, mail), you must first SEEK PERMISSION to do so from the director of PerformOUTKC or an adult chaperone traveling with PerformOUTKC.

## TRANSPORTATION

If you choose to transport youth(s) in your private vehicle, you assume responsibility for any accident that may occur. The organization to which you belong will not assume any responsibility or liability.

## NUDITY

Avoid being nude or partially nude in the presence of a youth, and avoid being in the presence of a youth who is nude or partially nude. In the situation where a dressing room must be shared, please be discreet when changing. For instance, change quickly in a corner of the room rather than walking around for ten minutes in your underwear. Stay in your designated area of the dressing room. Do not stare at someone who is changing.

## SEXUAL BEHAVIOIR

If a youth initiates contact with you that is sexual in nature, (verbal or physical) put an immediate stop to it and make sure that you have someone else with you every time that you have to interact with this youth. You are the adult and consensual, sexually suggestive contact is not allowed under any circumstances. Any complaints received will be investigated immediately.

## CONFIDENTIALITY

Do not share any information you may have about a youth (e.g. “he’s gay” or “she’s MTF”), even if the information may seem harmless to you. Remember that San Francisco is probably the most liberal city in the world, and what you may consider to be harmless may be considered harmful to others.

## Mission Statement

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# Volunteer Guidelines (con't)

## DISCLOSURE

If you observe anyone in violation of the guidelines listed here, or if you observe any other behaviors that may be considered questionable, please report the incident immediately to the leadership of your organization (e.g. board member, artistic director, executive director). This will help to protect everyone involved.

## ADULT OR MINOR?

Although some singers in the \_\_\_\_\_ may be legal adults, they are still bound by these rules. Basically, treat these youth as if they were a relative (e.g. niece, nephew). Ask yourself: "Is this something I would say to my sister's kids?" Being aware of your actions will help to keep you from doing or saying something inappropriate. Think ahead. Think before you speak. Think before you act.

# Task Descriptions

- Artistic Director
- Accompanist
- Business Manager

Position Title:	Artistic Director	Date: Feb 1, 2012
Reports Directly To:	Board of Directors	Task Description page 1

### **Accountabilities**

1. Implements the mission and vision of PerformOUTKC, works closely with the Board of Directors and Business Manager to support and promote the mission and vision.
  - Creates a welcoming, safe and inclusive environment for all youth.
  - Envisions an artistic expression via the performing arts and presentation of PerformOUTKC that is enhanced each season.
  - Provide motivation for youth to join and maintain their membership in PerformOUTKC. Actively involved in the growth of the organization.
  - Commitment to supporting growth and empowerment of youth and their allies.
  - Seeks opportunities for the young people to share their stories with others in a creative, inspiring and affective manner.
  - Develop, motivate, lead and inspire a team of Mentors which fulfills the mission and vision of PerformOUTKC.
  - Encourage the creation of a youth leadership council within the group. Provide support and guidance to the youth leadership council.
  
2. Plan, design, organize and present a minimum of 2 major performances annually and minimum of 6 community performances annually.
  - Conduct/direct the group in both musical and theatrical perspectives.
  - Develop members' performance skills through weekly rehearsals and provide opportunities to express themselves.
  - Select music and scripts or guide members in creating materials that support the mission and vision of the group.
  - Reach out to diverse audiences
  - Create and manage collaboration with other community arts organizations
  - Manage individual/small group rehearsal/coaching sessions with focus on theatrical performance, dance performance, instrumental performance (no-piano) or other uncategorized Performance/visual arts.
  - Schedule monthly or bimonthly artistic/production meetings.

Position Title:	Artistic Director	Date: Feb 1, 2012
Reports Directly To:	Board of Directors	Task Description page 2

3. Collaborate with the Board of Directors and Business Manager.

- Formulate, implement and monitor annual and long range plans, goals, and objectives for the Group.
- Develop proposed concert budgets.
- Implement direction and policies for the group.
- Attend monthly board of directors meetings and retreats. Prepare and submit an Artistic Directors report to the Board on progress, process and initiatives etc.
- Coordinate with Board of Directors on performance production and provide input on performance evaluation.
- Develop content of performance program in coordination with Board of Directors and present an annual plan which fulfills all segments of the mission statement.
- Prepare budget requirements for all artistic needs of the group. Work with the Business Manager to provide an annual artistic budget proposal to the board of directors.
- Provide input to the Business Manager on marketing concepts and media strategies for performances.
- Engage in open and effective communication through email or telephone correspondence to accomplish the above and related task.
- Attend and actively participate in fundraising and social networking events.

4. Other duties as assigned by the Board of Directors.

**Required Qualifications**

Commitment to supporting growth and empowerment  
 Experience in conducting choirs and directing musical theater/theater productions.  
 Experience in planning and implementing performances, including creative programming skills  
 Ability to motivate individuals  
 Ability to mentor, develop and supervise individuals  
 Excellent problem solving skills, written and oral communication skills, collaborative skills, and organizational skills.  
 Ability to meet schedules, time lines and budgets

Mission Statement

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Position Title:	Accompanist	Date: January 1 2010
Reports Directly To:	Artistic Director	

**Position Purpose**

- Provide choral accompaniment on the piano/keyboard for all rehearsals for the Group.
- Accompany the group for their performances, community concerts and recordings. This includes any special concerts or events for which the group needs an accompanist.

**Essential Duties and Responsibilities**

- Accompany all rehearsals for the Group. It is the accompanist’s responsibility to arrange for a suitable substitute when needed.
- Accompany all performances, concerts and events for the Group.
- Accompany sectional rehearsals for the Group when asked by the Artistic or Assistant Director.
- Accompany all of the CD rehearsals and recordings
- Accompany the Group for any special events that may be asked to perform which may need an accompanist.
- Provide individual or small group coaching in vocal composition, solo vocal performance, or piano performance as guided by the Artistic Director.
- Listen for accuracy of notes sung by the Group and communicate with the director about correcting notes as needed.

**Required Qualifications**

- A high level of piano expertise with a strong emphasis on rhythmic stability.
- The ability to read open score and follow a conductor
- Ability to sight read when needed

Position Title:	Business Manager	Date: September 2010
Reports Directly To:	Board of Directors	

### **Accountabilities**

- Implement the mission and vision of PerformOUTKC and work closely with the Board of Directors to support and promote it.
- Work as a team with the Artistic Director, Assistant Artistic Director and Accompanist to fulfill all of the organizations goals.
- In collaboration with the President of the Board of Directors formulate, implement and monitor annual and long range plans, goals, and objectives for the Group.
- Work with the Board of Directors to ensure expenditures are within the approved budget.
- In collaboration with appropriate Board members create and implement marketing plans, Fundraising Strategies and budget objectives.
- Maintain and manager all records for the organization.
- Attend Board meetings - Prepare and submit a Managers Report to the Board.
- Provide for administrative support to the Board of Directors and the organization.
- Maintain and keep current all Board forms and By-Laws of the Board.
- Communicate frequently with performers new information, updates, plans and etc.
- Insure that volunteer and performer documents are competed and kept on file.
- Create and manage collaboration with other community arts organizations
- Maintain and manage web base content for advertising, announcements etc.
- Other duties delegated by the Board of Directors.

### **Required Qualifications**

- Commitment to supporting the growth of PerformOUTKC.
- Ability to motivate, mentor and develop individuals.
- Ability to meet schedules, time lines and budgets
- Ability to work as a team and independently

### Mission Statement

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## Abbreviations & Acronyms

POKC	PerformOUTKC
HMC	Heartland Men’s Chorus
GALA	Gay and Lesbian Association of Choruses
KCWC	Kansas City Women Chorus
UNITY	Unity Temple on the Plaza
CSL	Center for Spiritual Living
BOD	Board of Directors
AD	Artistic Director
BM	Business Manager
ED	Executive Director