

1. Statement of Need

The International Center of Photography (ICP) seeks a grant of \$150,000 to implement a multifaceted, iterative, institutional planning process that builds upon prior strategic planning to respond to the pressing need for a permanent facility. ICP has outgrown its current leased space. *ICP-IPP (Institutional Planning Process)* will join thorough program planning, market research, needs analysis and preliminary space planning with the development of a five-year business plan, to ensure that ICP's permanent facility is "right-sized" for its core businesses, meets its constituents' needs, and fulfills the organization's vision of being the leading institution in the world that defines the present and anticipates the future impact of photography and photo-based media.

ICP has been the recipient of a number of IMLS grants since 1979, including participation in the Museum Assessment Program (MAP); a 2003 National Leadership grant for *Photomuse*, a generative and ongoing partnership with George Eastman House to make extensive photographic resources available to the public via the Internet; and a 2006 Coming Up Taller Award, which recognized the excellence of ICP's community outreach programs. *ICP-IPP* is an appropriate and important project for IMLS to support at this time, given that solidifying its institutional future is ICP's top priority and given that the importance of photography in our culture has never been greater, nor has the public's interest in understanding it.

Photography occupies a vital and central place in contemporary culture; it reflects and influences social change, provides an historical record, is essential to visual communication and education, opens new opportunities for personal and aesthetic expression, has transformed popular culture, has revolutionized scientific research, and continually evolves to incorporate new technologies.

ICP is both museum and school, interpreting the power and evolution of the medium. ICP creates programs of the highest quality to advance knowledge of all aspects of photography and photo-based media. These include exhibitions, collections, and education for the general public, members, students, and professionals in the field of photography. ICP seeks to encourage and assist photographers of all nationalities who are concerned with their world and times. It provides a forum for the exchange of ideas in creative photography and for the use of photography as a medium for revealing the human condition, and is a center where photographs are collected, protected, researched, and exhibited; it is a place where students of all ages and levels of accomplishment learn to make images and are challenged by the technical, as well as the aesthetic lessons, of the medium.

Since its founding in 1974, ICP has mounted over 500 exhibitions, bringing the work of more than 3,000 photographers and other artists to the public in one-person and group exhibitions and provided thousands of classes and workshops that have enriched tens of thousands of students. ICP has regularly engaged in formal strategic planning to advance the institution. A previous strategic plan resulted in the organization's move from an historic townhouse on upper Fifth Avenue to midtown Manhattan in 2000-01.

In this new location, the museum space, including curatorial offices and collections storage, is leased at well below market rate (less than 5% of the \$2 million annual value) thanks to the generosity of the Durst Organization. The school and additional administrative functions are located in the Grace Building, diagonally across the avenue, where ICP has a market-rate lease with Brookfield Properties. With approximately 61,000 square feet in all, these spaces comprise a midtown campus for ICP 40% larger than its previous facility. The move has been an unqualified success, raising the organization's profile and supporting programmatic growth such that ICP is once again outgrowing available space. The facilities are fast becoming inadequate to meet needs in every key area, including exhibitions, collections, public programming, guest services, and the school. Limited gallery space means ICP cannot create a core exhibition to present collections highlights and provide an historical overview of photography; access to permanent collections for research is more restricted than ideal; outstanding student work cannot be exhibited for the public; space for lectures and other public programs is ad-hoc, with programs often held off-site; successful community programs cannot be expanded; there is no room in which to entertain donors other than the galleries, which limits ICP's ability to cultivate supporters when it

conflicts with museum stewardship and public access. ICP's ability to build its collection is limited because leased facilities create a sense of impermanence, leading potential donors to direct their gifts elsewhere.

In addition to being too small, current facilities do not contribute to the organization's core vision. ICP's leaders have long recognized that the integration of a museum and school is one of its hallmarks. It is the heart of the organization's unique identity and directly related to the democracy of photography: everyone has a camera and, more than other art forms, most everyone feels that photography is open to them as a means of personal expression. Opportunities for intersection within ICP, then, are multiple. The current arrangement, with the school situated across the street from the galleries and having little street level visibility, dissipates rather than concentrates the give and take between the two facets of the organization. The Center literally lacks a center. A unified facility that would bring together and make visible all aspects of ICP's program—galleries, classrooms, auditorium, technology labs, and the joining of the collection, archives, and library to form a research hub where professionals, students and hobbyists might work side by side—would enhance the synergy among these components and help ICP truly fulfill its role as an international *center* of photography.

Added to these important concerns is a practical reality: leases on all of these spaces expire at the end of 2013. While they can be extended, and while ICP's relationship with the Durst Organization is excellent, it is anticipated that any extension would be at or near market rent, creating a significant drain on ICP's resources. It was with this impending deadline in mind that, in November 2006, the Board of Trustees adopted a new five-year Strategic Plan for 2007-11 following a year-long period of external and internal study facilitated by Lord Cultural Resources. Focus groups, visitor surveys, confidential interviews with curators and colleagues at leading institutions with major photography collections, and "town hall"-style meetings were designed to elicit input beyond ICP's own staff and Board. **The Plan's essence is permanence.** It calls for increased financial stability, continued programmatic distinction, and preparation for acquiring a permanent home within the next decade. It commits the Board and staff to working together to widen ICP's influence and reach, emphasizing the words "international" and "center" in the organization's name. (See Strategic Plan Summary, attached.)

ICP's goal is to identify a new site by the end of 2011 at the latest, and be well along in design development and fundraising by the time current leases expire in 2013. Given that it will take three to five years to design, build and fund a new facility, it is likely that interim arrangements will need to be made, but ICP will be better able to negotiate and budget effectively with a long-term plan and certainty about the length of lease extensions.

Preliminary thinking about future needs has generated a wish list that includes such items as: greatly expanded exhibition space, including a place for "permanent" or core exhibitions; an auditorium for public programs; an education gallery; a research center that brings together library, archival and collections resources and integrates cutting edge technology; appropriate collections storage space; and a place to entertain donors and supporters (and perhaps also generate earned income) that is distinct from exhibition spaces.

Having articulated a broad vision of the future in its Strategic Plan, in-depth planning is needed to delineate the organization's program growth goals and long-term space needs, especially to "right-size" the organization based on its programmatic aspirations and market demand for them. "Right-sizing" is a chief goal of *ICP-IPP*. A viable and satisfying space program will be arrived at through an iterative process that will repeatedly test and balance programmatic plans with business plans, audience research, and a preliminary space program. The result will be a clear set of coordinates delineating ICP's future home and information that will allow ICP to prioritize growth opportunities. Both internal and external conditions indicate that the time is right for undertaking these next steps. ICP has made significant progress toward achieving the other goals outlined in its strategic plan: a \$20 million endowment campaign has been launched and has already secured \$8.26 million (+ promised bequests of \$1.25 million); an active and dedicated Acquisitions Committee is mobilized to further strengthen ICP's permanent collection; and the Board is keenly focused on preparing the way for ICP's future. (See Strategic Plan Summary, attached, for a fuller discussion.)

Given the economic situation nationally and even internationally, ICP does not expect the next two years will be a time of expansion nor that the climate will be right to launch an ambitious capital campaign. However, the organization's imperatives remain: in order to fulfill its mission and serve its constituents, ICP must establish a permanent home. Moreover, as it prepares to undertake the most important transition in its history and set the course for the next phase of its institutional life, it behooves ICP to be certain that its decisions are well-supported by research, that its leaders are aligned around a clear vision of the future, and that it will be able to assure donors that contributions to a major campaign will be investments in a promising future. It is therefore prudent to utilize the next two years laying the groundwork for future action. *ICP-IPP* will do just that.

ICP-IPP will prepare ICP to better serve its current constituency, as well as to continue to expand its reach locally, nationally and internationally. Currently, ICP directly serves nearly 200,000 people each year, including at least 150,000 annual visitors to the Museum, 5,000 full- and part-time photography students, 13,000 students and teachers from kindergarten through graduate school, and 6,500 Library visitors. A visitor survey conducted between September 25, 2007 and January 6, 2008 revealed that 48% of visitors were from New York City and surrounding areas, 31% were from other parts of the U.S. and Canada, and 21% were from other countries. Notably, 23% of on-site visitors were under age 25 and fully 79% were under age 54, an unusually young demographic. ICP services an additional 5,000 individuals remotely by e-mail, mail, and telephone query, while also accommodating researchers who visit ICP's collections. The ICP School draws 14% of its full-time student body from Europe, 64% from the U.S., 13% from Asia, and 9% from other regions, mainly from Latin American countries. ICP has seen its greatest growth in its online constituency via www.ICP.org: in 2002, the website attracted 5.5 million hits; in 2007, almost 60 million. One of the major outcomes of *ICP-IPP* will be a fuller understanding of ICP's current and potential audience.

While thorough, thoughtful planning is vital to wise institutional stewardship and growth, it can be difficult to identify private support for such efforts in the best of times. Given the uncertain fundraising environment ahead, ICP and its Board remain committed to securing funds for its annual operating budget and the endowment campaign (the endowment now supports less than 2% of expenses, putting an additional strain on fundraising for basic operations). However, the endowment campaign allows for 10% of gifts to be allocated for other strategic initiatives. Some of these funds can be directed to *ICP-IPP*, which, along with \$150,000 in pro bono space planning services, make it possible for ICP to commit to an over 4:1 match of IMLS funds. IMLS funds will be a critical catalyst for moving *ICP-IPP* forward. This is an appropriate use of federal funds as it lays the groundwork for the growth of a nationally significant cultural organization, greatly enhancing ICP's capacity to serve a distinct need among the nation's museums and museum-going public. An IMLS grant will also serve as an imprimatur for the project, helping ICP leverage significant private support for the next phase of its growth.

2. Project Design

ICP-IPP will be comprised of six major activities: internal program planning; audience research; needs analysis; preliminary space planning; business planning; and gathering detailed input from peers by inviting others to reflect with ICP on its future and by surveying successful cultural facilities. Coordinated by ICP's Deputy Director for Administration, Steve Rooney, this iterative process will return to each of the six activities in order to test initial conclusions of each against the findings of the others, recalibrating segments until they work in harmony to create a plan that meets ICP's long-term strategic goals, makes best use of its intellectual resources, serves its audience, and is fiscally responsible and sustainable.

A. Internal Program Planning. Rooney will facilitate meetings of senior staff aimed at describing plans for programming, starting in January 2009 (prior to the 17-month grant period). Using the Strategic Plan as a starting point, and looking carefully at collections, exhibitions, publications, library, public programming, administration, development, guest services, the bookstore and café, as well as the school, this exercise will delineate how ICP can build upon its strengths, exploit its unique intellectual capital, and better serve its

constituents in expanded facilities. The result will be a clear set of goals and projections for each programmatic/functional area, laying the foundation for a Master Plan for a Permanent Home. Senior staff will be engaged throughout the grant period to review and revise plans in response to business and space projections.

B. Audience Research. Audience Research & Analysis (ARA) will conduct a ten month period of audience research, beginning in Fall 2009. To understand current visitors, ARA will conduct an onsite survey at ICP during three separate exhibition cycles, as different exhibitions attract distinctly different audiences. To gauge awareness and interest among other museumgoers, ARA will interview visitors at three other NYC museums that often exhibit photography. To assess the total market demand for photography exhibitions and general interest in the field, professionally and as a hobby, ARA will administer an online survey of adults in the NYC metropolitan area. Together, these elements will provide the data necessary for an assessment of the total market demand for photography exhibitions. Program plans and the business plan to be developed as part of *ICP-IPP* will be tested against the results of this research, to determine whether there is sufficient interest in the proposed new programming and to provide direction to future marketing and outreach efforts that will maximize ICP's reach. (See Letter of Commitment 1, attached.)

C. Needs Analysis. Working from staff's internal planning, Lord Cultural Resources (LCS) will identify existing and potential markets for ICP through evaluation of comparable institutions and input from professionals in the field; develop detailed projections for collection storage, presentation and growth, and assess technical requirements for all aspects of the facility in consultation with relevant staff; examine the impact of collaborations on future space and operations, and look at how staff plans for exhibitions and programs will be delivered as it relates to staffing, space planning and the business model. This will form the basis of an operating strategy for the new facility that will provide assumptions of future needs and projections for the business plan. (see F. below and Letter of Commitment 2, attached.)

D. Space Program Planning. Based on the internal program planning and needs analysis, consultants from Skidmore, Owings & Merrill LLP (SOM) will develop a Space Program Plan with the primary goal of "right-sizing" ICP's future home. Without reference to a specific locale or structure, the Plan will delineate the size and type of facilities needed to realize ICP's programmatic vision and business plan. SOM will meet with the leaders of ICP's departments to identify space requirements, including the optimal quantity of space, functionality and office technology in relation to programmatic aspirations and operational needs. It will offer solutions to issues that ICP has struggled with in its current space, such as keeping food service and exhibition areas distinct. SOM's Plan will delineate the needs of each department/function and will propose appropriate adjacencies in both conceptual and detailed ways, providing the foundation for future design development along with the approximate scale of total volume desired to realize ICP's programmatic and business ambitions. The Space Program Plan is essential for preliminary capital cost estimates for a permanent home and will support both site selection and a fundraising feasibility study. (See Letter of Commitment 3, attached.)

E. Reflecting with the Field. ICP will seek knowledge from the field through a two-day peer "think tank" at ICP and a series of site visits. This colloquium will be hosted at ICP and will involve ten individuals—leaders at organizations that are key ICP partners (e.g. George Eastman House, Bard College) and other museum professionals, as well as independent curators active in the field. The purpose of this colloquium will be to gain a picture from the field of ICP's strengths, its future potential, and how it could better serve the field and its constituents. This facilitated session will take place toward the end of the first phase of Space Program Planning, so that participants can respond to the plans outlined there. In addition, a four-member ICP team, including both staff and Board leaders, will visit four other institutions in the U.S. and abroad. Each team member will be asked to contribute a brief written report of learnings from each trip, and these will be compiled and shared with staff, consultants and other Trustees. These, plus findings from the colloquium will be compiled into a report, which will inform programmatic, space, and business planning.

F. Business Planning. LCS, working closely with Steve Rooney, will develop a business plan that will project anticipated costs and sources of revenue for the first five years in the new facility for each of the existing or new businesses, as envisioned through the internal program planning and needs analysis, and working from the Space Plan. Visitor and student projections will be developed to inform these financial projections, as well as facility planning in regard to guest services and circulation. The business plan will encompass all areas of the Center's operations, including departments and functions such as administration, development, and IT that support ICP's exhibitions, collections, programming and educational activities. The business planning segment of the project will be the ultimate test of the viability of all previous planning and studies, which will be adjusted accordingly.

These six activities will form the Master Plan for a Permanent Home, which LCS will prepare with input from the Task Force. The Master Plan will be presented at a full Board of Trustees meeting dedicated to this subject in January 2011, following the completion of the grant period.

Project Management. *ICP-IPP* will be led by Steve Rooney, Deputy Director for Administration, who reports directly to the Executive Director. In addition, a Board Task Force will be convened and will meet quarterly to provide oversight, ensuring that the project continues on schedule and on budget, and that it addresses the organization's long-term goals. The Task Force will report regularly to the full Board, and will ensure communication and coordination with other Board committees, such as the Real Estate Committee.

Goals/Objectives/Outcomes. *ICP-IPP* builds directly on the Strategic Plan. Specifically, it addresses the first three of the objectives that fall under the Strategic Goal: "Begin planning for a permanent home for ICP, addressing current needs and envisioning future requirements, accounting for the realities of a challenging real estate market and fundraising environment; and make decisions about scale, location, and timing in early 2009." See Supporting Document 1, *Action Plan Excerpt*, from the detailed action plans developed to advance goals articulated in the Strategic Plan, and updated as of fall 2008 to reflect adjusted timetables for these activities.

The three objectives that this project specifically seeks to achieve, taken verbatim from the Action Plan Excerpt mentioned above, are below, with their associated outcomes and performance measures:

Objective 1: Establish a Board/Staff Task Force to Oversee Planning for a Permanent Home

Outcome: Work on all of this goal's objectives will be well-coordinated and proceed as effectively and as quickly as resources allow.

Performance

Measures: The planning for a permanent home creates alignment within the organization for the schedule, process and outcome; and leads to results that are widely recognized to support ICP's vision and mission and a stronger, more permanent institution.

Objective 2: Create a "Program Goals and Projections" document that identifies the programs and services of a new ICP Museum, School and Collection.

Outcome: An outline of the education, exhibition and collections services, and other features that would be desirable in a new Center facility, which can become the foundation for developing business plans, a space program, construction budgets, plans for exhibition and other program development and design, and resource material for a campaign case statement.

Performance

Measures: A document that provides a solid tool for program development and space design teams, and exciting material for the fundraising case statement.

Objective 3: Create a “Business and Facilities Plan” that prioritizes and consolidates the program and operation plans into a business model that can be reasonably expected to be maintained and grow over time, and provides a preliminary space program and construction budgets for a new facility. (Note that construction budgets will not be developed as part of *ICP-IPP*, but will be part of a subsequent phase.)

Outcome: Business development will better correlate to the market, and marketing resources will be more easily attracted and more efficiently allocated. A detailed business plan supported by a multi-year budget and operational model that will be the foundation of case statements for fundraising and will provide a management tool for ICP’s future operations. Alignment around the concepts and desired components of a new facility. A document that provides most of the details needed for design blocking, drafting a preliminary construction budget and a foundation for more detailed space planning and design development after the project is greenlighted.

Performance

Measures: Staff leaders are more knowledgeable about current and potential customers, so are able to improve the programs and target marketing resources with greater effectiveness. The plan and model are compelling to funders and prove to be very useful and reasonably accurate in its implementation. A document that describes a facility reflecting ICP’s programming and customer goals and provides solid foundation for budgeting and preliminary design development, and a draft budget that enables decision-making.

Evaluation. The overarching objective of *ICP-IPP* is to fully engage ICP stakeholders—staff, Board, peers, patrons—in planning for the future, so as to create a unified vision of sufficient strength to withstand the inevitable stress of a major capital expansion, and of sufficient wisdom that the building can be completed on schedule and on budget with a minimum of value engineering, horse trading, and compromise. The planning process itself is designed to be self-correcting, with several iterations of each segment to allow for input from and reflection upon the other segments, and is based on the conviction that a “whole system” approach, that deeply engages many stakeholders, will give rise to a Master Plan that can be successfully implemented.

The Master Plan will prepare Board and staff leaders to make important decisions about the organization’s future: when and how to move forward with programmatic and business opportunities, including plans for a permanent home. It also lays the groundwork for critical next steps, such as a detailed facilities plan, concept drawings, site identification and evaluation, project timing, and a fundraising feasibility study.

At the conclusion of the grant period, Senior Staff and the Board Task Force will then conduct a thorough assessment of the process based upon the performance measures outlined above, highlighting learnings for future planning processes. This assessment will form the basis of the Project Director’s report to IMLS.

3. Project Resources: Time, Personnel, Budget

Internal program planning will begin in early 2009, prior to the start of the IMLS grant period, and will continue at different levels of engagement throughout the grant period. The requested IMLS funds cover a 17-month period (8/1/09-12/31/10) of distinct activities for *ICP-IPP*, ample time to complete this work and position ICP for the future.

All senior staff members, including Willis “Buzz” Hartshorn, ICP’s Ehrenkranz Director, will devote significant time to this project, as will Board leaders. Leadership and project management will be provided by Deputy Director for Administration, Steve Rooney. Rooney is well-qualified to lead the planning activities outlined here, and doing so will position him to help lead ICP’s transition to a new, permanent home.

Rooney joined ICP shortly after its founding in 1974. As ICP’s chief financial officer since 1982, he helped to lead the institution through its early stages and later managed the five-year space expansion and relocation project that was completed in August 2001. From August 2009 through December 2010, Rooney will dedicate

50% FTE to *ICP-IPP*. To enable Rooney to devote considerable time to these planning activities, ICP will add a full-time Finance Director, who, under Rooney's supervision, will assume responsibility for managing day to day finance and administrative functions. The creation of this important new position will enhance ICP's capacity to effectively manage a major capital project and then operate a larger and more robust organization. It also sets the stage for succession planning, which ICP recognizes as an issue on the horizon, as staff leaders who have been with ICP since its earliest days prepare to retire over the next ten to fifteen years.

Rooney's deep, hands-on leadership of *ICP- IPP* will allow for the integration of information from a variety of sources, including consultants with diverse expertise, and provide a seamless transition to ICP's next developmental phase: acquiring and building a permanent home to realize the organization's vision for its future. Rooney's objective will be ongoing integration and communication with staff leaders, the Task Force and the entire Board, to ensure necessary adjustments can be made throughout the planning process.

Three consulting firms will be engaged to assist with *ICP-IPP*. Each is a reputable firm with relevant expertise, and two have a prior relationship with ICP, giving them a head start in understanding the organization, its mission and goals. As described above, Lord Cultural Resources was engaged to facilitate ICP's 2007 Strategic Planning Process; the work outlined here builds upon that collaboration as well as the firm's industry-wide expertise in the very issues ICP is grappling with: the intersection of program vision, space needs, and business planning. Lord's extensive knowledge of the field and the cultural market in NYC will add dimension to ICP's internal planning and provide a valuable "reality check" on the organization's vision for the future.

Audience Research & Analysis will conduct a comprehensive study of ICP's current and prospective audience. While ICP has not worked with this firm previously, it has an excellent reputation and extensive experience in working with other New York City museums. Skidmore, Owings & Merrill LLP (SOM), the acclaimed Chicago-based architectural and engineering firm, will provide preliminary space planning services valued at \$150,000 on a *pro bono* basis, thanks to T.J. Gottesdiener, a managing partner at SOM and a member of ICP's Board of Trustees. (Information on the three firms is included in the Key Project Staff attachment.)

IMLS funds are requested to support a portion of the required consulting services, and travel and facilitation costs associated with the peer colloquium to be hosted at ICP, as well as ICP site visits to other museums. As outlined in the attached budget, ICP is committed to dedicating necessary staff resources, as well as the *pro bono* services of SOM, for a total of \$638,000, matching the requested funds at over 4:1.

4. Impact

ICP-IPP will set the stage for the future of ICP. By carefully honing its programmatic needs, studying its potential audience, and articulating its facilities needs, ICP will be poised to launch an ambitious capital campaign and secure a permanent home. This is clearly the biggest and most pressing need identified in ICP's recent strategic plan. Presently the organization's greatest exposure is its donated space. While deeply grateful to the Durst Organization for its longstanding commitment to ICP, the Museum's leadership recognizes that such heavy reliance on a single benefactor is not a healthy position. More importantly, the current facilities are not adequate to meet current needs, much less to accommodate future growth. While it is common for younger institutions to relocate as they expand, it is time for ICP to define its physical and architectural identity in a permanent location, from which it can grow for generations to come.

Undertaking careful planning now will have a major impact on ICP's ability to prioritize growth opportunities as it reviews potential locations, assesses programmatic and business models, and seeks to secure leadership support for this vision. This will enable the organization to continue to advance its strategic goals during an economic downturn. ICP recognizes that fundraising is cyclical and that the current slowdown, while it may pose challenges for meeting current annual revenue goals, may possess a "silver lining": a valuable opportunity to engage in reflective, considered, long-term planning.

BUDGET FORM: Section B, Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	\$0.00	\$196,367.00	\$196,367.00
2. Fringe Benefits	\$0.00	\$43,201.00	\$43,201.00
3. Consultant Fees	\$129,000.00	\$275,500.00	\$404,500.00
4. Travel	\$21,000.00	\$20,850.00	\$41,850.00
5. Supplies and Materials	\$0.00	\$0.00	\$0.00
6. Services	\$0.00	\$0.00	\$0.00
7. Student Support	\$0.00	\$0.00	\$0.00
8. Other Costs	\$0.00	\$0.00	\$0.00
TOTAL DIRECT COSTS (1-8)	\$150,000.00	\$535,917.00	\$685,917.00
9. Indirect Costs	\$0.00	\$102,888.00	\$102,888.00
TOTAL COSTS (Direct and Indirect)	\$150,000.00	\$638,805.00	\$788,805.00

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	\$150,000.00
2. Cost Sharing:	
a. Applicant's Contribution	\$488,805.00
b. Kind Contribution	\$150,000.00
c. Other Federal Agencies*	\$0.00
d. TOTAL COST SHARING	\$638,805.00
3. TOTAL PROJECT FUNDING (1+2d)	\$788,805.00
Percentage of total project costs requested from IMLS	19 %

*If funding has been requested from another federal agency, indicate the agency's name:

N/A

International Center of Photography – Schedule of Completion
 IMLS-Museums for America

Schedule of Completion

	2009 JAN- JULY	2009 AUG	2009 SEPT	2009 OCT	2009 NOV	2009 DEC	2010 JAN	2010 FEB	2010 MAR	2010 APR	2010 MAY	2010 JUNE	2010 JULY	2010 AUG	2010 SEP	2010 OCT	2010 NOV	2010 DEC	2011 JAN	
Internal Program Planning																				
IMLS AWARD ANNOUNCED (Grant Period Begins 8/1/2008)	★																			
Finance Director Hired, Steve Rooney Transitions to New Focus		★																		
Audience Research																				
Needs Analysis																				
Space Program Planning																				
Business Planning																				
Master Plan for a Permanent Home																				
Reflecting with the Field: 2-day Peer Think Tank																				★
Site Visits				★																★
Board Task Force Formed, Meets Semi-Annually																				★
Final Report Delivered to Board	★																			★

Black: Included in IMLS Budget
 Gray: Not included in IMLS Budget