



QFEST

Program Term:
02/2013 – 1/2014

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 **houstonartsalliance**
it all starts here

Pre-Incubator Program

Participant Profile:



QFest is a non-profit organization dedicated to promoting the arts as a powerful tool for communication and cooperation among diverse communities by presenting programs by, about, or of interest to the gay, lesbian, bisexual, transgender and queer community.

- Incorporated in 03/2002
- 2013 operating budget = \$50,000
- Number of Board Members = 3
- Main challenges we faced prior to the Program:
 - *Implementation of both board and financial policies and procedures.*
 - *Stabilization of board and development of a succession plan.*
 - *Growth and stabilization of funding.*

Enters the Pre-Incubator Program February, 2013

Outcomes Summary

What difference did the Pre-Incubator program make?

- What is different now compared to the beginning of the grant term?
 - Diversified funding and welcomed new funders.
 - Ticket sales increased.
 - Increased number of venues.
 - Both donations and ticket revenue increases resulted in a doubling of the budget.
 - Funding increases allowed us to bring visiting artists for the event.
 - Pre-Incubator allowed us to see that the 501(c)3 model may not be the best template for us to operate efficiently.



Use of Funds

Towards administrative expenses including a funding consultant, bookkeeper, and board development. Amended to also include legal consultant.

Description ¹	Amount	Type ²
Funding Consultant	\$3000.00	Admin
Bookkeeper	\$ 500.00	Admin
Board Development Legal Consultant	\$1500.00	Admin
TOTAL	\$5000.00	

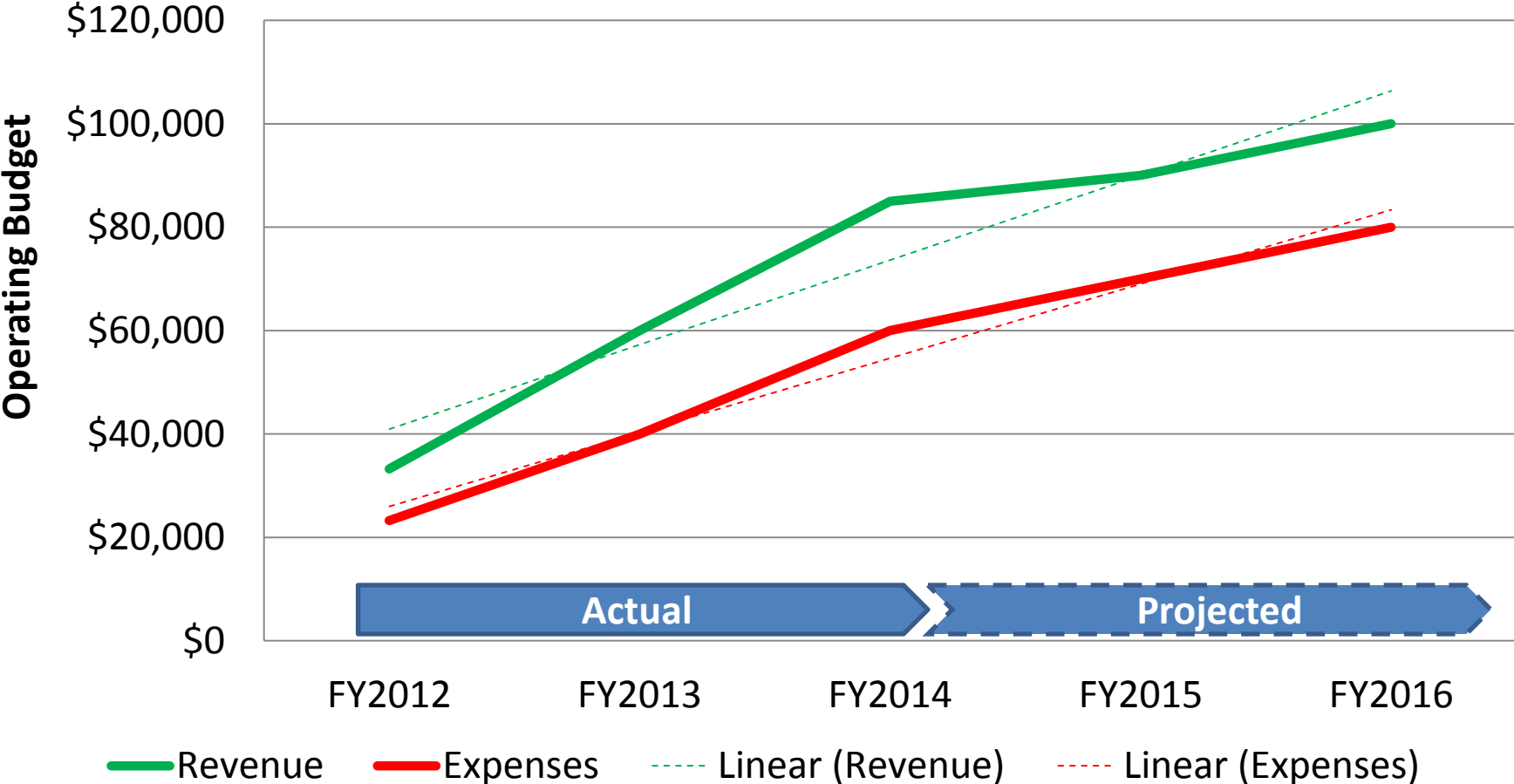
¹ Refer to expenses indicated in Section D of Final Report.

² Indicate Program or Admin.

- What specific differences did these funding investments make to your organization?
 - Develop long-term funding strategies.
 - Challenge board and define its purpose.
 - Hire 501(c)3 professional to organize bookkeeping and consult on legal matters to better guide board in strategic planning.



Financial Trend



Keys to Success

- Synergy between Engage and Pre-Incubator gave us an incredible opportunity to evaluate our circumstances from a variety of objective perspectives.
- Publicity: Decision to hire Reinhart Marketing increased media coverage for 2013 festival.
- Developed state-wide profile through partnership with Austin's Polari Film Festival
- National profile increased as evidenced by being named one of top 10 best queer film festivals by IndieWire.
- As primary contact to the Program, what did you do right that proved to be critical in completing the Program?
- Despite internal struggles, kept the Board focused on our Mission Statement.



Lessons Learned

Did you learn anything through the Pre-Incubator that would have made you do things differently from the start of the project?

- *Board development would have focused on quality, not quantity.*
- *We would have implemented QuickBooks much sooner, which in turn would have led to instituting financial policies and procedures.*

Do you have significant findings from within your organizational structure that might be applicable to or advice for future Pre-Incubators developing their capacity?

- *Organizations should fully understand how and if their mission is served by a 501(c)3 model.*
- *Ongoing board development and training should remain a top priority.*



Summary of Future Plans

- What happens next with your organization (programming and infrastructure?)
 - *Through our continued partnerships with our venues, we will continue to maintain the quality of film programming while streamlining the operations of the festival.*
 - *By cutting the board back to three members, we can now focus our energy on maintaining the integrity of the festival rather than expending it on maintaining a board.*
- What are your future targets (programming, fundraising, board/staff growth, etc.)? What has to happen to achieve them?
 - *We will expand the hiring of contract programmers to maintain and develop the artistic efforts of the organization.*
 - *We will consider whether transitioning back to an event under the umbrella of another 501(c)3 organization is the correct course of action to ensure QFest's ongoing viability.*



Haiku

WE SERVE A MISSION
THE COMMUNITY RESPONDS
THE EVENT EVOLVES

