



3-Year Strategic Action Plan

2024-2026

revised 6/28/24

A. Board Development & Fundraising (Years 1, 2, 3)

Objectives:

- Board Engagement
 - Review and revise board expectations
 - Adopt Board giving expectations (e.g., “personally significant” give/get for existing Board members, \$5000 give/get for new Board members)
 - Set attendance expectations for Board meetings
 - Create participation guidelines (event attendance, committee service, leadership roles)
 - Nominate new Board members, building diversity (background, industry, thought) and sustainability
- Comprehensive Fundraising Campaign
 - Develop strategy to complete comprehensive fundraising campaign
 - Create timeline for completion
 - Consider engaging outside campaign consultant
 - Develop list of potential sources to include:
 - Board connections
 - Corporate sponsorship and naming opportunities
 - Foundations and governments
 - Planned gifts
 - Explore feasibility and commence a multi-year \$10 million comprehensive fundraising campaign, which includes \$5 million in Years 1 and 2 to complete the facility renovation, and \$5 million over a longer period to create a board-designated reserve fund.
- Annual Giving Campaign
 - Steward and deepen investment by existing funders
 - Grow institutional funding portfolio to include new and lapsed funders
 - Develop sustainable individual donor giving program, including consideration of a loyalty-based giving program, such as membership or sponsorship
 - Implement Board give/get campaign
- Legacy/Planned Giving
 - Create framework for sustainable legacy program

B. Organizational Development (Years 1, 2)

Objectives:

- Capacity Building
 - Implement existing staffing plan
 - Sustain institutional knowledge through cross-training and team building.
 - Plan for succession, ensure organizational continuity
- Systems
 - Research, implement, and modify systems
 - Phones
 - Box office and ticketing
 - Database
 - Implement sustainable information capture and sharing
 - Create IT plan, including equipment upgrade plan

C. Programs & Productions (Years 2, 3)

Objectives:

- Mainstage Theatrical Productions
 - Develop sustainable financial models for increased productions, including:
 - Production sponsorships
 - Student matinee underwriting
 - *Veterans in Arts* workforce development underwriting
 - Ticket pricing models that maximize revenue while also maintaining accessibility to key groups
 - Lay groundwork and make progress towards meeting metrics in Community Benefits Agreement and other grant/contract obligations
- Youth Workforce Development
 - Develop sustainable, replicable, and scalable financial models for *Will Power After School* and *Will Power Summer*
 - Build on partnerships with UCLA and Young Shakespeareans
 - Develop new partnerships
 - Secure workforce development contract with City of Los Angeles
 - Lay groundwork and make progress towards meeting metrics in Community Benefits Agreement and other grant/contract obligations
- Arts Education
 - Develop sustainable, replicable, and scalable financial models for arts education programs, readings (ex. *RIII*), and professional development (i.e., teacher trainings)
 - Develop sustainable fee structure for "on demand" school programming
 - Leverage and monetize existing and future graphic novels (*Macbeth*, *Tempest*) for student and teacher learning
 - Lay groundwork and make progress towards meeting metrics in Community Benefits Agreement and other grant/contract obligations

D. External Relations (Years 1, 2, 3)

Objectives:

- Audience Development
 - Explore market research
 - Identify top prospects for future affinity groups
 - Hire or contract marketing support personnel
 - Develop institutional and program-specific marketing plans
- Facility Rentals
 - Develop sustainable facility rental plan and fee structure
 - Cultivate relationships in film/TV industry
- Community Relations and Engagement
 - Build relationships with communities to enhance future productions and programs
 - Build relationships with SCLA neighbors