



**Anonymous Theater Company
Strategic Plan
2017 – 2019**

EXECUTIVE SUMMARY

Anonymous Theater Company is claiming its identity and moving boldly into a new future. Realizing that audiences and artists alike value the theatre for its intimacy and intelligence, the leadership of Anonymous Theater Company has embraced a re-energized vision of its work: choosing plays and making experiences that are smart, sexy, and stirring.

This new positioning, combined with rigorous financial policies and an increased commitment to using established and new relationships to deepen engagement, is providing a way forward. Daring productions are matched by a sustainable infrastructure, all in the service of a big idea: ensuring that Anonymous Theater Company is an irresistible attractor in Fictitious City theatre.

As of the fall of 2016, Anonymous Theater Company has a new mission statement:

Anonymous Theater Company is a theatre that challenges and reflects contemporary human experiences in an inclusive environment. We seek to jumpstart individual transformations through the shared adventure of our live performances, which range from daringly provocative to audaciously hilarious.

The further results of the theatre's strategic planning process are a set of six outcomes that will be realized over the next three to five years:

Artistic and Educational Advancement: Anonymous Theater Company sets a progressive agenda for adventurous artistic content and high standards of excellence

Audience Engagement: Anonymous Theater Company has a strong brand as the theatre in Fictitious City for smart, sexy, stirring experiences

Contributed Income: Anonymous Theater Company has increased revenues from sustainable sources

Financial Management and Debt Reduction: Anonymous Theater Company has a consistent supply of cash in the bank

Governance and Staffing: Board and staff are happy and engaged, have clear roles, and have an understanding of how they serve the theatre's advancement

Facilities: The facility generates revenue and embodies the Anonymous Theater Company brand

Each outcome is populated by detailed action plans, with key objectives to be accomplished in the service of achieving the outcomes. This planning document contains one section for each outcome. Regular use of this plan as a tool for short- and medium-term planning as well as on-going evaluation cannot help but strengthen Anonymous Theater Company's prospects for the future.

“The future is not some place we are going to, but one we are creating. The paths are not to be found but made, and the activity of making them changes both the maker and the destination.” -- John Schaar

ORGANIZATIONAL OVERVIEW

Anonymous Theater Company’s first priority is producing outstanding plays that investigate the human experience. The theatre is oriented toward new plays and is an active member of the National New Play Network. This orientation is not exclusive, however, and each season contains a balance of new plays and innovative revivals. ATC is well-known for the quality of its musical theatre productions, and the intimate space at the John Smith Arts Center makes a terrific home for musicals.

Anonymous Theater Company has long been known as a home for gay theatre in Fictitious City, and its audience enjoys – and demands – productions that embrace inclusivity. For some years prior to this strategic plan, however, the theatre had moved away from gay-centric programming, for a variety of reasons – with gay culture so much a part of mainstream America now, does Fictitious City need a self-identified gay theatre? This led to muddy perceptions of the theatre’s identity.

ATC staff and board members conducted interviews and audience surveys, and identified the theatre’s primary audience as gay men and affluent women, with the latter often being the entertainment decision-makers for their husbands. The combination of audience desire and artistic ambition has led the ATC leadership to embrace its gay identity, but not to the point of excluding other

perspectives. The compelling spectrum of work produced at Anonymous Theater Company has relevance to a broad audience; ATC’s intention is to make a space where all are welcome to feel smart and sexy.

This decision helps to differentiate Anonymous Theater Company from the other mid-sized theatres in Fictitious City that offer new work in similar sized spaces. Additionally, Anonymous Theater Company’ intern program sets the theatre apart as a place where newly-minted theatre professionals can hone their craft in a structured environment. ATC enjoys the consistent support and enthusiasm of Fictitious City’s most talented theatre artists; this has been cultivated through deliberate efforts by the theatre’s leadership.

Anonymous Theater Company has a deeply committed staff led by Will U. Bemine, Artistic Director, and Kelly Green, Managing Director. Two other full-time and two part-time staff members accomplish far more than might be expected from so few people; Anonymous Theater Company maintains very high production values and is efficiently and effectively administered.

The ATC board increased its engagement significantly in 2016, actively participating in the “Save the Theatre” campaign that raised \$175,000 to eliminate crushing short-term debt and reinvigorate the theatre’s cash flow. The board has always had a mix of straight and gay members, and in recent years it has increased its diversity in terms of the age of members; it continues to work on increasing ethnic diversity. Board and staff members alike recognize the inherent challenge of recruiting board candidates from communities of color to a theatre that is strongly gay-identified; it is a sign of the

social change that has taken place over the last twenty-five years that sexual orientation is now rarely considered an indicator of diversity. The theatre has long succeeded in producing work onstage that reflects Fictitious City's multiple cultures.

The annual operating budget for Anonymous Theater Company in 2017 is \$777,777. Productions are projected to "break even" from box office income, operating expenses are supported by individual, foundation, government and corporate contributions. ATC has maintained excellent relationships with Fictitious City funders – for example, Exquisite Realty has consistently supported the "Exquisite Voices In the Works" series, which supports emerging playwrights with an intensive staged reading and development process.

The theatre carries approximately \$111,111 in long-term debt to two individuals and aging accounts payable. This strategic plan calls for a re-structuring of \$93,393 in notes to be paid off as revenues exceed expenses each year. All other indebtedness will be eliminated during the 2017-2018 season.

Anonymous Theater Company leases an intimate, accessible theatre space at the John Smith Arts Center. This venue on the west side of Fictitious City has ample parking, but lacks an on-site restaurant; further, signage for ATC within John Smith is limited, and improving street visibility is one of the strategies for the facility.

PLAN PROCESS

With support from a generous donor, Anonymous Theater Company embarked on this planning process in January 2016, working with consultant Lisa Mount of Artistic Logistics. An organizational assessment indicated the need to strengthen the theatre's identity and differentiate it from other comparable companies. Board interviews and surveys confirmed this need, and the first steps in planning focused on positioning the theatre to reclaim its core audience and build new audience relationships.

Planning continued throughout the winter and spring of 2016, focusing on the six planning areas identified above. Working groups for each planning area crafted detailed plans, and regular check-ins with the consultant moved the process forward and yielded greater cohesion among the board and staff members who participated. In early summer, Will, Kelly, and Lisa drafted a new mission statement, which was revised by the board and accepted in the fall of 2016.

The full plan was adopted in September 2016, with many of the action steps already well underway by the beginning of the 2016-2017 season.

HOW TO READ THIS PLAN

This plan is organized into six sections, one for each of the major planning areas. Each section contains an overall outcome (a condition to be created), and each outcome is populated by objectives (specific, measurable, achievable shorter-term results) and strategies (general approaches or methods to achieve the objective). Some outcomes also include action steps. Each strategy has an identified leader or leaders and a completion timeframe.

The plan is not necessarily linear – each outcome has an overall timeframe of its own, and within each objective strategies run on different timelines.

The basic format of the plan is a “planning log” – a spreadsheet that will enable Anonymous Theater Company to track progress toward its goals semi-annually, making adjustments along the way as needed to accommodate changing conditions. A sample of the planning log is found below.

Objectives	Strategies	Responsibility	1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Continue new play development and production	Strengthen development of local writers; cultivate relationships with local writers and playwriting organizations	Artistic Director						
	Increase participation in NNPN programs - apply for inclusion in at least one NNPN program each season	Artistic Director						
	Cultivate relationships with national new play development organizations	Artistic Director						
	Diversify directors working in new play development	Artistic Director						
	Determine best methods for sharing artistic decisions (with board and public)	Artistic Director and Executive Committee						
	Commit to at least one world premiere production every season	Artistic Director						
	Expand "In the Works" reading series to include more significant workshops for each play	Artistic Director						

Planning Area: Artistic and Educational Advancement

Outcome: Anonymous Theater Company sets a progressive agenda for adventurous artistic content and high standards of excellence

CONTEXT STATEMENT

Anonymous Theater Company has significant artistic assets: good taste, strong relationships, and well-organized production processes. ATC produces a terrific spectrum of work that is exciting, engenders visceral feelings, and is always intriguing. The “smart, sexy and stirring” mantra came from a thoughtful examination of the theatre’s strengths.

Assets are to be built upon, and the artistic and management leadership of Anonymous Theater Company is committed to growing the theatre’s relationships and connections, as well as the taste and skills of its staff. The objectives in this planning area are designed to accomplish artistic growth – of the ATC staff, interns, artists and audiences. Doing so will provide the content with which to increase the theatre’s national and local profiles.

Summary of Key Objectives:

- ❖ Continue new play development and production
- ❖ Maximize revenue from the space and from non-season programming
- ❖ Maintain and expand the intern program
- ❖ Expand educational programming
- ❖ Raise internal standards of artistic excellence
- ❖ Raise the national profile of the theatre
- ❖ Raise the profile of the theatre within the local artistic community

Financial Implications

Income: revenue will be generated from increased space rentals and alternative uses; innovative artistic projects are appropriate for new sources of funding, such as the National Endowment for the Arts and national foundations.

Expense: artistic travel and fees will increase as these objectives are realized

Planning Area: Artistic and Educational Advancement

Outcome: Anonymous Theater Company sets a progressive agenda for adventurous artistic content and high standards of excellence

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Continue new play development and production	Strengthen development of local writers; cultivate relationships with local writers and playwriting organizations	Artistic Director						
	Increase participation in NNPN programs - apply for inclusion in at least one NNPN program each season	Artistic Director						
	Cultivate relationships with national new play development organizations	Artistic Director						
	Diversify directors working in new play development	Artistic Director						
	Determine best methods for sharing artistic decisions (with board and public)	Artistic Director and Executive Committee						
	Commit to at least one world premiere production every season	Artistic Director						
	Expand "In the Works" reading series to include more significant workshops for each play	Artistic Director						
Maximize revenue from space and non-season programming	Continue Libby's shows, increase attendance	Artistic Director, Managing Director and Marketing staff						
	Use holiday dark time for creative revenue generation	Artistic Director and Managing Director						
	Improve visibility of class information on website	Managing Director and Marketing Staff						
Maintain and expand intern program	Increase fundraising efforts to support intern program	Artistic Director and Managing Director						
	Continue to increase diversity of interns	Artistic Director						
	Create structure for administrative interns during regular season and summer	Managing Director						

Planning Area: Artistic and Educational Advancement

Outcome: Anonymous Theater Company sets a progressive agenda for adventurous artistic content and high standards of excellence

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Raise internal standards of artistic excellence	Increase salaries for non-union actors	Managing Director						
	Become officially affiliated with Actors Equity Association on a Small Professional Theatre (SPT) contract	Artistic Director and Managing Director						
	Supplement production budgets with additional funds and/or in-kind donations of materials and services	Artistic Director, Managing Director and Production Manager						
	Increase scale of productions when necessary	Artistic Director and Managing Director						
	Reduce Artistic Director's directing load to two productions per season	Artistic Director and Managing Director						
	Increase numbers of out-of-town artists without losing focus on working with local artists	Artistic Director						
Raise national profile of theatre	Artistic Director travel regularly to New York and various new play festivals nationally	Artistic Director and Managing Director						
	Create travel fund to bring out-of-town advisory board members to the theatre to see ATC work	Managing Director						
	Explore collaborations and co-productions with theatres in New York and other cities	Artistic Director and Managing Director						
	Create infrastructure for Artistic Director to direct occasional projects out of town	Artistic Director and Managing Director						
	Actively solicit PR stories in national theatre media outlets	Marketing/PR staff						

Planning Area: Artistic and Educational Advancement

Outcome: Anonymous Theater Company sets a progressive agenda for adventurous artistic content and high standards of excellence

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Raise profile of theatre within local artistic community	Continue industry night program to offer access to local artists	Artistic Director, Managing Director						
	Implement Artistic Support Committee at the Board level to offer hospitality and support to artists	Artistic Director, Board						
	Encourage all ATC staff to have freelance and/or volunteer presence at other local theatres	Artistic Director, Managing Director, Board						
	Implement strategies outlined in the objective labeled "Raise internal standards of excellence"	All						

Planning Area: Audience Engagement

Outcome: Anonymous Theater Company has a strong brand as the theater in Fictitious City for smart, sexy, stirring experiences

CONTEXT STATEMENT

A clear key to making Anonymous Theater Company an “irresistible attractor” in the Fictitious City theatre community is opening the theatre’s processes and communications to greater engagement with its audience. The objectives in this section will work to establish the theatre’s brand and ensure that it’s embodied in every public exchange. An emphasis on tangible benefits – free parking, full bar – will be matched with ephemeral benefits – how the productions make people feel. The future of communication at ATC is about finding more ways for audience members to interact with the theatre.

A strategic decision made in the planning process is to focus a majority of the theatre’s marketing efforts on increasing repeat attendance and audience loyalty, through structured programs, on the premise that it costs fewer dollars to engage an existing customer than to recruit a new one. Repeat customers are a link to new attendees, and programs and offers will emphasize bringing new friends to ATC. The staff and marketing committee will work to make the theatre a more social destination for groups as well as individuals. Audience segmentation will enable the theatre to better understand who comprises its audience, and to know how to ‘let them in’ to the plays and performances – through customized messages and social opportunities.

Networking by board and staff members is another key to accomplishing greater visibility for the public as well as an increased local presence in Fictitious City’s arts community.

Summary of Key Objectives:

- ❖ Craft a master narrative and branding tools
- ❖ Expand the brand beyond the space
- ❖ Enhance the in-person experience of attending and make ATC a destination for an evening
- ❖ Create programs to reward repeat attendance and loyalty
- ❖ Use audience segmentation as a tool for deeper engagement

Financial Implications:

Income: This plan segment is designed to generate greater ticket revenue; exact revenue projections will be determined in each fiscal year’s budgeting process.
Expense: Costs for this segment are modest, due to strong relationships with the theatre’s web developer, Big Dog Designs. Significant branding expertise is available on the theatre’s board.

Planning Area: Audience Engagement

Outcome: Brand Anonymous Theater Company as the theater in Fictitious City for smart, sexy, stirring experiences

Objectives	Strategies	Action Items	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Craft a master narrative and branding tools	Craft a set of messages that embody smart, sexy and stirring	Board agrees on new mission statement	Staff, Executive Committee						
		Convene Marketing Committee to discuss language, ideas, expectations	Marketing Committee, staff						
		Draft a 30 second, 60 second and 90 second info pitch	Drafted by Marketing Chair. Approved by Committee						
		Create collateral that includes information	Drafted by Marketing Chair. Approved by Committee						
		Distribute and review stakeholders	Marketing Chair						
	Ensure that ideas and images are unified and reflect brand	After narrative has been completed, complete an "images audit"	Marketing Committee, staff						
		Create master list of adjustments distributed to appropriate party	Marketing Committee, staff						
	Distribute talking points and ensure widespread organizational understanding of brand	Complete Master Narrative	Marketing Committee, staff						
		Conduct a Board of Directors and Staff "Lunch and Learn"	Marketing Chair, Managing Director						

Planning Area: Audience Engagement

Outcome: Brand Anonymous Theater Company as the theater in Fictitious City for smart, sexy, stirring experiences

Objectives	Strategies	Action Items	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Expand the brand beyond the space	Deepen web content: what is the play about? How will I feel when/after seeing it? How did this get chosen/made? Build greater opportunities for feedback and interaction on the web Design an "if you liked..." section Emphasize availability of free parking, full bar; safety of area Make look and feel match smart, sexy, stirring positioning Create a presence of Freddie and other artists as personifications of the brand at events and within organizations that make sense	Survey audience to inform direction, needs, wants	Marketing Committee						
		Utilize the opportunity to segment the audience	Staff						
		Make short-term enhancements that current CMS is equipped to handle	Staff, Big Dog						
		Identify needed changes and enhancements, establish budget and create RFP	Marketing Committee, Executive Committee, Staff						
		Research grant opportunities to fund project	Development Committee, Staff						
		Hire firm to either redevelop site or make major overhauls to current code	Executive Committee, Staff						
		Test messages for different demographics	Staff						
		Use web and social media	Staff						

Planning Area: Audience Engagement

Outcome: Brand Anonymous Theater Company as the theater in Fictitious City for smart, sexy, stirring experiences

Objectives	Strategies	Action Items	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Expand the brand beyond the space	Deepen social media use; creating real conversations and utilizing linkages to other smart groups	Conduct social media audit, determine what is the best utility for ATC	Marketing Committee, staff						
		Include social media plan in marketing plan/master narrative materials	Marketing Committee, Staff						
	Add "behind the scenes" videos to web	Create goals, workflow, time table for videos	Staff						
		Include linkage of videos flawlessly with web redesign	Web Developer						
	Create a set of questions for audience members to ask themselves after they've seen the play (a la book clubs); post online and have available on site	Develop process for how this workflow will happen	Staff						
		Investigate if this can happen with current CMS or will it need to be included in new design?	Staff						
	Discern ways to make ATC an attractive destination for singles	Survey audience again after audience segments have been established	Marketing Committee						

Planning Area: Audience Engagement

Outcome: Brand Anonymous Theater Company as the theater in Fictitious City for smart, sexy, stirring experiences

Objectives	Strategies	Action Items	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Enhance the in-person experience of attending and make Anonymous Theater Company a destination for an evening...	Address signage and parking issues	Discuss opportunities with John Smith Arts Center	Staff and member of Executive Committee						
	Offer opportunities before and after the show for interaction	Brainstorm	Marketing Committee, Staff						
	Enhance dinner/show packages with area restaurants	Draft sample packages and proposal sheet that can be used	Marketing Committee, Staff						
		Host a "get to know your neighbors" meeting	Staff						
	Create incentives for groups to attend the theatre	Brainstorm	Marketing Committee, Staff						
	Investigate ways to make the space more active as 'smart, sexy, stirring' destination	Identify a designer to make a series of recommendations to then move forward with	Facilities						

Planning Area: Audience Engagement

Outcome: Brand Anonymous Theater Company as the theater in Fictitious City for smart, sexy, stirring experiences

Objectives	Strategies	Action Items	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Create programs to reward repeat attendance and loyalty	Design incentives for repeat attendance; test thoroughly	Brainstorm ideas with Marketing Committee that includes testable options	Marketing Committee, Staff						
	Build 'secret agent' corps to spread word of mouth, bring new attendees	Begin to track who posts ATC content on social media, forwards emails, etc to see how many folks that fleshes out.	Staff						
	Work with smart partners on building joint loyalty	Brainstorm ideas and research previous partners	Staff						
	Reinforce messages of "you'll regret if you miss it" and "only at ATC"	Master narrative will help inform this, look to Kick for execution	Marketing Committee, Staff,						
Use audience segmentation as a tool for deeper engagement	Mine ATC's audience data to segment out regular attendees, gay, Jewish, affluent patrons	Set up time w/ someone at Tessitura (or who is super awesome w Tess) to help inform process.	Staff						
	Develop strategies to move people toward ownership	Brainstorm	Marketing Committee, Staff						
	Determine which segments are not high-potential investments	Data analysis	Marketing Committee, Staff						

Planning Area: Contributed Income

Outcome: Anonymous Theater Company has increased revenues from sustainable sources

CONTEXT STATEMENT

The success of the 2016 “Save the Theatre” campaign proved the value accorded Anonymous Theater Company by its audience, individual donors, and Fictitious City’s philanthropic community. The task for the coming years is to solidify those relationships, and to expand contribution opportunities for individuals to include planned giving.

The theatre has ample tools for fundraising, although database systems are a perpetual work in progress. During this planning process, relationships with both advisors and philanthropists grew significantly. The challenge for the theatre, going forward, is to maintain the discipline needed for fund raising now that the crisis has passed. All associated with ATC understand that the “save the theatre” message can only be used once.

As with Audience Engagement, significant efforts in this plan segment will be directed toward maintaining and enhancing existing relationships. Prospecting for new donors will take place in the context of engaging those donors in the artistic product – on stage in full productions and readings, off-stage in the intern program and new play development.

A detailed development plan can be found in the appendix of this planning document.

Summary of Key Objectives:

- ❖ Foster a culture of giving throughout the organization
- ❖ Renew and increase donations from current supporters
- ❖ Expand prospect pool and grow donor base
- ❖ Grow relationships with foundations, corporations and government entities

Financial Implications:

Income: This planning area is all about generating income. For FY 2017, contributed income goals total \$325,496.

Expense: There will be modest expenses associated with this outcome. For the near term, the board of Anonymous Theater Company has decided to forego an expensive “gala” fundraising event, focusing more on one-on-one efforts or small events that will require less cash to produce.

Planning Area: Contributed Income

Outcome: Anonymous Theater Company has increased revenues from sustainable sources and an improved earned to contributed ratio

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Foster a culture of giving throughout the organization	Encourage Board members to be leadership donors	Solicit all Board members for minimum annual gift	Board Chair and Development Committee Chair						
		Evaluate and cultivate Board members for stretch gifts, as appropriate	Development Committee Chair, Development Director						
	Continue training and engaging Board members in fundraising process	Activate Development Committee, including strong Chair	Executive Committee						
		Lead and guide Board participation in fundraising process as outlined in the Development Plan appendix	Development Committee Chair						
	Strengthen relationships with all donors and ticket buyers	Revamp donor benefits	Managing Director and Development Committee						
		Create Access-Driven Experiences for all patrons	Executive Staff and Marketing & Development Committees						

Planning Area: Contributed Income

Outcome: Anonymous Theater Company has increased revenues from sustainable sources and an improved earned to contributed ratio

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Renew and increase donations from current supporters	Stewardship	As outlined in the Development Plan appendix	Development Director (or Managing Director)						
	Cultivation								
	Solicitation								
	Establish first phase of a planned giving program	Add planned giving info to current materials: programs, newsletters	Managing Director and Development Committee						
		Request that people inform us if they have listed ATC in their will	Managing Director and Development Committee						
		Find a special way to recognize these donors as a "soft ask" to create interest	Managing Director and Development Committee						
		Develop planned giving materials to share with interested prospects	Managing Director and Development Committee						
Expand prospect pool and grow donor base	Create targeted stewardship materials	Segment donors into discrete groups by level/type of engagement	Marketing and Development Comm's + DD/MD						
		Implement stewardship actions as outlined in Development Plan appendix	Marketing and Development Comm's + DD/MD						
	Create targeted identification and cultivation and solicitation pieces	Segment identified prospects into discrete groups by desired outcome	Marketing and Development Comm's + DD/MD						
		Implement cultivation actions as outlined in Development Plan appendix	Marketing and Development Comm's + DD/MD						

Planning Area: Contributed Income

Outcome: Anonymous Theater Company has increased revenues from sustainable sources and an improved earned to contributed ratio

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Grow relationships with foundations, corporations and government entities	Pursue additional corporate support	Continue participation in the Intown Theatre Partnership	Managing Director						
		Grow relationship with Turner through TurnOut events, etc.	Managing Director						
		Identify new prospects through board relationships	Development Committee						
	Grow Foundation Support	Use facilities list of priorities to go after funding for specific capital projects	Managing Director and Development Director						
		Pursue general operating support and project support as appropriate	Managing Director and Development Director						
	Maintain Government Support	Continue seeking support from FCAC, GCA, City of Fictitious City	staff						
		Pursue appropriate NEA support	staff						

Planning Area: Financial Management and Debt Reduction
Outcome: Anonymous Theater Company has a consistent supply of cash in the bank

CONTEXT STATEMENT

Prior to 2016, Anonymous Theater Company operated with a weak financial policy infrastructure and limited budgetary understanding by the board, which was part of why the theatre incurred significant operating debt. This segment of the strategic plan addresses this operating policy deficit by instituting reporting and budget adjustment processes. The staff has the skills to work within these policies, and their skills are matched by keen interest in financial matters on the board.

Funding financial reserves is a priority for Anonymous Theater Company, both for normal operations and, longer term, for emergencies. The board has adopted a novel policy of making individual board members responsible for specific income line items in the budget. The theatre's debt is primarily to individuals, and the board is in the process of renegotiating the terms of those loans.

In terms of on-going stability, small things really do matter: putting the staff and artists on Direct Deposit for their salaries offers them a sense of individual stability, and helps enable them to continue subsidizing the theatre's operations by working consistently above and beyond their hourly (or annual) wages.

Summary of Key Objectives

- ❖ Eliminate all vendors payable over thirty days
- ❖ Establish a cash operating reserve of \$30,000
- ❖ Establish a dedicated emergency reserve of \$50,000
- ❖ Eliminate all long-term loans
- ❖ Increase financial stability for staff and artists

Financial Implications:

Income: Anonymous Theater Company is very focused on generating revenue, from both contributed and earned sources. This outcome is focused on ensuring that those revenues are tracked, and that they match expense projections. The reporting called for in this section will be a useful tool for both the staff and board.

Expense: The debt elimination called for in this section will come primarily from stronger ticket sales in the 2016-12 season, which, as of this writing, is already working. Funding for debt repayment is planned from operations, not from an additional fund raising appeal.

Planning Area: Financial Management and Debt Reduction

Outcome: Anonymous Theater Company has a consistent supply of cash in the bank

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Eliminate all vendors payable over thirty days	Continue the payment plan to liquidate the \$12,000+/- in past vendor payables	Finance Committee						
	Have contingency plans/short-term cost reduction plans as part of budget	Finance Committee						
Establish a cash operating reserve of \$30,000	Adopt Financial Policies in regard to P/L goals, mix of earned versus contributed revenues, and individual play earned income versus production costs	Executive Committee						
	Adopt Cash Flow Goals; adopt Balance Sheet Goals; adopt contingency plans/short-term cost reductions if projected ending cash balance for any month of the fiscal year is below \$30,000	Executive Committee						
	Establish accountabilities - Assign budgeted revenue line items to specific committees chaired by a board member	Executive Committee						
	Distribute budgeted cash flow by month by category/line item to respective committee chairpersons for the subsequent two months for tracking/planning purposes.	Executive Committee						

Planning Area: Financial Management and Debt Reduction

Outcome: Anonymous Theater Company has a consistent supply of cash in the bank

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Establish an emergency reserve of \$50,000 – accessible only with Executive Committee resolution (8% - 10% of budgeted revenues)	Fund raising committees undertake responsibility for the raises, their timings, and amounts	Executive Committee						
	If operating cash flow ending balance exceeds floor of \$30,000 at a month's end (and exceeds cash output for following month), transfer funds to dedicated reserve	Executive Committee						
Eliminate all long-term loans	Identify sources of repayment: operations, fundraising/grants, and/or forgiveness through time	Executive Committee						
Increase financial stability for staff and artists	Staff on direct deposit	Executive Committee						
	Artists on direct deposit	Executive Committee						

Planning Area: Governance and Staffing

Outcome: Board and staff are happy and engaged, have clear roles, and have an understanding of how they serve the theatre's advancement

CONTEXT STATEMENT

The Anonymous Theater Company board has an active nominating/ governance committee, which has spent much of 2016 working on creating the infrastructure necessary to build a more sustainable and diverse board. Board leadership succession is under discussion, in the context of efforts to engage existing board members more. Recruiting processes are also underway, recognizing that strong relationships begin with a commitment to the theatre's mission and programming.

The Anonymous Theater Company staff is highly productive with few full-time employees, and the board has taken seriously its responsibility to ensure that the staff has real rewards in addition to their modest salaries. In the past, conflict has arisen over overlapping staff and board responsibilities; this plan continues to work on building strong relationships and matching them with a stable policy infrastructure for the board's participation in the theatre's work.

Summary of Key Objectives

- ❖ Recruit, retain and reward high performing board members
- ❖ Recruit, retain and reward high performing staff members
- ❖ Clarify the roles of board and staff members

Financial Implications:

Income: The staff and board are the engines of the theatre's revenue, bringing both earned and contributed income to the operations. Thus, this section calls for investment in those engines, with the expectation of significant return.

Expense: This segment will have a cash cost in terms of salary increases for the staff; most of the expenses associated with this section will be the cost of people's time and efforts.

Planning Area: Governance and Staffing

Outcome: Board and staff are happy and engaged, have clear roles, and have an understanding of how they serve the theatre's advancement

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Recruit, retain and reward high performing board members	Continue to define board needs	Continue existing process underway	Nominating/ Governance Committee						
	Understand and meet goals of board members	Survey existing board members about motivations	Nom/Gov						
		Actively ensure respect for board members' time	All						
		Place the right people in the right roles - use evaluations and oversight	Nom/Gov and Executive Committee						
		Provide more interaction between board and artistic staff	All						
		Develop orientation, committee structure, goals, agendas	Nom/Gov						
		Seek opportunities for professional and personal growth - workshops, arts initiatives involvement, networking	All						
		Emphasize consistent board involvement and attendance	Executive Committee						
		Create more social opportunities among board, staff and artists	Nom/Gov						

Planning Area: Governance and Staffing

Outcome: Board and staff are happy and engaged, have clear roles, and have an understanding of how they serve the theatre’s advancement

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Recruit, retain and reward high performing board members	Cultivate a pipeline of candidates	Spread the word in a low-key way to targeted individuals and business sectors	Nom/Gov						
		Engage all board and staff in recruiting	All						
		Create alternatives to engagement other than board	Nom/Gov						
		Consider strategic board or committee involvement to increase exposure to potential board candidates	All						
		Develop the brand and attract candidates	All						
Recruit, retain and reward high performing staff members	Clarify staff needs and expectations	Define overall staff needs, job descriptions and priorities	Personnel						
		Develop annual goals and objectives for each staff person	Personnel						

Planning Area: Governance and Staffing

Outcome: Board and staff are happy and engaged, have clear roles, and have an understanding of how they serve the theatre's advancement

Objectives	Strategies	Action Steps	Responsibility	Implementation Timeframe					
				1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Recruit, retain and reward high performing staff members	Develop career paths tailored to the needs and goals of the staff	Develop career development plan (including internal job growth and external training)	Personnel and Executive Committee						
		Understand other interests and goals of current staff	Personnel and Executive Committee						
		Design steps to meet goals and needs	Personnel and Exec Comm						
	Develop appropriate rewards to motivate and retain staff	Develop long-term compensation and benefits strategy	Personnel and Finance						
		Focus more intentionally on non-cash rewards	All						
Clarify the roles of the board and staff	Equip the board and committees with strong governance and oversight skills	Provide board orientation to establish roles and responsibilities	Nom/Gov						
		Cultivate strong board committee leadership	Nom/Gov						
	Strengthen and clarify the process by which the board sets and oversees its priorities and objectives	Enhance the role of the Executive Committee in oversight, coordination and prioritization	Executive Committee						
		Develop, communicate, monitor and update organizational priorities regularly	Executive Committee						
		Refine job descriptions for staff and board	Nom/Gov and Exec Committee						

Planning Area: Facilities

Outcome: The facility generates revenue and embodies the Anonymous Theater Company brand

CONTEXT STATEMENT

Environments matter. Anonymous Theater Company is attentive to its audience's experience of the physical space the theatre occupies, because those first impressions set the tone for the whole evening. Having created a very pleasing space, the facilities planners want to expand that impact through increased street-view signage and continued interior upgrades to enhance the comfort of all who encounter the space.

Understanding the importance of contributors to Anonymous Theater Company's financial well-being, this section includes plans to create donor recognition in the lobby. This is a self-reinforcing action: people in Fictitious City look at donor walls.

A detailed, prioritized list of all projected facility improvements is included in the appendix of this plan.

Summary of Key Objectives

- ❖ Improve the space in ways that develop revenue
- ❖ Use the facility to reinforce the ATC brand
- ❖ Ensure the safety and comfort of patrons
- ❖ Ensure the safety and welfare of staff, crew and actors
- ❖ Make long-term improvements

Financial Implications:

Income: Many of the projects identified in this section are ripe for small capital requests from Fictitious City area foundations, and the upgraded donor wall will be of use in that regard.

Expense: This section is all about expenses, in the service of a finer environment. Cost estimates will be generated for each major action, and in-kind donations will be actively solicited, before major new initiatives are brought to the board for approval.

Planning Area: Facilities

Outcome: The facility generates revenue and embodies the Anonymous Theater Company brand

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Improve the space in ways that develop revenue	Improve exterior ATC identification signage	Facilities & Contributed Revenue						
	Improve street directional signage	Facilities & Contributed Revenue						
	Install past donor tiles	Facilities & Contributed Revenue						
	Create new donor recognition method	Facilities						
	Discern ways to relieve bar congestion	Facilities						
Use the facility to reinforce ATC brand	Hang signage in lobby area	Facilities						
	Touch up lobby walls	Facilities						
	Install screening curtain in outer lobby	Facilities & Contributed Revenue						
	Replace/repair box office exterior	Facilities & Contributed Revenue						
	Re-do ceiling in bar	Facilities & Contributed Revenue						
	Complete bar finishes	Facilities & Contributed Revenue						
Ensure the safety and comfort of patrons	Install benches in outer lobby	Facilities & Contributed Revenue						
	Add window tinting	Facilities & Contributed Revenue						
	Ensure John Smith provides clean and adequately stocked restrooms	Facilities						

Planning Area: Facilities

Outcome: The facility generates revenue and embodies the Anonymous Theater Company brand

Objectives	Strategies	Responsibility	Implementation Timeframe					
			1-2Q FY17	3-4Q FY17	1-2Q FY18	3-4Q FY18	1-2Q FY19	3-4Q FY19
Ensure the safety and welfare of staff, crew and actors	Add sprung floor in Green Room	Facilities & Contributed Revenue						
	Level floor in shop, fill holes and depressions	Facilities						
Long Term Improvements	Replace theatre floor	Facilities & Contributed Revenue						
	Add storage platform above grid in theatre	Facilities & Contributed Revenue						
	Develop more rehearsal space	Facilities & Contributed Revenue						
	Develop more classroom space	Facilities & Contributed Revenue						
	Improve office lighting quality	Facilities & Contributed Revenue						
	Address list of improvements (appendix)	Facilities						