



# STRATEGIC PLAN: 2016-2018

This strategic plan represents the collective work of Theatre Horizon's Board of Directors, staff, artists and key stakeholders who, led by a Strategic Planning Committee, crafted this plan over the course of a year from July 2014 to July 2015. This plan begins where our previous strategic plan left off. After a four-year period of growth during which time the organization built, opened, and operated a new venue for three years, the following plan outlines how we will sustain that venue in the next three years. This plan represents a long-standing perspective held by Theatre Horizon stakeholders to aim high. Given the ambitious nature of what is stated herein, this plan is intended to be a "living" document. Collectively, Board and staff will monitor progress towards these goals and will craft annual work plans based on the actual results of the prior review period.

The Committee met three times during this time period and staff and stakeholders met during a planning retreat held on May 6, 2015.

Strategic Planning Committee members:

Teresa Wallace, *Strategic Planning Committee Chairperson\**

Steve Heumann, *Strategic Planning Committee, Treasurer of the Board\**

Hugh Simmons, *Strategic Planning Committee\**

Andrea Wikerd, *President of the Board\**

Diane Reilly, *Vice-President of the Board\**

Lee Reilly, *Secretary of the Board\**

Joshua Gayl\*

Kristin Midha\*

Nick McCormick\*

Matthew Decker, *Resident Director\**

Erin Reilly, *Artistic Director\**

Jennifer Pratt Johnson, *Development Director*

Molly Braverman, *Production & General Manager*

Leigh Mallonee

Lyndsey Piecyk, *Development Coordinator*

Rebecca May Flowers, *Artistic Associate*

Angela Coleman, *Education Director*

Jeannine Kienzle, *Marketing & Group Sales Manager*

Joshua Millhouse, *Audience Services & Office Manager*

Steven P. Nemphos, *Webmaster & IT Director*

Diane Edelman

Gail Fishman

Matt Edmond

Carol Beam

Consultants to this project included Allison Trimarco of Creative Capacity, who led the planning process, and Karyn Lyman, who designed and assembled the plan.

*\*Also a Theatre Horizon Board member*

## MISSION

Through theatre, we create a community of artists, students and audiences in which each member is encouraged to grow.

## HISTORY

Founded in 2005 by King of Prussia natives and Erin Reilly and Matthew Decker, Theatre Horizon is an award-winning contributor to the arts community in Montgomery County, PA, staging a critically-acclaimed 3-show season annually and reaching over 700 children per year through classes, summer camps, and our pioneering Autism Drama Program.

In 2009, Theatre Horizon put down roots in Norristown. A racially-diverse former manufacturing town, Norristown has been impacted by decades of blight and average household income stands at 25% below the national average. However, the town recently launched an effort to leverage its position as the county seat and revitalize through arts and culture. In October 2012, Theatre Horizon completed a \$1M capital campaign and celebrated the grand opening of our new home. We partnered with private developer 401 DeKalb Associates and the Borough of Norristown to transform sections of the former Bell Telephone building at 401 DeKalb Street into a permanent home for Theatre Horizon. The renovated building includes a welcoming first-floor lobby with flexibility to host classes and special events, office space, and a 123-seat performance venue in the heart of Norristown's Arts Hill District. Already a key leader in Norristown's rebirth, with the grand opening of our new home, Theatre Horizon became a neighborhood anchor and vibrant hub of activity.

Since our inception, Theatre Horizon has produced critically-acclaimed theatre that fulfills our mission of connecting audiences and students with professional theatre artists through socially relevant, community-centric productions. With a fierce commitment towards presenting plays and musicals written by contemporary playwrights and composers, Theatre Horizon's production history has included the following musicals: James Lapine and Stephen Sondheim's *Into the Woods*, Rachel Sheinkin and William Finn's *The 25th Annual Putnam County Spelling Bee*, Steven Sater and Duncan Sheik's *Spring Awakening* and Lynn Ahrens and Stephen Flaherty's *Once on this Island* and plays: Suzan Lori-Parks' *In the Blood*, Doug Wright's *I Am My Own Wife*, Annie Baker's *Circle Mirror Transformation*, Patrick Barlowe's *The 39 Steps*, Paula Vogel's *How I Learned to Drive* and Moises Kaufman's *The Laramie Project*. Theatre Horizon's productions features the work professional directors, actors, musicians, designers and artisans based in Philadelphia and New York, and our work has been recognized with 10 awards and 40 nominations from the Barrymore Awards for Excellence in Philadelphia Theatre.

Our education department extends Theatre Horizon's service well beyond the theatre walls. In 2006, we perceived a need in our community to support children with autism. We spent two years researching the condition and interacting closely with area families affected by autism, and discovered how theatre artists are uniquely equipped to connect with these children. We now offer theatre classes for children and young adults in our community on the autism spectrum. Through our Autism Drama Program, After School Drama Clubs, Summer Drama Camps and Acting Classes, we reach over 750 students annually.

We serve the field by deepening and expanding audience for theater outside of major cities. This highlights our mission of bringing engaging, dynamic theatre to suburban audiences who do not enjoy the plethora of arts and culture choices available to city-dwellers. In carrying out our mission, we stage stories that illuminate the full range of human experience, bring people together, connect students with theatre artists, and contribute to the revitalization of our underserved town.

## **Organizational Values**

These are the values that guide Theatre Horizon and we strive to incorporate them into all we do as an organization.

### **Commitment to Artistic Excellence**

*Guided by the knowledge that our patrons are smart and curious theatre-goers, we actively strive to:*

- o Present contemporary plays and musicals relevant to our community
- o Curate and sustain each season at the highest level of artistic excellence
- o Present plays that espouse unique, diverse and alternative viewpoints
- o Bring to Norristown the artists who are working at the highest level of their craft in Philadelphia and across the country

### **Join, Build, and Celebrate our Community**

*Honoring our commitment to Norristown and surrounding communities, and with faith that art can change lives, we believe strongly in our mission to:*

- o Collaborate with other organizations in the arts, humanities, and academic sphere to enhance our art and support the missions of our fellow community organizations
- o Serve those in the community who have lesser access to live theatre
- o Give back to the regional theatre community by employing and developing emerging artists
- o Celebrate the unique viewpoints of all persons who come in contact with our company

### **Deep Engagement with the Audience**

*Believing that all people have art inside of them that is worthy of expression, we encourage patrons to become participants through the following ways:*

- o Participating in our lobby installations, social media dialogues, and special projects
- o Speaking their mind at talk-backs
- o Expressing themselves through public acknowledgement of their support for specific projects

### **Friendliness and Excellent Service**

*With appreciation for individuals who include theatre in their lives, we strive to:*

- o Know our patrons personally, by name when possible
- o Go the extra mile to add personal touches to our customer service
- o Foster a welcoming feeling of belonging when patrons enter our space
- o Do our work with a smile

### **Educate the next generation**

*Believing it is our responsibility to help build the next generation of theatre artists and audiences, we honor this responsibility to:*

- o Welcome young children into a lifelong appreciation of theatre
- o Keep theater fun by emphasizing process above product
- o Give opportunities to young adults embarking on their theatre careers
- o Include the underserved and persons with disabilities in our arts education activities

## **Use human and fiscal resources in responsible ways**

*With a commitment to strong fiscal health and the well-being of our most important asset, our people, we strive to:*

- o Maintain sound fiscal policies and positive cash flow
- o Craft an administrative structure that supports artists' and administrators' personal development as theatre professionals
- o Achieve artistic excellence without compromising the health and well-being of artists and administrators

## **VISION STATEMENT**

By 2018, Theatre Horizon will be recognized as Montgomery County's premier professional theatre, delivering theatrical and educational experiences that demonstrate our unwavering commitment to artistic excellence. With the support of a growing staff and Board of Directors, highly engaged donors, and longtime partner organizations, we will serve a diverse audience and student base, showcase and nurture the talent of our region's best artists and use theatre to address our community's most pressing concerns. We will achieve organizational maturity with a full complement of staff and a robust and diversified funding pool.

# OVERVIEW

**GOAL 1 - To fully realize our potential as Montgomery County’s premier professional theatre company, we will leverage our strengths to engage as many patrons and students as possible in our art and educational programs.**

- o Strategy 1: Advance reputation as leading producer of musicals with regular offerings to engage new audiences and build patron loyalty.
- o Strategy 2: By 2018, offer theatre for young audiences to engage families and fill a need for children’s programming in Montgomery County.
- o Strategy 3: Continue to program artistic work and artistic partnerships that engage a constituency diverse in race, gender, income level, and sexual orientation.
- o Strategy 4: Enhance the audience experience from first point-of-contact forward.

**GOAL 2 - We will increase our support for staff and artists by expanding infrastructure, increasing compensation, and growing production budgets while reducing reliance on “sweat equity” and goodwill contributions.**

- o Strategy 1: Further invest in staff and staffing infrastructure to recognize value, accommodate organizational growth, and encourage continuity at Theatre Horizon.
- o Strategy 2: Continue to grow artist compensation, financially and otherwise, to further Theatre Horizon’s reputation as a preferred employer of new, emerging, and established talent.
- o Strategy 3: Increase annual production budget by 23% to fully fund artistic vision and reduce expectation of “goodwill” contributions.

**GOAL 3 - In order to - achieve the artistic and infrastructure goals of this plan, we will increase earned and contributed income, and continue to generate an annual surplus while maintaining the cash reserve fund.**

- o Strategy 1: Build earned revenue to keep pace with expenses and cover 30-40% of the budget through strategic ticket pricing and sales efforts, increasing total earned revenue by 26% per year over the course of the plan.
- o Strategy 2: Advance the fundraising performance of the organization to ensure contributed funds covers 60-70% of the budget over next three years, increasing total contributed revenue by 28% per year over the course of the plan.
- o Strategy 3: Grow and strengthen the Board of Directors to help Theatre Horizon expand its reach in the community and meet the strategic goals of this plan.

## **GOAL 1 - To fully realize our potential as Montgomery County's premier professional theatre company, we will leverage our strengths to engage as many patrons and students as possible in our art and educational programs.**

Since opening our new home in 2012, Theatre Horizon has achieved stellar audience growth year after year. By opening the new building, we increased audience capacity by more than 50% while also bringing our unique Autism Drama Program and new and ever-expanding Theatre School under our own roof. We welcomed 5,400 patrons to our facility in our 2014-15 season, more than doubling our 2010-2011 season attendance in our former home, thanks to our ability to fully manage our space and realize larger-scale productions, and to our increased dedication to understanding and cultivating those who come and see our work.

“Top-quality theater is no longer confined to Center City,” proclaimed The Philadelphia Inquirer when we opened our new venue. Our work addresses the lack of cultural opportunities in the suburbs, offering residents of Montgomery County a comfortable, nearby venue to enjoy high quality, thought-provoking, professional theatre. This highlights our mission of bringing engaging, dynamic theatre to suburban audiences who do not enjoy the plethora of arts and culture choices available to city-dwellers. We are proud that our new home, high-quality artistic and educational programming, and increased capacity has advanced our presence in downtown Norristown, where we continue to lead revitalization efforts. The theater space has become a resource for the community. The outlay of time, energy, and resources that went into the construction is concrete evidence of Theatre Horizon's commitment to the neighborhood and its residents.

Our commitment to musical theater sets Theatre Horizon apart from other companies our age and size, and our musicals have proven to be a highly accessible point of entry for new audiences. Of the more than 50 Equity theaters in the Philadelphia area, we are one of only eight that regularly produce musicals. Over 10 seasons, Theatre Horizon has emerged as one of the top producers of musical theatre in the Philadelphia region. Our 2010 production of *The 25th Annual Putnam County Spelling Bee* was nominated for 9 Barrymore Awards and won four, including Outstanding Direction of a Musical for Co-Founder and Resident Director Matthew Decker. 2015's production of *Into the Woods* became the top-selling show in the history of the company and was recognized with 12 Barrymore Award nominations, winning four including the award for Outstanding Overall Production of a Musical. We pride ourselves on contributing to the field in the Philadelphia area by serving as a springboard for emerging talent, and a place where up-and-coming actors, designers and directors can hone their craft and take artistic risks. Our musicals are just one of many opportunities for us to nurture the professional development of artists and performers in our region and support their sustained residence in Philadelphia.

Theatre Horizon's play selection focuses on work by contemporary playwrights, and we are constantly searching for material that provides dynamic storytelling and opportunities to understand unfamiliar perspective and discuss common challenges central to our civic life. Our 2015 production of *In the Blood* and accompanying Imagine No Homelessness audience engagement project demonstrated how Theatre Horizon extends our on-stage work into the community for important dialogue and to serve those in need. Though such hard-hitting plays may prove riskier for audience development, our steadfast commitment to diversity, which is equally reflected in our casting, will ensure that our artistry reflects and serves our multi-ethnic population, and can bring our current core audience and new audiences together around art and

civic dialogue. Theatre Horizon is also a champion of female directors, actors, and playwrights. We have a track record of choosing plays with a wide array of substantive roles for women, employing actresses of varied ages and backgrounds. Examples include *How I Learned to Drive*, *Pretty Fire*, and *Circle Mirror Transformation*. By producing these compelling stories of and by women, we showcased the abilities of Philadelphia actresses at many stages of their careers.

Connecting children with theatre artists is central to our mission. Theatre Horizon is building the theatre audiences of tomorrow with education programs that nurture each child's unique voice today. We teach a total of over 750 students each year through our in-house Theatre School and our outreach programs. The Theatre School is home to our unique Autism Drama Program, which harnesses the special skill set of actors to connect with children and young adults on the autism spectrum. In response to popular demand, the program now includes classes to serve two different age cohorts: Youth Drama for ages 10 to 16, and Storytelling & The Art of Playwriting for those over age 17, for whom social services have abruptly ended. Our Theatre School also offers acting classes and workshops for ages 3 to 15. We fill gaps in access to the arts that are a result of school district budget cuts, providing quality arts education for students in their home communities: our After-School Drama Clubs are held at elementary schools and our Summer Drama Camps are hosted by township Parks & Recreation departments. As part of our commitment to the underserved, Theatre Horizon provides free tickets to local residents, and hires qualified theater students from the local community college for entry-level production work.

As we look ahead, we aim to continue to produce theatre that challenges audiences and reflects our increasingly diverse culture. Our efforts to grow our annual audience to over 8,500 by 2018 (patron growth is expected at 16-25%, annually) will be achieved through a rich variety of artistic and educational programming, including increased musical offerings, pursuing mission-driven partnerships to address community needs and, in response to a call from the community, introducing theatre for families and young audiences to our roster. Being ever mindful of the complete audience experience, we additionally commit to engaging in an ongoing dialogue with our constituents around important topics relevant to our work and community, as well as to considering modest improvements to our facility to ensure a warm and welcoming environment for all.

- **Strategy 1: Advance reputation as leading producer of musicals with regular offerings to engage new audiences and build patron loyalty.**
  - Alternate programming recognizable musical titles with titles that assume greater artistic and box office risk
  - Add performances within production weeks and extra performance weeks when warranted by audience demand, to maximize revenue and serve a total audience of over 8,500 by end of plan period.
  - Define strategies to target high schools and relevant community groups for group sales
  - Define strategies to convert single ticket buyers to subscribers and donors
- **Strategy 2: By 2018, offer theatre for young audiences to engage families and fill a need for children's programming in Montgomery County.**
  - Educate up to 900 Norristown and Montgomery county children annually and ensure that all interested children, regardless of their parents' ability to pay tuition, can participate in arts education.

- Grow enrollment in and access to onsite acting classes by increasing the number of full and partial scholarships offered to Norristown families by over 30% (to achieve over 50 scholarships annually).
  - Leverage existing and planned education programs for audience development and to build cross-over participation to other Theatre Horizon programs.
    - Carry out a planned partnership with The Willow School to pilot on-site preschool acting class to engage families with young children
    - Engage families of children participating in off-site Theatre Horizon programs (summer camps and after-school drama clubs) through launch of Theatre Horizon's first-ever family show.
  - Develop and produce a family show offering in the 2017-18 Season
    - Leverage support already committed by The Independence Foundation's New Theatre Works Initiative to strengthen long-term artistic planning process and to file competitive regional and national grant applications with early deadlines relative to usual season planning schedule (See Goal 3, Strategy 1).
    - Offer the production to subscribers as an "add-on" to their season package
    - Plan for a well-rounded "experience" including pre and post-show engagement activities and/or family-friendly dining partnerships to attract audiences and reduce negative perception of Norristown.
- **Strategy 3: Continue to program artistic work and artistic partnerships that engage a constituency diverse in race, gender, income level, and sexual orientation.**
  - Formalize and identify funding for strategic program partnerships that express our continued commitment to inclusion and diversity (e.g., Free Tickets for Norristown, future projects modeled on *Imagine No Homelessness*).
  - Define a targeted strategy for identifying community groups and addressing their particular needs and interests (e.g., responsive and/or subsidized ticket pricing) (See Goal 3, Strategy 2).
  - Continue to engage people of color via diverse programming and casts, as well as targeted marketing and promotional efforts in print and online.
  - Continue to actively seek out female directors and playwrights for inclusion in our artistry.
  - Connect with administration, faculty, and students at local colleges with highly diverse student bodies (example: Montgomery County Community College).
  - Deputize marketing staff to represent Theatre Horizon at community meetings and events focused on revitalization efforts in Norristown.
- **Strategy 4: Enhance the audience experience from first point-of-contact forward.**
  - Further develop pre-show and post-show engagement/educational efforts to build awareness and interest in upcoming works.
  - In FY18, form Board committee to plan a future facility update that would add bathrooms to reduce pre-show and intermission waiting times.

## **GOAL 2 - We will increase our support for staff and artists by expanding infrastructure, increasing compensation, and growing production budgets while reducing reliance on “sweat equity” and goodwill contributions.**

When asked, “What makes Theatre Horizon special?,” nearly all of the two dozen stakeholders engaged in this strategic planning process answered, “The people.” And, it’s true. Our dedicated and talented staff work tirelessly to not only fulfill our mission and programs, but also to grow them to new heights. Likewise, we pride ourselves on contributing to the creative community in the Philadelphia area by serving as a springboard for emerging talent, and a place where up-and-coming actors, designers and directors can hone their craft and take artistic risks. From Theatre Horizon’s stage, artists have “graduated” to notable companies in and beyond our region including Arden Theatre Company, Walnut Street Theatre, Milwaukee Rep, off-Broadway, among many more.

Our new home has presented many opportunities for staff and artists alike to spread their wings and reap the intangible rewards of their hard work - rave reviews from the public and the press, growing audiences and contributions, and 2 new Barrymore Awards and 9 Barrymore nominations last season alone. Since our relocation, we have doubled our administrative staff. In 2014-15, we also advanced our Actors’ Equity Association Contract, which brought higher salaries and benefit contributions for some Equity members, along with increases in our rehearsal hours and allowing video capabilities to strengthen our productions and marketing efforts.

Though we have made some progress over the past few years toward growing the actual compensation of our staff and artists, we recognize the distance we still have to cover in this realm to even achieve parity with our regional peers. Offering a livable wage makes it possible to hire professional actors who have devoted their lives to the theatre and to bettering themselves as artists. It allows us to structure a rehearsal schedule that facilitates the director, actors and creative team to work in a fulfilling way that will positively affect the creative process. It is our goal to operate with a full complement of staff and with the financial means necessary to invest with purpose and value in the artistic vision and in the people who make our work possible. Increased hours and compensation at Theatre Horizon will reduce the need of our staff to accept outside employment while helping to ensure their continuity with the company, a mutual benefit for both our staff and leadership. And, as we continue to grow, we are committed to rebalancing workloads and hiring new positions as needed to ensure that staff members can work to their strengths and continue to drive the synergy that is a hallmark of Theatre Horizon’s past successes.

We are also committed to reducing the “sweat equity” of our staff, artists, and other volunteers, which has helped in the past to keep our production costs low. But, in the end, even “free” isn’t free. The number of man hours required to locate donated goods and/or services oftentimes comes at a direct hourly labor cost to Theatre Horizon, while also potentially taxing important relationships for the company should borrowed items be overly worn or damaged while in use, or for requesting repeated favors over time. It took a great deal of individual and collective time and energy in recent years to build and move into our new theatre, and to help realize the artistic vision of our first few seasons in our new home. We must now acknowledge the burnout of our staff, artists, and volunteers and prepare for a larger cash outlay in our production budgets to develop a sustainable artistic practice that is not reliant on the goodwill and charity of others.

- **Strategy 1: Further invest in staff and staffing infrastructure to recognize value, accommodate organizational growth, and encourage continuity at Theatre Horizon.**
  - Increase compensation and benefits by 43% by end of plan for administrative and fundraising staff toward achieving parity with regional peers
  - Increase compensation and benefits by 74% by end of plan for artists and production staff toward achieving parity with regional peers
  - Plan for continued education program growth in annual budgets and facility plans.
    - Offer increased employment opportunities to Theatre Horizon teaching artists as the education program expands.
    - Grow education staff with increased hours during work week and with the addition of a dedicated weekend education representative.
    - Locate alternate classroom space before production season expansion in 2017-18.
  - Add staff positions in marketing, development, and production to manage operations, build capacity, and rebalance workload (NOTE: we are considering the need to add Box office staffer as well.)
    - Beginning in FY16, add part-time Development Assistant to manage database, process gift acknowledgment, and provide departmental support
    - By 2016, upgrade current part-time Marketing Manager to a full-time annual position and consider long-term integration of position to an External Relations team
    - By 2016, add part-time seasonal Assistant Production Manager to production department
    - Seek candidates for all positions that reflect Theatre Horizon's commitment to diversity.
  - Implement tiered employee health care coverage and/or subsidy beginning in FY16
  - Secure and fund long-term office space, on-site or elsewhere.
  
- **Strategy 2: Continue to grow artist compensation, financially and otherwise, to further Theatre Horizon's reputation as a preferred employer of new, emerging, and established talent.**
  - Increase artist pay by an average of 18% annually to be in line with our regional peers (1812 Productions, Lantern Theater Company, InterAct Theatre, and Act II Playhouse).
  - Consider full or partial travel subsidy for artists traveling from Philadelphia.
  - Build upon progress made in 2014-15 season by providing healthcare and pension contributions for all actors and stage managers who are members of the Actors Equity Association.
  - Budget for and provide non-financial benefits for artists for positive working climate (e.g., green room snacks, coffee, meals provided on two show days).

- **Strategy 3: Increase annual production budget by 23% to fully fund artistic vision and reduce expectation of “goodwill” contributions.**
  - Increase production materials budget by an average of 14% annually to reduce need to borrow or secure donated items.
  - Include Production Manager in second-round season planning discussions to identify items requiring larger budgets.
  - By 2018, include a contingency line item in each production budget equal to no less than \$500.

### **GOAL 3 - In order to achieve the artistic and infrastructure goals of this plan, we will increase earned and contributed income, and continue to generate an annual budget surplus while maintaining the cash reserve fund.**

In recent years, Theatre Horizon has pursued and achieved our vision of building and managing a new theatre - which is no small feat for an organization of our size and age. To succeed, our Board and staff have further professionalized, adopting best practices in governance, fundraising, marketing, financial and facility management. As a result, we not only successfully operate our new theatre, but have also significantly expanded our audiences and donor pool and doubled our budget in four years. We have supported this growth through a greater diversity of contributed and earned revenues, and built organizational capacity with modest increases in staffing and Board membership.

Theatre Horizon has operated in the black in every year since our founding in 2005. We have received continuing support from more than 20 foundations over the years and are actively seeking new funding from foundations with whom our mission and objectives align. In addition to soliciting for the annual fund, we also simultaneously raised an additional \$425,000 over three years to operate our new home on top of the \$700,000 required to build it. We have operated with a 32% earned income/68% contributed income ratio. We strive to maintain an income ratio of between 30%-40% earned and 60%-70% contributed. Our earned ticket sales have increased by 30% each year over the past four seasons and we have a 79% subscriber renewal rate, compared to the 50% industry standard. Our education programs have held a steady profit margin for four years. Through our award-winning productions and education programs with consistent, outstanding track records, we continue to not only sustain but grow the number of people we serve each year.

By 2018, we anticipate that Theatre Horizon will have adapted its business model toward a more year-round program of revenue-generating activities (10 months vs. 5 months) and will achieve sustainability at an annual operating budget of around \$933,000. It is expected that the budget will be supported up to 60-70% by contributions from individual and institutional funders, with the remainder achieved in earned revenues from a loyal and expanding audience base and our essential and profitable education programs. We will also deputize a task force to explore the potential of increased facility rentals and other developing sales initiatives. Leading these efforts will be an expanded, dynamic, and highly effective Board of Directors.

- **Strategy 1: Build earned revenue to keep pace with expenses and cover 30-40% of the budget through strategic ticket pricing and sales efforts, increasing earned revenue by 26% per year over the course of the plan.**
  - Explore dynamic pricing and demand-based pricing, starting with the musicals
  - For the family show offering in FY18, consider special pricing for the children and family packages with incremental discounts as group size increases
  - Explore initiating a peer-to-peer sales model that rewards influencers with commissions and/or other benefits
  - Define a targeted strategy for identifying community groups and addressing their particular needs and interests (e.g., responsive and/or subsidized ticket pricing) (See Goal 1, Strategy 3)
  - Investigate and implement new digital marketing strategies, to keep pace with the ever-evolving digital consumer landscape
  - Assemble a task force to investigate other developing sales initiatives, such as facility rentals, to increase revenues
  
- **Strategy 2: Advance the fundraising performance of the organization to ensure contributed funds covers 60-70% of the budget over next three years, increasing contributed revenue by 28% per year over the course of the plan.**
  - Raise \$230,000 through the “Heart the Art Campaign,” designed around key plan initiatives:
    - Producing a musical every year
    - Developing a Children’s Show to be presented in FY18
    - Supporting artists with raises and health insurance for Equity members
  - Seek multi-year commitments from individuals and institutions where appropriate and available
  - Grow Ambassador Circle from 40 households to 50 households
  - Plan development campaigns and solicitation efforts concurrent with Marketing to encourage patrons’ growing loyalty towards becoming sustaining donors
  
- **Strategy 3: Grow and strengthen the Board of Directors to help Theatre Horizon expand its reach in the community and meet the strategic goals of this plan.**
  - Charge Cultivation Committee to double the number of cultivation events held throughout the season, with support from Development department.
    - Identify and engage Corporate connections and community leaders towards growing Board of Directors and/or for annual sponsorship campaigns.
  - By 2018, expand Board of Directors by 3-6 members for a total of 15-18 members.

- Continue to update Skills Assessment worksheet regularly to identify gap areas and prospective new members.
  - Leverage new nominees to increase fundraising capacity by explicitly stating that Theatre Horizon will be among member's top three giving priorities.
- Strengthen the onboarding and training process for new members.
  - Schedule staff member presentations at each Board meeting to discuss their scope of work and future goals.
  - Encourage Board and staff socialization at annual BBQ and other events throughout year.
  - Establish an annual orientation session for new members.
- Provide opportunities for continued training, professional development, and personal goal setting.
  - Initiate a process for developing customized annual workplans with each Board member, spearheaded by the Nominating Committee.
  - Explore advanced training opportunities offered by the Arts & Business Council for legacy Board members.
  - Establish an annual working retreat for Board and staff.

# 3 Year Budget 2016

THEATRE HORIZON: Strategic Plan budgets				From Budget Detail (unrestricted operating)	Temp Restricted FY16	TOTAL FY16
Income						
Earned Income						
	5010 · Ticket Sales					
	5011 · Subscriptions		45,960			45,960
	5014 · Black Nativity		27,185			27,185
	5015 · Drama		14,866			14,866
	5016 · Comedy		19,993			19,993
	Ticket Sales		118,805			118,805
	Ad Sales		1,500			1,500
	Education		123,000			123,000
	Rentals		7,000			7,000
	Concessions		2,500			2,500
<b>Total Earned Income</b>			<b>252,805</b>			<b>252,805</b>
Contributed Income						
	Individual Giving		183,000			183,000
	Grants		135,000	83,860		218,860
	Corporate Giving		4,500			4,500
	CAMPAIGN - NHC - final year					0
	CAMPAIGN - HEART THE ART		150,000			150,000
<b>Total Contributed Income</b>			<b>472,500</b>	<b>83,860</b>		<b>556,360</b>
<b>Total Income</b>			<b>725,305</b>	<b>83,860</b>		<b>809,165</b>
NET ASSETS RELEASED FROM RESTRICTIONS						
	Grants received in FY15 and spent in FY16		92,500	(92,500)		
	Grants received in FY16 and spent in FY16		38,860	(38,860)		
	Release from cash reserve		0			
<b>Total Net Assets Released from Restrictions</b>			<b>131,360</b>	<b>(131,360)</b>		<b>0</b>
<b>Gross Profit</b>			<b>856,665</b>	<b>(47,500)</b>		<b>809,165</b>
Expense						
	Operating Expenses		92,527			92,527
	Education		86,000			86,000
	Development		9,000			9,000
	Personnel Expenses		302,515			302,515
	Production Expense		225,551			225,551
	Front-of-House		3,365			3,365
	Marketing		36,575			36,575
<b>Total Expense</b>			<b>755,533</b>			<b>755,533</b>
<b>Profit/(Loss)</b>			<b>101,132</b>	<b>(47,500)</b>		<b>53,632</b>

# 3 Year Budget 2017

THEATRE HORIZON: Strategic Plan budgets		From Budget Detail (unrestricted operating)	Temp Restricted FY17	TOTAL FY17
Income				
Earned Income				
	5010 · Ticket Sales			
	5011 · Subscriptions			
	5014 · Black Nativity			
	5015 · Drama			
	5016 · Comedy			
	Ticket Sales	130,117		130,117
	Ad Sales	1,500		1,500
	Education	130,000		130,000
	Rentals	7,000		7,000
	Concessions	2,500		2,500
<b>Total Earned Income</b>		<b>271,117</b>		<b>271,117</b>
Contributed Income				
	Individual Giving	192,150		192,150
	Grants	190,000	238,860	428,860
	Corporate Giving	6,000		6,000
	CAMPAIGN - NHC - final year			0
	CAMPAIGN - HEART THE ART	60,000		60,000
<b>Total Contributed Income</b>		<b>448,150</b>	<b>238,860</b>	<b>687,010</b>
<b>Total Income</b>		<b>719,267</b>	<b>238,860</b>	<b>958,127</b>
NET ASSETS RELEASED FROM RESTRICTIONS				
	Grants received in FY15 and spent in FY16	67,500	(67,500)	
	Grants received in FY16 and spent in FY16	38,860	(38,860)	
	Release from cash reserve	0	0	
<b>Total Net Assets Released from Restrictions</b>		<b>106,360</b>	<b>(106,360)</b>	<b>0</b>
<b>Gross Profit</b>		<b>825,627</b>	<b>132,500</b>	<b>958,127</b>
Expense				
	Operating Expenses	97,153		97,153
	Education	88,000		88,000
	Development	11,950		11,950
	Personnel Expenses	374,911		374,911
	Production Expense	237,734		237,734
	Front-of-House	3,533		3,533
	Marketing	38,404		38,404
<b>Total Expense</b>		<b>851,685</b>		<b>851,685</b>
<b>Profit/(Loss)</b>		<b>(26,058)</b>	<b>132,500</b>	<b>106,442</b>

# 3 Year Budget 2018

THEATRE HORIZON: Strategic Plan budgets				From Budget Detail (unrestricted operating)	Temp Restricted FY18	TOTAL FY18
<b>Income</b>						
Earned Income						
	5010 · Ticket Sales					
	5011 · Subscriptions					
	5014 · Black Nativity					
	5015 · Drama					
	5016 · Comedy					
	Ticket Sales		148,613			148,613
	Ad Sales		1,500			1,500
	Education		135,000			135,000
	Rentals		7,000			7,000
	Concessions		2,500			2,500
<b>Total Earned Income</b>			<b>294,613</b>			<b>294,613</b>
Contributed Income						
	Individual Giving		201,758			201,758
	Grants		120,000	73,860		193,860
	Corporate Giving		7,500			7,500
	CAMPAIGN - NHC - final year					0
	CAMPAIGN - HEART THE ART		40,000			40,000
<b>Total Contributed Income</b>			<b>369,258</b>	<b>73,860</b>		<b>443,118</b>
<b>Total Income</b>			<b>663,871</b>	<b>73,860</b>		<b>737,731</b>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>						
	Grants received in FY15 and spent in FY16		146,500	(146,500)		
	Grants received in FY16 and spent in FY16		38,860	(38,860)		
	Release from cash reserve		0	0		
<b>Total Net Assets Released from Restrictions</b>			<b>185,360</b>	<b>(185,360)</b>		<b>0</b>
<b>Gross Profit</b>			<b>849,231</b>	<b>(111,500)</b>		<b>737,731</b>
<b>Expense</b>						
	Operating Expenses		102,011			102,011
	Education		90,000			90,000
	Development		12,548			12,548
	Personnel Expenses		404,904			404,904
	Production Expense		328,349			328,349
	Front-of-House		3,710			3,710
	Marketing		40,324			40,324
<b>Total Expense</b>			<b>981,846</b>			<b>981,846</b>
<b>Profit/(Loss)</b>			<b>(132,615)</b>	<b>(111,500)</b>		<b>(244,115)</b>

