



GRAND RAPIDS
CIVICTHEATRE

Strategic Plan
2017-2020

Mission:

Entertaining, educating, and engaging our community through the art of theatre

Vision:

To set the standard for community theatre performance and education

Strategic Initiatives:

- 1. Diversity/Inclusion/Equity**
- 2. Facilities Assessment/Second Campus**
- 3. Capital/Endowment Campaign**
- 4. People**
- 5. Education/Programming**
- 6. Promotion**
- 7. Sustainability/Strong Financial Performance**

EXECUTIVE SUMMARY

Introduction:

The Grand Rapids Civic Theatre (GRCT) began a strategic planning process in 2017 by redefining its mission and vision statements, gathering employee and community feedback through surveys, gathering Board feedback through SWOT analysis, and GRCT leadership feedback through personal interviews. All gathered feedback has been reviewed and considered for inclusion in the Strategic Plan.

This Executive Summary provides a high-level overview of the top priorities over the next three years. GRCT will continue to focus, as it has always done, on providing high-quality performances, exceptional programming, and strong educational programs. Additionally, to position itself for the future, GRCT must focus on additional strategic priorities, including:

- Diversity/Inclusion/Equity
 - Facilities/Second Campus
 - Capital/Endowment Campaign
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Diversity/Inclusion/Equity:

GRCT will develop and institute an organizational Diversity/Inclusion/Equity plan.

Steps include:

- Identifying community resources to advise and assist in plan development
- Identifying potential funding partner(s) to underwrite the plan
- Conducting a needs assessment to determine diversity/inclusion/equity needs throughout the organization
- Identifying resources to implement diversity/inclusion/equity assessment and education programs for Board, Staff, Volunteers, and Teachers
- Reviewing marketing materials to determine if GRCT effectively markets to diverse communities; conduct surveys/focus groups to measure marketing results
- Implement Diversity/Inclusion/Equity Plan in all areas of GRCT
- Evaluate results annually and update as necessary

Facilities Assessment/Second Campus:

GRCT will conduct a facility needs/capacity assessment of the current facility and explore second campus options.

Steps include:

- Fully assessing existing facility and determine effectiveness and capacity as performance, office, rehearsal, and education space

- Reviewing existing facility with professionals in the field and theatre staff, including assessment of facility in the context of the neighborhood and area
 - Considering alternate location as the second campus to house most non-performance related activities including workshops, classes, and offices, as well as improved access for volunteers and staff
 - Pursuing a permanent storage location for costumes, properties, and scenery
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Capital/Endowment Campaign:

GRCT will explore and conduct a comprehensive capital/endowment to position itself for the future.

Steps include:

- Creating a plan for a capital improvement and endowment campaign to address the needs identified by the facility needs/capacity assessment
 - Writing a case for support, creating applicable renderings, and formulating budgets to include in feasibility packet
 - Conducting 35-40 feasibility interviews with prospective funders to determine scope and viability of the campaign
 - Readjusting campaign, if necessary, based on donor feedback
 - Launching and completing comprehensive capital/endowment campaign
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GRCT must also be aware of potential threats to the organization, including, but not limited to continued constraints on volunteer time and availability, continued congestion, and parking limitations in downtown Grand Rapids, and demands for improved and efficient customer processes.

The above items are included in this Strategic Plan, along with other key priorities for the next three years.

DIVERSITY/INCLUSION/EQUITY

	Person(s) Responsible	Timeline
a. Develop and implement an organizational Diversity/Inclusion/Equity Plan		
1. Identify community resources to advise and assist plan development	Leadership Team Board of Directors	2017 and ongoing
2. Identify potential funding partner(s) to underwrite the plan		
3. Conduct a needs assessment to determine diversity/inclusion/equity needs throughout the organization		
4. Identify resources to implement diversity/inclusion/equity assessment and education programs for Board, Staff, Volunteers, and Teachers		
5. Review marketing materials to determine if we are effectively marketing to diverse communities; conduct surveys/focus groups as necessary to measure marketing results		
6. Implement Diversity/Inclusion/Equity Plan in all areas of GRCT		
7. Annually evaluate results and update as necessary		

FACILITIES ASSESSMENT/SECOND CAMPUS

	Person(s) Responsible	Timeline
<p>a. Conduct a facility needs/capacity assessment of the current facility and explore second campus options</p> <ol style="list-style-type: none"> 1. Fully assess existing facility and determine effectiveness and capacity as performance, office, rehearsal, and education space 2. Review existing facility with professionals in the field and theatre staff, including assessment of facility in the context of the neighborhood and area 3. Consider alternate location as the second campus to house most non-performance related activities including workshops, classes, and offices, as well as improved access for volunteers and students 4. Pursue a permanent storage location for costumes, properties, and scenery 	Executive Director Leadership Team	2018 and ongoing

CAPITAL/ENDOWMENT CAMPAIGN

	Person(s) Responsible	Timeline
<p>a. Explore and conduct a comprehensive capital/endowment campaign to position GRCT for its future</p> <ol style="list-style-type: none"> 1. Create a plan for a capital improvement and endowment campaign to address the needs identified by the facility needs/capacity assessment 2. Write a case for support, create applicable renderings, and formulate budgets to include in feasibility packet 3. Conduct 35-40 feasibility interviews with prospective funders to determine scope and viability of the campaign 4. Readjust the campaign, if necessary, based on donor feedback 5. Launch and complete comprehensive capital/endowment campaign 	<p>Leadership Team Board of Directors</p>	<p>2018 and ongoing</p>

PEOPLE

	Person(s) Responsible	Timeline
<p>a. Maintain quality leadership and staff</p> <ol style="list-style-type: none"> 1. Gather feedback from current leadership team on position/organization strengths and challenges 2. Benchmark similar organizations to determine both leadership structure and compensation/benefits 3. Based on gathered information, create strategy to enhance leadership and staff positions 4. Execute strategy, evaluate results, and update as necessary 	Executive Director Leadership Team	2018 and ongoing
<p>b. Staffing and Organizational Analysis</p> <ol style="list-style-type: none"> 1. Conduct a top to bottom staffing and organizational analysis, considering current location and potential second campus; create staffing model for both locations 	Executive Director Leadership Team	2018 and ongoing
<p>c. Internal team building and organizational culture</p> <ol style="list-style-type: none"> 1. Identify strengths and challenges in current team/cohesion structure 2. Create internal committee to create strategy to strengthen intra and inter-department teamwork, solidify strengths, and address challenges 3. Execute strategy, evaluate results, and update as necessary 	Executive Director Leadership Team	2018 and ongoing
<p>d. Create staffing Emergency Response Plan and Succession Plans</p> <ol style="list-style-type: none"> 1. Review and create job descriptions for all positions 2. Identify “next in line” for each staffing position 	Executive Director Leadership Team Board of Directors	2018 and ongoing

e. Enhance and expand Volunteer Programs

1. Conduct assessment of current volunteer process, including surveys, focus groups, and interviews.
2. Create improved process to respond to new volunteer inquiries
3. Commission survey focusing on volunteer recruitment, retention, and recognition; review results and enhance program based on feedback
4. Create strategies based on survey feedback, with priority given to zero cost/low cost initiatives
5. Automate post show feedback process
6. Expand and enhance the volunteer recognition program
7. Pursue volunteer sponsor to underwrite such things as volunteer supplies, volunteer parties, parking, and meals, and opening night party
8. Execute strategies
9. Gather volunteer feedback annually and update programs as necessary

Director of
Volunteers &
Operations

2018
and
ongoing

EDUCATION/PROGRAMMING

	Person(s) Responsible	Timeline
FIRST PRIORITY		
a. Refine education programming		
<ol style="list-style-type: none"> 1. Annually evaluate education structure through surveys, focus groups, and observation; adjust as necessary 2. Set annual enrollment and revenue goals 3. Conduct assessment to determine maximum capacity and needed resources in current building; expand current capabilities if space and resources allow 4. Explore increasing capacity through conducting educational programming offsite 	Associate Director	2017 and ongoing
b. Refine summer camp programming		
<ol style="list-style-type: none"> 1. Annually evaluate summer camp structure through surveys, focus groups, and observation; adjust as necessary 2. Set annual enrollment and revenue goals 3. Create measurable outcomes for summer camp experience 4. Explore effectiveness and improvement opportunities for six-week summer camp program through benchmarking other organizations 5. Execute strategy, evaluate results, and update as necessary 	Associate Director	2017 and ongoing

SECOND PRIORITY

a. Pursue/refine approach to Home School Community

1. Conduct needs assessment determine home school interest and potential programs to offer
2. Create strategy for home school community based on assessment
3. Set annual enrollment and revenue goals
4. Execute strategy, evaluate effectiveness, and update as necessary

Associate Director

2018
and
ongoing

b. Expand adult programming

1. Conduct needs assessment determine community interest in increased adult programming
2. Create strategy based on assessment and available capacity
3. Set annual enrollment and revenue goals
4. Execute strategy, evaluate results, and update as necessary

Associate Director

2018
and
ongoing

c. Enhance and expand Traveling Troupe/Artist in Residence Program

1. Evaluate effectiveness of current Traveling Troupe/Artist in Residence Program
2. Conduct needs assessment to determine community interest in Traveling Troupe/Artist in Residence program
3. Create strategy based on assessment and available capacity
4. Set annual revenue and participation goals
5. Execute strategy, evaluate results, and update as necessary

Associate Director

2018
and
ongoing

d. Enhance and expand Company Program		
1. Evaluate effectiveness of current Company Program	Associate Director	2018 and ongoing
2. Conduct needs assessment to determine community interest in Company Program		
3. Create strategy based on assessment and available capacity		
4. Set annual revenue and enrollment goals		
5. Execute strategy, evaluate results, and update as necessary		
e. Enhance and expand Pre-K Program		
1. Evaluate effectiveness of current Pre-k Program	Associate Director	2018 and ongoing
2. Conduct needs assessment to determine community interest in traveling expanded Pre-k Program		
3. Create strategy based on assessment and available capacity		
4. Set annual revenue and enrollment goals		
5. Execute strategy, evaluate results, and update as necessary		
f. Pursue internship program through colleges and universities		
1. Conduct needs assessment determining internship opportunities within GRCT	Associate Director	2018 and ongoing
2. Contact internship coordinators from identified universities and colleges		
3. Create semester long internship program in collaboration with universities and colleges		
4. Execute strategy, evaluate results, and update as necessary		

PROMOTION

	Person(s) Responsible	Timeline
<p>a. Create Seasonal Promotional Plan</p> <ol style="list-style-type: none"> 1. Determine and cultivate the following segments for each show: <ul style="list-style-type: none"> • Overall show goals • Target audience • Strategic partners • Sponsors • Special promotions • Media partners • Special projects • Extreme ticket interaction 2. Evaluate results after each show and update strategy as necessary 	<p>Director of Development and Community Relations</p>	<p>2017 and ongoing</p>

SUSTAINABILITY/STRONG FINANCIAL PERFORMANCE

	Person(s) Responsible	Timeline
<p>a. Refine Production process</p> <ol style="list-style-type: none"> 1. Conduct Assessment of current product process 2. Benchmark similar organizations to determine “best practices” in production process 3. Create strategy to improve production process 4. Execute strategy, evaluate results, and update as necessary 	Executive Director Associate Director	2017 and ongoing
<p>b. Research and implement Ticketing solution</p> <ol style="list-style-type: none"> 1. Conduct assessment of current ticketing system 2. Benchmark “best in class” organizations from a ticketing perspective 3. Review available options and determine best solution with preference given to systems that can house all GRCT data (ticketing, donor, etc.) 4. Obtain approval and purchase new ticketing system 5. Implement new ticketing system 	Director of Volunteers and Operations	2017 and ongoing
<p>c. Strive to maintain the current million-plus earned revenue dollars annually</p>	Director of Development and Community Relations	2017 and ongoing

<p>d. Maintain (and grow as able) current corporate support, increase foundation revenue, and continue to strengthen individual giving</p>	<p>Director of Development and Community Relations</p>	<p>2017 and ongoing</p>
<p>1. Strive to grow to \$670,000 (currently at \$450,000) targeting best practices of diversified funding streams including 5% from corporations, 15% from foundations, and 80% from individuals.</p>		
<p>e. Enhance/create robust Donor Communication Strategy</p>	<p>Director of Development and Community Relations</p>	<p>2017 and ongoing</p>
<p>1. Explore and execute methods, including:</p> <ul style="list-style-type: none"> • Campaigns • Communication • Events • Cultivation • Event Reporting • Thanking 		
<p>f. Enhance strategies to thank donors on a more immediate basis</p>	<p>Director of Development and Community Relations</p>	<p>2017 and ongoing</p>
<p>1. Contact new donors within 24-48 hours of gift receipt</p> <p>2. Follow up with new donor mailing three months later</p> <p>3. For donors \$500-\$999, Nancy to call and thank</p> <p>4. For donors \$1,000 or more, Bruce to call and thank</p>		
<p>g. Strengthen/enhance the Board of Directors' role in philanthropy</p>	<p>Executive Director Board Chair</p>	<p>2017 and ongoing</p>
<p>1. Set annual fundraising goal for board</p> <p>2. Hold board members accountable for fundraising goals</p> <p>3. Communicate regular/consistent donor information to Board of Directors, allowing them to further cultivate donor relationships</p> <p>4. Obtain 100% Board participation in supporting GRCT</p>		