

Theatre Workshop of Nantucket (TWN)
Strategic Plan Outline
Approved May 20, 2022

This is a broad outline of the goals and objectives of TWN's Strategic Plan. The planning process started in July 2019, with a meeting led by David Mallette of Management Consultants for the Arts; and like most initiatives, it was interrupted and delayed by COVID. It is a fluid document—and it will remain so as we continue to develop the goals, objectives, action plans and timelines—and the progress made on each. This document also includes the person(s) responsible for each goal, as set forth by the Project Team, with committee support.

Overall, the Strategic Plan is a commitment by and responsibility of the board and staff to continue doing the work to achieve the goals. Evaluation of our progress, obstacles and shortfalls is essential and should happen annually.

GOALS & OBJECTIVES

1. Determine the Feasibility of purchasing and owning our own theatre space and how to fulfill it

(Leader: Bethany)

- a. Plan how to start a capital campaign quickly so when something becomes available we can implement immediately.
 - i. How much do we anticipate it will cost to operate, i.e., mortgage, insurance, maintenance, etc.
 - ii. In advance, identify 3-5 major pledges during a quiet phase campaign (limited to a 3-year period)
- b. Continue to look at spaces
- c. Identify what is an appropriate venue long-term?
 - i. Straight plays vs musicals
 - ii. Indoor vs outdoor
 - iii. In or out of town
- d. Identify what a physical theatre would need
 - i. A 120-seat proscenium theatre and a black box space
 - ii. Storefront for public exposure
 - iii. Appropriate backstage space and dressing rooms
 - iv. Lobby with bar and box office
 - v. Consider hiring a theatre consultant to explore the possibilities

2. Achieve Financial Stability (Leader: Chris)

- a. Establish a line of credit (a "standby loan" for when cash is needed)
- b. Formalize and document all accounting procedures and controls
- c. Develop a program to build or acquire housing for artistic director and actors. **DONE.**
- d. Build a sustaining fund/reserve over the next 3 years. **DONE**
- e. Establish a policy to protect and grow the sustaining fund.

- i. Determine when and how funds are used
- ii. Explore setting up a separate account that has required signatures
- iii. Determine ways to build on this fund

3. Enhance Community Engagement and Education (Leader: Justin)

- a. Develop a youth education program
- b. Develop a winter residency for playwrights
- c. Grow sustainable relationships with other organizations and businesses
- d. Grow theatrical diversity engagement
- e. Forge/develop a relationship with the Nantucket school system
- f. Continue to explore and create off-season programming

4. Strengthen Governance & Operations (Leader: Susan)

- a. Establish guidelines for more effective communication and interaction between board and staff.
- b. Set up a central storage system for all board documents, meeting notes, etc.
- c. Memorialize procedures, processes and timelines, particularly for Nominating & Governance, Clerk, Treasurer and Development.
- d. Update the Bylaws
- e. Commit to succession planning for key positions
- f. Review/update our mission, vision and values (per MCA documentation, Appendix A)

5. Explore the Feasibility of Changing the Name of the Organization (Leader: Ellie)

- a. Research the history of TWN—names, locations and any other information that helps us understand the organization and its impact on the community over the years
- b. Define the benefits, list the pros and cons, and identify ramifications for the company and the community at large
- c. Identify the steps necessary for implementation, and establish a timeline for a rollout

What we need to keep doing

Quality productions * Fun benefits * Producer appeal * Base level marketing & advertising *
Donor cultivation * Recognition and Stewardship * Board Development