



DRAFT Strategic Plan

2009–2012

Goals and Strategies

Our mission: To enrich the cultural life of Starkville and the surrounding communities by providing quality entertainment, arts education, and an opportunity for diverse people to come together for creative self expression and fun.

Our vision: To build a true community theater group that attracts and engages community members while earning broad recognition for quality and innovation and by consistently crafting award-winning performances.

Our goals for 2009-2012

1. To build a talented and committed leadership team with clearly defined roles and shared goals for the future.
2. To develop and implement systematic efforts to recruit and maintain a diverse group of volunteers.
3. To establish an annual program mix that appeals to our diverse constituencies while at the same time providing opportunities for growth and enjoyment among volunteers, actors and directors.
4. To preserve the Playhouse on Main as a key part of a vibrant downtown Starkville and acquire a second facility with additional seating, parking and plenty of extra space.
5. To raise enough funds to support added salaries and facilities.

Goal 1. To build a talented and committed leadership team with clearly defined roles and shared goals for the future.

Objective 1.a. Develop and implement written policies for board size, membership and responsibilities.

Strategies:

Establish a task force to develop policies for the board and officers (May 2009).

- Study successful community theater groups
- Post alternatives on the website to generate member discussion and feedback
- Choose the best alternative (May, 2009)

Objective 1. b. Develop a strong leadership team

Strategies:

- Establish committees for annual program selection, volunteer organization, and fund-raising (September 2009)
- Invite board members, officers and interested volunteers to team-building sessions (October 2009)
- Hold another series of strategic planning sessions once the board is reconstructed. (January 2012)

Objective 1.c. Hire two paid staff members to facilitate and support volunteer activities.

Strategies:

Hire a part time (20 hour weekly) business manager or administrative assistant (October 2009)

- Define the job expectations
- Determine pay and benefits
- Recruit and select an individual to fill the position
- Establish clear reporting relationships

Hire an executive director (October, 2011)

- Define job expectations
- Determine pay and benefits
- Recruit and select an individual to fill the position
- Establish clear reporting relationships

Goal 2. To develop and implement systematic efforts to recruit and maintain a diverse group of volunteers.

Objective 2.a. Develop strategies to show appreciation and recognition of current volunteers.

- Strategies:
 - Establish training programs for current volunteers (how often?)
 - Re-establish the newsletter
 - Let subscribers know they are members
 - Give current volunteers more recovery time before re-enlisting
 - Develop a volunteer database showing skills and time constraints, etc.

Objective 2.b. Increase the number of new volunteers by x% each year.

Strategies:

- Assign a volunteer coordinator
- Develop more personal recruiting methods, not just emails

Goal 3. To establish an annual program mix that appeals to our diverse constituencies while at the same time providing opportunities for growth and enjoyment among volunteers, actors and directors.

Objective 3.a To consolidate or streamline some programs to enhance efficiency

Strategies:

No new programs in 2009

Assign a taskforce to study the current program mix and make recommendations for change. (Fall 2009)

Consider streamlining children's programs (Fall 2009)

Objective 3.b To add selective programs that draw in new audience niches and better serve current groups.

Some alternative strategies:

- Create a permanent program committee (Fall 2009)
- Consider adding senior programs
- Take shows on the road

Objective 3.c. Increase communication with our audience

Strategies:

- Promote upcoming events in performance brochures
- Get input from audience and other groups about likes and dislikes

Goal 4. To preserve the Playhouse on Main as a key part of a vibrant downtown Starkville and acquire a second facility with additional seating, parking and plenty of extra space.

Objective 4.a To preserve and improve the Playhouse on Main

Strategies:

- Pay off the mortgage (2009)
- Identify alternative uses

Objective 4.b To purchase a second building with increased space and better facilities for parking, set construction, storage and so on.

Strategies:

Establish a task force to investigate potential locations and costs (May 2010)

Goal 5. To raise enough funds to support added salaries and facilities.

Objective 5.a To establish consistent mechanisms for ensuring adequate funding.

Strategies:

Establish a permanent finance committee (fall 2009)

Identify costs associated with adding staff and additional building space

Identify revenue streams consistent with those costs