



Strategic Plan

The Avalon Theatre Foundation, Inc.

January 2017-2019

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STRATEGIC PLAN 2017-2020

MISSION

To preserve, promote and enhance the Avalon Theatre for community benefit.

VISION STATEMENT

To provide the community with a fully functional Avalon as a venue for performance, entertainment and a community meeting place for large and small groups.

PURPOSE

The Avalon Theatre Foundation (ATF):











- Is a non-profit organization that identifies and raises resources for the Avalon Theatre. These resources are directed towards the enhancement, preservation, and promotion of the Avalon Theatre.
- Encourages the utilization of the Avalon Theatre by the community.
- Educates the community about the Avalon Theatre, the Avalon Theatre Foundation, and the history of the Avalon Theatre.

VALUES

- Collaboration
- Inclusivity
- Community
- Enhancement
- Preservation
- Culture

BUSINESS MODEL

The Business Model Canvas:

<p>Key Partners </p> <ul style="list-style-type: none"> - Current Donors - Community - Community Grants - Large Grant Foundations - GJ City Council - Business Owners - ATF Board Members 	<p>Key Activities </p> <ul style="list-style-type: none"> - Promote use of the Avalon - Enhance the Avalon by identifying and funding capital projects - Preserve the Avalon - Finish Encore Hall 	<p>Value Proposition </p> <ul style="list-style-type: none"> - Cornerstone of the community - Arts and Culture - Destination for visitors and residence of GJ 	<p>Customer Relationships </p> <ul style="list-style-type: none"> - Personal - Direct 	<p>Customer Segments </p> <ul style="list-style-type: none"> - Entire Community
<p>Cost Structure </p> <ul style="list-style-type: none"> - Operational Cost - Administration Cost will not exceed 15% of total budget 	<p>Key Resources </p> <ul style="list-style-type: none"> - Donor Database - Donors' Trust - ATF Support 		<p>Channels </p> <ul style="list-style-type: none"> - Website - Social Media - Phone Calls - Face to Face - Mailings 	
<p>Cost Structure </p> <ul style="list-style-type: none"> - Operational Cost - Administration Cost will not exceed 15% of total budget 		<p>Revenue Streams </p> <ul style="list-style-type: none"> - Donations - Grants - Pavers - Fundraisers 		

Business Model Statement:

The Avalon Theatre Foundation Board will acquire donations and raise funds to promote, preserve, and enhance the Avalon for community use.

EXECUTIVE SUMMARY

The Avalon Theatre Foundation will:

- Continue to capitalize on the solid and expanding donor base, which was found as the number one strength in a SWOT analysis.
- Work to find the funds to complete Encore Hall. A complete Encore Hall will allow all three sections to be used.
- Increase and continue efforts to educate the community and improve current public perception.
- Identify a new office location. This location will ideally be donated and provide more visibility for ATF. Management opportunities of the Avalon Theatre will be developed and discussed with the City.
- Research Final Phase opportunity.
 - *The Final Phase includes expanding the stage, reinstalling the orchestra pit, and building the support tower. The support tower will have dressing rooms, offices and a kitchen.

SWOT ANALYSIS

Since the Avalon Theatre and Avalon Theatre Foundation are so closely allied, both were included in this analysis.

	Avalon Theatre Foundation	Avalon Theatre
Strengths		
	Solid and expanding donor base Passionate board and donors Public & private relationships Complete architectural plans for full build out of Final Phase >97% of pledges met for successful capital campaign	Location Rooftop terrace Multi-use Historical Largest movie screen on the Western Slope Large amount of seating Beautiful building
Weaknesses (Improvement Opportunities)		
	Changing community priorities Incomplete Avalon Communication	Lack of accessibility/visibility Lack of vision and promotion Lack of resources Restrictive rules and regulations No centralized box office Limited and inefficient catering/concessions
Opportunities		
	Final Phase Encore Hall completion Expand donor base Enhance utilization Expanded vision for community use New community collaborations	Private management Work with BID/DDA Involve community
Threats		
	Challenging economy Community perception Changing city priorities	Competing venues (CMU, Las Colonias Park, TRCC) Limited audience

ATF STRATEGIC GOALS AND OBJECTIVES

I. Complete Encore Hall

- A. Raise \$250,000 for completion.
- B. Purchase items:
 - 1. Retractable Seating (for approximately 100 people)
 - 2. Projector, Tracks for lighting/lighting
 - 3. Table/Chairs/Pipe and drape for 150 people
 - 4. Hearing Loop system
 - 5. Fabric-wrapped panels (for acoustics)
 - 6. Angled walls (for acoustics)
 - 7. Sound system
- C. Hire contractors to install items into Encore Hall

II. Improve community support of the Avalon Theatre.

- A. Implement Avalon Theatre tours once a month
- B. Educate community on Avalon Theatre
- C. Be involved in more Downtown events

III. Investigate possible options for donated office space.

- A. Determine options for new office space that will increase visibility and fit needs of ATF.

IV. Form New Management of Avalon Theatre

- A. Create a proposal for management of Avalon
- B. Present proposal to City

V. Investigate and Research Final Phase Opportunity

- A. Discuss plan for Final Phase
- B. Research options for Final Phase
- C. Create/Enact Final Phase plan

GOAL I

COMPLETE ENCORE HALL

STRATEGY:

- Raise \$250,000 for Encore Hall completion
 - \$120,000: General Donations \$100,000, End of Year Ask \$20,000, Brick Sales \$200
 - \$5,000: Outstanding Pledges
 - \$100,000: Grants & Matching Grants
 - \$30,000: Paver Sales
 - \$20,000: Encore Hall Seating Campaign
 - \$20,000: Fundraising Events
- Purchase items:

Item	Estimated Cost
Retractable Seating (for approximately 100 people)	\$88,000
Projector	\$35,000
Tracks for lighting/lighting	\$5,000
Table/Chairs/Pipe and drape for 150 people	\$19,000
Hearing Loop system	\$15,000
Fabric-wrapped panels (for acoustics)	\$50,000
Angled walls (for acoustics)	\$3,000
Sound system	\$5,000
Total Project	\$220,000

EXECUTION:

- A. Create campaigns, budgets, and advertising plans for each form of income
- B. Delegate work to board members
- C. Raise funds

OBJECTIVE MEASUREMENTS:

- Install items as they are purchased
- Complete Encore Hall by December 2017

GOAL II

IMPROVE CURRENT COMMUNITY PERCEPTION OF THE AVALON THEATRE

STRATEGY:

1. Implement Avalon Theatre tours
 - Show general community
 - The improvements
 - Pavers/Bricks for sale
 - History of the Avalon
 - Final Phase completion details

Execution:

- Work with TRCC staff to determine dates for tours
- Work with volunteers to give tours
- Advertise tours

Objective Measurement:

- Tours monthly (12 each year)
- 120 guests at tours in a year
- Have guests complete survey

2. Educate community on Avalon Theatre
 - Topics to be covered
 - How it's currently used and opportunities for use
 - Difference between the Avalon Theatre (city-owned) and ATF (non-profit foundation)
 - History of the Avalon and ATF

Execution:

- Inform people about avalontheatrefoundation.org/events.com to demonstrate the amount of events occurring at the Avalon
- Give presentation to local community groups
- Develop a brochure on ATF

Objective Measurement:

- Present to 6 groups by December 31, 2017
- 20 avalontheatrefoundation.org website hits per month

3. Be involved in Downtown events
 - Identify opportunities to pair up with downtown events

Objective Measurement:

- Be involved in 6 downtown events in 2017

4. Receive feedback from community
 - Create an ongoing survey to measure improvement in community perception and awareness

GOAL III

LOCATE DONATED OFFICE SPACE

STRATEGY:

- Locate three potential options for office space
 - Ideally donated
 - Increase visibility
 - Includes sufficient storage for records and marketing material
- Board selects which option is the best for the ATF and its purpose
- Move ATF into new office

EXECUTION:

- A. Inventory current facilities
 - a. Storage room
 - b. Office
- B. Acquire a new computer
- C. Discuss what is owned by ATF and Grand Events
- D. Transfer phone to new office
- E. Move files, computer, and storage items to new office

OBJECTIVE MEASUREMENTS:

- Identify options by February 28, 2017
- Select final option by March 31, 2017
- Move to new office by May 31, 2017

GOAL IV

FORM NEW MANAGEMENT OF THE AVALON

NOTE: THIS GOAL WILL BE RE-EVALUATED IN JUNE 2017. THE ITEMS BELOW ARE INFORMATIONAL ONLY.

STRATEGY:

- Discuss options for new management through ATF
- Create proposal on chosen option for management
- Present proposal to City

EXECUTION:

- Form a Management Opportunity Committee
- Have committee research options
- Have committee create a rough draft of proposal to City
- Board discusses and finalizes proposal
- Board presents final proposal to the city

OBJECTIVE MEASUREMENTS:

- Management Opportunity Committee formed by _____
- Management committee has rough draft proposal by _____
- Finalize proposal by _____
- Present final proposal to city by _____
- Receive feedback from city

GOAL V

I. INVESTIGATE AND RESEARCH FINAL PHASE OPPORTUNITY

GENERAL INFORMATION:

The Final Phase includes expanding the stage, reinstalling the orchestra pit, and building the support tower. The support tower will have dressing rooms, offices and a kitchen.

STRATEGY:

- Discuss options for possible Final Phase
- Research opportunities for Final Phase
- Create a detailed plan for Final Phase
- Start enacting detailed plan for Final Phase

EXECUTION:

- Form a Final Phase Committee
- Have committee research opportunities
- Have committee create a rough draft of plan
- Board discusses and finalizes plan
- Board enacts plan

OBJECTIVE MEASUREMENTS:

- Final Phase Committee formed by June 2017
- Committee researches opportunities by June 2018
- Create and enact detailed plan by December 2018
- Completed Avalon Theatre by December 2021