

PRESCOTT CENTER FOR THE ARTS

5 YEAR STRATEGIC PLAN: 2018-2023



2/27/2018

PRESCOTT CENTER FOR THE ARTS MISSION STATEMENT

Create opportunities for the greater community to engage in and experience all facets of the arts.



PCA IMPACT ON THE COMMUNITY

- ALMOST **50** YEARS OF SERVING THE GREATER PRECOTT COMMUNITY AND ARIZONA (EST. 1969).
- OVER **100,000** PEOPLE WALK THRU OUR DOORS EACH YEAR.
- OVER **25** SHOWS EACH YEAR FOR PERFORMING AND VISUAL ARTS.
- OVER **200** YOUTH SCHOLARSHIPS AWARDS IN PLAYWRITING, ACTING, MUSIC AND ART ARE GIVEN EACH YEAR. AND, **THREE** COMPREHENSIVE SUMMER YOUTH PROGRAMS ARE OFFERED.
- OVER **600** VOLUNTEERS CONTRIBUTE TO OUR MISSION.
- OVER **100** ORGANIZATIONS AND BUSINESSES INVEST IN OUR PROGRAMS.
- OVER **25** COLLABORATIONS WITH AREA SCHOOLS, NONPROFITS AND OTHER THEATRE PROGRAMS.



STRATEGIES 2018-2023

1. Reach and maintain financial stability.

- *PCA is committed to maintaining a sound and responsible stewardship of resources to realize our mission.*

2. Build a multi-purpose building and upgrade existing facilities.

- *PCA is committed to making the theater a state-of-the-art facility. However, we have outgrown the existing Black Box venue, and the campus buildings need constant care and improvements. Rehearsal space is limited and the box office is located in the Art Gallery. A new multi-purpose building will include a larger, more economically-sized Black Box theater. Existing administrative and Main Stage facilities will also be renovated.*

3. Expand youth arts education programming.

- *PCA's current youth arts education programming is highly valued in the community but does not meet demand. The new multi-purpose building will provide capacity to double youth arts education programming and increase outreach in our communities.*

4. Grow community participation via local groups, organizations and volunteers.

- *The importance of an active board cannot be overstated. In addition, PCA facilities are in constant use for quality programming. This level of activity requires many dedicated, active board members, volunteer ushers and support staff.*



STRATEGIES 2018-2023

5. Reach and Increase community awareness through improved marketing and public relations.

- *While PCA is well liked in the community, its visibility needs to increase in order to create awareness of programming and impact on our communities.*

6. Increase PCA personnel to support day-to-day and development needs of the organization.

- *Additional staff is needed to support ongoing and future facility, programming and marketing expansion strategies.*

7. Enhance the theater experience for our patrons and communities.

- *Develop stronger and more effective communication strategies, collaborations with artists, and a more robust volunteer force to support an even more professional community theater experience.*



Strategy #1: Reach and maintain financial stability.

PCA is committed to maintaining a sound and responsible stewardship of resources to realize our mission.

Action Items:

- a. Improve investment management to increase long-term return
- b. Identify potential major donors for capital gifts and ongoing operational support
 - i. Identify and enlist a team of staff and Board members capable of establishing and solidifying relationships with potential donors to ensure a funding stream
 - ii. Expand sponsor membership program with additional corporate support
 - iii. Implement a long-term capital campaign process for continued maintenance
- d. Research and apply for grants to support programming and subsidize expenses for youth programming, technical support, internships and teaching artists
- e. Increase ticket prices to a more competitive level
- f. Grow the annual fundraising Gala to expand community outreach and increase patrons



Strategy #2: Build a multi-purpose building and upgrade existing facilities.

PCA is committed to making the theater a state-of-the-art facility. However, we have outgrown the existing Black Box venue, and the campus buildings need constant care and improvements. Rehearsal space is limited and the box office is located in the Art Gallery. A new multi-purpose building will include a larger, more economically-sized Black Box theater. Existing administrative and Main Stage facilities will also be renovated.

Action Items:

- a. Undertake a Capital Campaign to raise \$3.0 million to fund a new multipurpose building and renovation project
 - i. Renovate existing facilities to provide an enhanced patron experience
 - ii. Replace the current Black Box Theater with a new state-of-the-art 99-seat theater to increase audience size and efficiency of scale
 - iii. Include costume storage, rehearsal space, art exhibit space and a box office in the new building
- b. Continue a quarterly review of the Facilities Improvement Program and sustain a maintenance budget to address issues promptly
- c. Set up a predictive/preventive maintenance program for all facilities
- d. Update and improve the theater signage and marquee

Strategy #3: Expand youth arts education programming.

PCA's current youth arts education programming is highly valued in the community but does not meet demand. The new multi-purpose building will provide capacity to double youth arts education programming and increase outreach in our communities.

Action Items:

- a. Expand participation in Teen Summer Stock Ensemble programs to meet demand
- b. Expand the contact database to support increased marketing for youth programming
- c. Create and offer a full roster of performing and fine arts courses to benefit the community
- d. More strategically utilize facilities to expand youth arts education programming
- e. Develop a youth arts instructor training program that promotes a sense of community ownership by leveraging volunteers' interest in each theater department



Strategy #4: Grow community participation via local groups, organizations and volunteers.

The importance of an active board cannot be overstated. In addition, PCA facilities are in constant use in support of quality programming. This level of activity requires many dedicated, active board members, volunteer ushers and support staff.

Action Items:

- a. Actively seek additional board members with strong records of participation and connections to the community and potential donors
- b. Actively recruit new volunteers for ushering productions, office support, maintenance and technical support
- c. Partner with Yavapai College, Prescott High School and other theater groups to share and offset production expenses
- d. Partner with other 501c3 programs (i.e. Boy's and Girl's Club, YMCA, etc.)
- e. Provide additional outreach programming (i.e. public schools and libraries)



Strategy #5: Increase community awareness through improved marketing and public relations.

While PCA is well liked in the community, its visibility needs to increase in order to create awareness of programming and impact on our communities.

Action Items:

- a. Target tourism through well-defined marketing strategies, participation in community events, and better utilization of Chamber of Commerce contacts
- b. Increase government knowledge and support at the City, County and State levels
- c. Maintain high quality, user-friendly website
- d. Develop an email program targeted to specific needs of the community, corporate entities and patrons
- e. Foster and maintain strong relations with local and regional media
- f. Improve feedback loops from patrons and address issues that arise
- g. Develop and implement a social media plan and calendar to encourage and leverage patron/volunteer information sharing
- h. Leverage cross marketing with other businesses to lower marketing expenses for both parties



Strategy #6: Increase PCA personnel to support day-to-day and development needs of the organization.

Additional staff is needed to support ongoing and future facility, programming and marketing expansion strategies.

Action Items:

- a. Adequately staff for the Capital Campaign
- b. Hire a Youth Arts Programming Manager
- c. Provide ongoing training to staff and volunteers to increase role effectiveness
- d. Expand the use of contractors to offset labor costs (i.e. hire maintenance staff to oversee and manage the effort)



Strategy #7: Enhance the theater experience for our patrons and communities.

Develop stronger and more effective communication strategies, collaborations with artists, and a more robust volunteer force to support an even more professional community theater experience.

Action Items:

- a. Standardize production training, roles and responsibilities
- b. Strategically place concerts and presentations in the programming schedule to serve the financial needs of the organization without compromising theater production
- c. Educate ushers and directors to enhance the audience experience
- d. Develop an exchange program with other theaters in the area (i.e. trade shows with Theater Works, etc.) to leverage efficiencies, collaboration and talents

