

**Olympia Film Society
2010 – 2014 Strategic Plan
REVISED 2/28/11**

Goal 1: To build awareness and appreciation for OFS as a premier arts presenter in the South Sound community

Objective 1: To develop and execute a comprehensive, coordinated 5-year marketing plan

Strategies

- Evaluate current program distribution and advertising methods and modify as needed
- Evaluate current OFS publications (print and web) and modify as needed
- Evaluate current marketing expenses and methods for posting marketing expenses to operations budget, modify as needed, and create an annual marketing budget
- Determine how the organization will meet its marketing staffing needs
- Evaluate current public relations methods and strategies and modify as needed
- Maintain the Marketing & PR Committee and related volunteers and interns as a critical component in the successful executive of the plan

Objective 2: To enhance the quality and diversity of programming

Strategies (Film Programming)

- Create unique film-going experiences unavailable at area multiplexes or through home rentals
- Further develop, brand, and market special film series (Kids Family Matinees, Midnight Movies, Janis Classic Films)
- Further enhance the film-going experience through increased filmmaker visits, discussion forums, and related activities.
- Further develop, brand and market current mini-festivals, including documentary festival and environmental festival
- Create new mini-festivals and special series when appropriate and as staffing allows

Strategies (Event Programming)

- Continue to fully utilize the theater by balancing large productions with small backstage shows, local artists with national artists, and annual events with one-time events and concerts
- To develop a reputation for What You Got Fest as a premier youth arts event in the South Sound
- To further create and continue to develop and brand and market in-house promoted events and concerts
- Encourage the community (non-profit and for-profit) to utilize the theater through rentals and co-produced events

Objective 3: To improve the theater-going experience

Strategies

- Establish annual cinema presentation and event production maintenance, upgrade, and acquisition funding priorities
- Establish annual theater upgrade and maintenance funding priorities
- Improve accessibility of theater

Goal 2: To effectively manage our finances, increase revenue streams, and build cash reserves

Objective 1: To operate OFS at a net profit by 2014

Objective 2: To define and maintain adequate cash reserves

Objective 3: To increase our earned income

Strategies

- Utilize data (grosses, attendance, member surveys, suggestion box, programming volunteer suggestions) to evaluate and modify programming
- Create, market, and sell OFS merchandise
- Research and implement new forms of revenue

Objective 4: By the end of 2014, at least half of the operating revenue is from donations and grants
To increase income generated from fundraising activities

Strategies

- Create Maintain a comprehensive, coordinated 5-year fund development plan that includes major donor solicitation, board fundraising, sponsorships, direct mail appeals, special events, workplace giving, and grants, and memberships
- Redefine Office Manager position as Development Director
- Maintain Development & Fundraising committee and fundraising-related volunteers as a critical component in the successful execution of the plan
- Educate the membership on the importance of financial contributions beyond annual membership dues and provide various methods of giving

Objective 5: To create and implement procedures to ensure good financial management practices

Objective 6: To make our financial and general organizational status more transparent to the membership

Strategies

- Create and distribute an annual report
- Evaluate current membership meeting format and modify to increase attendance
- More fully utilize e-mail blast, website, and theater lobby to post updates on organizational status

Goal 3: To strengthen organizational management and infrastructure

Objective 1: To strengthen ability of staff to make long-term commitment

Strategies

- Work towards supporting a staff earning competitive compensation and receiving employee benefits, including paid holidays, vacation, sick leave and medical insurance
- Maintain job descriptions that accurately reflects staff duties and responsibilities
- Ensure adequate office equipment and software are available
- Reduce staff hours spent on administrative tasks by increasing the number of administrative volunteers

Objective 2: Cultivate an optimally effective Staff Collective

Strategies

- Review 2009 organizational assessment and implement recommendations as appropriate
- Provide annual, ongoing, and one-time training
- Explore and support when possible opportunities for professional development
- Maintain and improve staff evaluation processes and procedures

Objective 3: To strengthen Board's role in organizational oversight build capacity within the Board to fulfill its essential duties of organizational oversight (financial, legal, programmatic, personnel), fundraising, public relations, and board recruitment

Strategies

- Maintain a Board of at least 8 un-paid members
- Seek Board members who represent the demographics of the community
- Provide annual, ongoing, and one-time training needs
- Create better systems for communicating information between committees, staff and Board to ensure that Board make informed decisions
- Continue to professionalize the board by recruiting Board members with professional skills in fundraising, financial management, capital campaigns, human resource management, marketing and public relations
- Establish a greater Board presence at major OFS events and important community meetings
- Improve communication between Board and membership

Objective 4: To improve institutional history memory

Strategies

- Create personnel policies that describes terms of employment, employment expectations, corrective actions, hiring procedures, and

- related working conditions
- Better utilizing online filing cabinet to store and access major organizational documents and create a system for backing-up major organizational files
- Establish archives of major publications (program guides, flyers) and press recognition

Goal 4: To encourage community participation through volunteerism, membership, and sponsorship/business partnerships

Objective 1: To improve, expand and diversify our volunteer program Strategies

- Decrease turnover in regular volunteer shifts and create a pool of on-call volunteers to cover cancellations and no-shows
- Seek volunteers that reflects the demographics of our members and patrons
- Create a system to gather and report volunteer data (ie. number of volunteers and volunteer hours) by July 2010
- Determine annual, ongoing, and one-time volunteer training needs, establish training schedule, and train volunteers in areas identified
- Create (or revise existing) volunteer manual describing the specific responsibilities of each volunteer position by the end of 2010
- Create a volunteer application that includes an explanation of volunteer expectations and solicits demographic information
- Identify administrative volunteer support needs and recruit appropriate volunteers
- Evaluate current volunteer recognition practices and modify as needed

Objective 2: To more fully engage the business community by creating sponsorship partnership opportunities to support for regular series film, concert, and event programming

Objective 3: To build our membership and improve our renewal rates

Goal 5: To strengthen our capacity to provide educational programming for youth

Objective 1: To build a mutually beneficial collaboration with TCTV's YAYA Media to strengthen community partnerships

Objective 2: To identify an educational programming model that seeks to enhance current offerings and build new opportunities

Objective 3: To determine equipment, space, and staffing needs and funding sources to effectively manage and build educational program

Goal 6: To acquire pay for and properly equip the Capitol Theater permanent home

Objective 1: To determine create and prioritize a “wish list” that includes life-safety, electrical, comfort, aesthetic, and environmental upgrades for the potential purchase Capitol Theater

Objective 2: To develop a business plan

Objective 3: To determine financial feasibility of securing a permanent home implications of ownership, and develop a budget for ownership, secure appropriate financing, and pay off building

Objective 4: To successfully develop and implement a capital campaign to secure a permanent home

Goals and Objective by Staff, Committee, and Task Force

Staff Collective Goals

Goal 1: To build awareness and appreciation for OFS as a premier arts presenter in the South Sound community

Objective 2: To enhance the quality and diversity of programming

Strategies (Film Programming)

- Create unique film-going experiences unavailable at area multiplexes or through home rentals
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- Further enhance the film-going experience through increased filmmaker visits, discussion forums, and related activities.
- Further develop, brand and market current mini-festivals, including documentary festival and environmental festival
- Create new mini-festivals and special series when appropriate and as staffing allows

Strategies (Event Programming)

- Continue to fully utilize the theater by balancing large productions with small backstage shows, local artists with national artists, and annual events with one-time events and concerts
- To develop a reputation for What You Got Fest as a premier youth arts event in the South Sound
- To further create and continue to develop and brand and market in-house promoted events and concerts
- Encourage the community (non-profit and for-profit) to utilize the theater through rentals and co-produced events

Objective 3: To improve the theater-going experience

Strategies

- Establish annual cinema presentation and event production

- maintenance, upgrade, and acquisition funding priorities
- Establish annual theater upgrade and maintenance funding priorities

Goal 2: To effectively manage our finances, increase revenue streams, and build cash reserves

Objective 1: To operate OFS at a net profit

Objective 2: To define and maintain adequate cash reserves (FC defines, Staff maintains)

Objective 3: To increase our earned income

Strategies

- Utilize data (grosses, attendance, member surveys, suggestion box, programming volunteer suggestions) to evaluate and modify programming
- Create, market, and sell OFS merchandise
- Research and implement new forms of revenue

Objective 6: To make our financial and general organizational status more transparent to the membership

Strategies

- More fully utilize e-mail blast, website, and theater lobby to post updates on organizational status

Goal 3: To strengthen organizational management and infrastructure

Objective 1: To strengthen ability of staff to make long-term commitment

Strategies

- Reduce staff hours spent on administrative tasks by increasing the number of administrative volunteers

Goal 4: To encourage community participation through volunteerism, membership, and business partnerships

Objective 1: To improve, expand and diversify our volunteer program

Strategies

- Decrease turnover in regular volunteer shifts and create a pool of on-call volunteers to cover cancellations and no-shows
- Seek volunteers that reflects the demographics of our members and patrons
- Create a system to gather and report volunteer data (ie. number of volunteers and volunteer hours) by July 2010
- Determine annual, ongoing, and one-time volunteer training needs, establish training schedule, and train volunteers in areas identified
- Create (or revise existing) volunteer manual describing the specific responsibilities of each volunteer position by the end of 2010
- Create a volunteer application that includes an explanation of volunteer expectations and solicits demographic information

- Identify administrative volunteer support needs and recruit appropriate volunteers
- Evaluate current volunteer recognition practices and modify as needed

Objective 2: To more fully engage the business community by creating partnership opportunities to support film, concert, and event programming

Objective 3: To build our membership and improve our renewal rates

Goal 5: To strengthen our capacity to provide educational programming

Objective 1: To strengthen community partnerships

Objective 2: To identify an educational programming model that seeks to enhance current offerings and build new opportunities

Objective 3: To determine equipment, space, and staffing needs and funding sources to effectively manage and build educational program

Goal 6: To pay for and properly equip the Capitol Theater

Objective 2: To develop a business plan

Board Development Committee

Goal 2: To effectively manage our finances, increase revenue streams, and build cash reserves

Objective 6: To make our financial and general organizational status more transparent to the membership

Strategies

- Evaluate current membership meeting format and modify to increase attendance

Goal 3: To strengthen organizational management and infrastructure

Objective 3: To build capacity within the Board to fulfill its essential duties of organizational oversight (financial, legal, programmatic, personnel), fundraising, public relations, and board recruitment

Strategies

- Maintain a Board of at least 8 un-paid members
- Seek Board members who represent the demographics of the community
- Provide annual, ongoing, and one-time training needs
- Create better systems for communicating information between committees, staff and Board to ensure that Board make informed decisions

- Continue to professionalize the board by recruiting Board members with professional skills in fundraising, financial management, capital campaigns, human resource management, marketing and public relations
- Establish a greater Board presence at major OFS events and important community meetings
- Improve communication between Board and membership

Objective 4: To improve institutional memory

Strategies

- Better utilizing online filing cabinet to store and access major organizational documents and create a system for backing-up major organizational files

Capital Campaign Task Force

Goal 6: To pay for and properly equip the Capitol Theater

Objective 4: To successfully develop and implement a capital campaign to secure a permanent home

Development and Fundraising Committee

Goal 2: To effectively manage our finances, increase revenue streams, and build cash reserves

Objective 4: To increase income generated from fundraising activities

Strategies

- Maintain a comprehensive, coordinated 5-year fund development plan that includes major donor solicitation, board fundraising, sponsorships, direct mail appeals, special events, workplace giving, grants, and memberships
- Maintain Development & Fundraising committee and fundraising-related volunteers as a critical component in the successful execution of the plan
- Educate the membership on the importance of financial contributions beyond annual membership dues and provide various methods of giving

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Strategies

- Create and distribute an annual report
- Evaluate current membership meeting format and modify to increase attendance

Facilities Committee

Goal 1: To build awareness and appreciation for OFS as a premier arts presenter in the South Sound community

Objective 3: To improve the theater-going experience

Strategies

Improve accessibility of theater

Goal 3: To strengthen organizational management and infrastructure

Objective 1: To strengthen ability of staff to make long-term commitment

Strategies

Ensure adequate office equipment and software are available

Goal 6: To pay for and properly equip the Capitol Theater

Objective 1: To create and prioritize a "wish list" that includes life-safety, electrical, comfort, aesthetic, and environmental upgrades

Finance Committee

Goal 2: To effectively manage our finances, increase revenue streams, and build cash reserves

Objective 2: To define and maintain adequate cash reserves (FC defines, staff maintains)

Objective 5: To create and implement procedures to ensure good financial management practices

Goal 6: To pay for and properly equip the Capitol Theater

Objective 3: To determine financial implications of ownership, develop a budget for ownership, secure appropriate financing, and pay off building

Marketing Committee

Goal 1: To build awareness and appreciation for OFS as a premier arts presenter in the South Sound community

Objective 1: To develop and execute a comprehensive, coordinated marketing plan

Strategies

Evaluate current program distribution and advertising methods and

- modify as needed
- Evaluate current OFS publications (print and web) and modify as needed
- Evaluate current marketing expenses and methods for posting marketing expenses to operations budget, modify as needed, and create an annual marketing budget
- Evaluate current public relations methods and strategies and modify as needed
- Maintain the Marketing & PR Committee and related volunteers and interns as a critical component in the successful executive of the plan

Goal 3: To strengthen organizational management and infrastructure

Objective 4: To improve institutional memory

Strategies

- Establish archives of major publications (program guides, flyers) and press recognition

Personnel Committee

Goal 1: To build awareness and appreciation for OFS as a premier arts presenter in the South Sound community

Objective 1: To develop and execute a comprehensive, coordinated marketing plan

Strategies

- Determine how the organization will meet its marketing staffing needs

Goal 3: To strengthen organizational management and infrastructure

Objective 1: To strengthen ability of staff to make long-term commitment

Strategies

- Work towards supporting a staff earning competitive compensation and receiving employee benefits, including paid holidays, vacation, sick leave and medical insurance
- Maintain job descriptions that accurately reflects staff duties and responsibilities
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Objective 2: Cultivate an optimally effective Staff Collective

Strategies

- Review 2009 organizational assessment and implement recommendations as appropriate
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- Maintain and improve staff evaluation processes and procedures

Objective 4: To improve institutional memory

Strategies

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