

League of Historic America Theatres

2010-12

**Strategic Plan &
Implementation
Strategies**

**Section A adopted July 15, 2009.
Sections B, C, D endorsed following
October 20, 2009 Board Retreat.**

LHAT's 2010-12 Strategic Plan

LHAT's plan includes:

- LHAT's mission, values, vision, goals, objectives, and actions for the next three years.
- An approach for integrating strategic planning into ongoing organizational development.

Our plan describes how LHAT will increase value to members by:

- Embracing new technologies to improve programs.
- Building on members' distinct competencies in improving their communities, their theatre business, and their historic facilities.

Mission

The League of Historic American Theatres, a non-profit membership association, is a professional network dedicated to sustaining America's historic theatres for the benefit of their communities and future generations.

Values

We believe that historic theatres are irreplaceable social, economic, historic and cultural resources for their communities. As iconic, creative places of public assembly, they build community loyalty, reinforce community identity and heritage, stimulate downtown revitalization, promote pride of place and anchor creative economies.

Vision

We envision these unique showcases for human creativity, arts and culture as vital assets in livable communities throughout North America.

Strategic Direction

We will place new emphasis on programs that serve to sustain operating historic theatres.

By shifting focus to sustainability of operating theatres, the League can better sustain the field and assist emerging theatres.

Goals for 2010-12

1. Strengthen the League's network of operating historic theatres.
2. Expand organizational capacity to facilitate a growing network of operating historic theatres.
3. Promote public interest in America's historic theatres.

Program Focus

As the League expands organizational capacity to **FACILITATE** its growing network of operating historic theatres, it will focus programs on ones that:

1. **Provide access to networks of peers who share common goals**
2. **Facilitate professional collaborations to exchange ideas and experience**
3. **Provide professional development related to historic theatre sustainability**

Issues Focus

League programs will focus on the biggest issues identified by operating historic theatres in the process of creating this strategic plan:

1. **Community relations and development**
2. **Audience relations and marketing**
3. **Financial stabilization**
4. **Integrating new technologies**
5. **Programming and artist relations**
6. **Facility operations**

Plan Outline

We will fulfill our goals through:

Section A: 2010-12 Strategic Plan

and the following implementation strategies:

Section B: Board/Staff Team

Section C: Earned & Contributed Income

Section D: Technology

Program Strategies

Recognizing issues and challenges unique to operating historic theatres, League programs will concentrate on facilitating information exchange among members through:

1. **Peer interaction**
2. **Conferences**
3. **Collaborative projects**

1a. Peer Interaction- Membership Network

Program Objectives:

1. Increase the membership network's knowledge, experience and wisdom of operating historic theatres.
2. Increase revenue from membership dues.

Actions	Measurements		
	2010	2011	2012
Annually target membership recruitment of operating theatres with annual budgets of \$1.5M+ and 1,200+ seating capacity.	Theatre membership will grow to 67% of total membership	Theatre membership will grow to 70% of total membership	Theatre membership will grow to 75% of total membership
Revise membership categories to reflect field aspirations.	Dues revenue will increase 3%	Dues revenue will increase 5%	Dues revenue will increase 5%
Annually assess operating theatre members' satisfaction.	Develop benchmarks		

1b. Peer Interaction – Online Communication

Program Objectives:

1. Increase member interaction.
2. Increase access to peer networks.
3. Increase member resources available online.

Actions	Measurements		
	2010	2011	2012
Develop interactive, dynamic web site.	Develop benchmarks	Increase usage 10%.	Increase usage 10%.
Enhance technology for LHAT-CHAT as vehicle for affinity groups.	Develop benchmarks	Increase usage 10%.	Increase usage 10%.
Improve archival function.	Develop benchmarks	Increase usage 10%.	Increase usage 10%.
Annually assess members' satisfaction.	Develop benchmarks		

Section A: Programs

Program Objectives:

1. Improve access to members' information resources.
2. Increase efficiency of publication production.

1c. Peer Interaction – Other Publications

Actions	Measurements		
	2010	2011	2012
<p>Transition from quarterly printed publications to monthly online newsletters</p> <ul style="list-style-type: none"> ●2010 – 1 printed issue of <i>InLEAGUE</i> with member directory; 1 printed issue of <i>InLEAGUE</i>; 1 printed issue of <i>InLEAGUE</i> with conference program; 3 monthly online newsletters ●2011 – 12 monthly online newsletters; 1 printed issue of <i>InLEAGUE</i> with conference program ●2012 - 12 monthly online newsletters; 1 printed issue of <i>InLEAGUE</i> with conference program 	Develop benchmarks for increasing circulation while reducing costs.	Increase circulation 10%.	Increase circulation 10%.
Annually assess members' satisfaction.	Develop benchmarks		

1d. Peer Interaction – Awards Program

Program Objectives:

1. Acknowledge significant accomplishments & distinguished service to our field.
2. Inspire excellence in our field.

Actions	Measurements		
	2010	2011	2012
Annually recognize a historic theatre that demonstrates excellence in community impact, quality of programs and services, and quality of rehabilitation of its historic structure.	Qualitative expert panel review of nominees.	Qualitative expert panel review of nominees.	Qualitative expert panel review of nominees.
Annually recognize an exemplary individual who demonstrates vision, dedication, selflessness and excellence through his/her contributions to historic theatres and their communities.	Qualitative expert panel review of nominees.	Qualitative expert panel review of nominees.	Qualitative expert panel review of nominees.

1e,f. Peer Interaction – Other Strategies

We will assess and re-evaluate the following programs to determine their value in promoting peer interaction through affinity groups and in growing our network of operating historic theaters:

e. Peer Advisory Review program

f. State Colleagues program

2a,b. Conferences

We will enhance the League's capacity to build relationships and consolidate our network through:

- a. **Annual Conference and Theatre Tour**
- b. **Two-day historic theatre forums**

Program Objectives:

1. **Increase member participation and engagement.**
2. **Increase membership.**
3. **Increase revenue to support operations.**
4. **Maintain participant overall satisfaction.**

2a,b. Conferences

Actions	Measurements		
	2010	2011	2012
Convene member-hosted annual conferences in San Antonio, Schenectady, San Diego and target regional participation.	Increase member participation 3%	Increase member participation 3%	Increase member participation 3%
	6 new members	8 new members	10 new members
	Increase net revenue 3%	Increase net revenue 3%	Increase net revenue 3%
Annually convene two member-hosted historic theatre forums in exemplary operating theatres.	Increase member participation 3%	Increase member participation 3%	Increase member participation 3%
	Increase net revenue 3%	Increase net revenue 3%	Increase net revenue 3%
Annually assess participants' satisfaction.	Maintain overall rating of Good-Excellent by 90% of respondents		

3. Collaborative Project – Great American Theatres Website

To exemplify the League’s new strategic direction, we will create an interactive, collaborative website (greatamericantheatres.org) to be a showcase and gateway to the world of great American theatres. The creation of this website will demonstrate the kind of project that League members can undertake collaboratively for mutual benefit.

Program Objectives:

1. Advance the field of historic theatres through greater public awareness.
2. Attract public access to a broad range of great American theatres.
3. Expand the League’s network of operating historic theatres.

3. Collaborative Project – Great American Theatres Website

Actions	Measurements		
	2010	2011	2012
Engage a task force to advise on content of a web-based, interactive resource for cultural tourists and people interested in great American theatres.			
Launch Great American Theatres website in 2011.		Qualitative assessment of web site	Program benchmarks will be established following a full year of program implementation to determine targets for subsequent years
Assess members' satisfaction.	Qualitative assessment of task force recommendations	Qualitative assessment of web site	

2010-12 Strategic Plan and Implementation Strategies

We intend for this plan to be a living document. Annually, the board and staff will:

- 1. Revise, as needed, annual objectives, actions or measurements, based on an assessment of progress.**
- 2. Update the plan and implementation strategies for the next three years, continuing emphasis on programs that serve to sustain operating historic theatres.**

In summary:

By implementing this new strategic plan, we will re-brand our association:

*The League of Historic American Theatres
... a national network of resources for
improving historic theatres, their businesses
and their communities.*

Board/Staff Team Strategies

The League's board and staff will work together as a team to implement the new strategic plan:

- 1. Strengthen the board/staff relationship through improved COMMUNICATION.**
- 2. Improve COMMITTEE structure to increase efficiency and foster board/staff unity.**
- 3. Improve strategies for effectively RECRUITING, ORIENTING and ENGAGING diverse, talented and productive board members.**

Strategy #1 Communication

- 1. To strengthen our effectiveness and interaction through improved communication, the League’s board and staff will:**
 - a) Implement an interactive board/staff email communication mechanism, including regular notes from Executive Director with highlights “we are changing / doing / thinking about.” Encourage responses and discussion.**
 - b) Identify critical issues for board action.**
 - c) Send out summary results to all board members after meetings, including tasks people have agreed to do.**

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Strategy #1 Communication (cont.)

- d) Plan for periodic board telephone updates / discussions, especially when issues cross committee lines.**
- e) Define role of national board. (See p. 25.) Consolidate, clarify, and simplify “role of board” documents in Board Manual. (See p. 26.)**
- f) Plan for periodic board retreats in conjunction with board meetings to create opportunities for board members to air concerns openly without impeding actual work.**
- g) Create a culture of transparency by fostering an environment of listening, mutual support, and responsiveness.**

National Board

Responsibilities of a national board:

- **Ensure that organization is led by a professional executive director**
- **Oversight – vision, mission, values, goals, policies**
- **Fundraising**
- **Advocacy – acting as goodwill ambassadors, promoting the organization**
- **Creating a supportive and nurturing environment**

As a national board, we use committees to look into issues, do research, apply expertise, solve problems, and bring recommendations to the full board for consideration.

“Role of board” documents

The Nominating/Board Development Committee and staff will:

Refine policies and procedures in Board Manual, **SIMPLIFYING** Section 5 #1 Statement of Board Member Conduct/Responsibility and **COMBINING** it with the following into one document:
Section 2 #2 Board of Directors Position Description
Section 4 #2 Basic Responsibilities of a Nonprofit Board
Section 4 #4 Director Responsibilities & Self-Assessment Guidelines

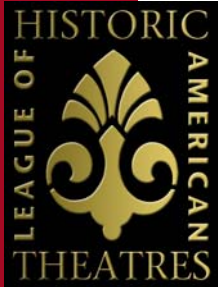
The Planning Committee and staff will:

Update bylaws to reflect new mission, values, vision as well as current practice

Strategy #2 Committees

- 2. To improve committee structure to increase efficiency and foster board/staff unity, the League's board and staff will:**
- a) Annually update committee structure and tasks.** *(See next page and also revised committee structure for 2010-11 in Appendix Section B.)*
 - b) Strive for efficient and effective meetings focused on policies, strategies, and actions by board and staff.**
 - c) State decisions already made that are being built upon or refined before key issues are presented.**
 - d) Send out – in advance – summary of key issues to be discussed with agenda and afterwards send out summary results to all board members.**

Section B: Board/Staff Team 2010



LHAT Membership

Board/Staff Team

Board: John Bell; Jim Boese; John Darby; John Faust; Molly Fortune; Robert Friend; Peter Frisch; Dulcie Gilmore; Jeff Greene; Joe Jefcoat; Tom Johnson; Ed Kelsey; Alice North; Halsey North, Andrew Potts; Sarah Richards; Darlene Smolik; Deborah Smith; Don Telford; Paul Winter; Mark Wretschko
 Staff: Fran Holden, Executive Director;
 Colleen Poehlman, Director of Membership Services; Tisha Shelden, Member Services Coordinator

2011 Local Conference Steering Committee

Philip Morris, Chair

Staff: Fran Holden

Board Committees that recommend to the full board actions creating the organization's future:

Committees that assist the staff in implementing the organization's strategic plan:

2010 Local Conference Steering Committee

2010 Local Conference Steering Committee
Killis Almond, Chair

Kate Almond, Brad Baack, Robin Crews, Kirk Feldman, Sebastian Guajardo, Gary Henley, Betty Hukill, Rick Lewis, Elspeth McDonald, Patty Ortiz, Felix Padron, Maureen Patton, Isabel Rodriguez, Pedro Rodriguez, Richard Rosen, Pamela Rosser, Ken Stein, Frank Villani

Staff: Fran Holden

Executive Committee

Jim Boese
President
Don Telford
Vice President
Joe Jefcoat
Treasurer
John Faust
Secretary
Dulcie Gilmore
Immediate Past President

Meets on 3rd Thursday of each month at 4 PM Eastern Time.

Staff:
Fran Holden

Governance Committee

2010:
Halsey North, Chair
John Bell
Molly Fortune
Tom Johnson
Alice North
Andrew Potts
Sarah Richards
Don Telford

Meets on 2nd Monday of each month at 4 PM Eastern Time.

Staff:
Fran Holden

Finance Committee

2010:
Joe Jefcoat, Chair
Alice North
Dee Smolik
Mark Wretschko

Meets on 1st Monday of each month at 4 PM Eastern Time.

Staff:
Fran Holden
Notes:
Tisha Shelden

Fundraising Committee

2010:
Paul Winter, Chair
Robert Friend
Peter Frisch
Jeff Greene
Halsey North
Deborah Smith
Don Telford

Meets on 1st Tuesday of each month at 4 PM Eastern Time.

Staff:
Fran Holden
Notes:
Tisha Shelden

Membership Development Committee

2010:
Robert Friend, Chair
John Bell
John Darby
John Faust
Dulcie Gilmore
Jeff Greene
Ed Kelsey
Andrew Potts
Mark Wretschko

Meets on 2nd Tuesday of each month at 4:30 PM Eastern Time.

Staff:
Colleen Poehlman

Strategy #3 Engagement

To improve board recruitment, orientation and engagement of League board members:

The Nominating/Board Development Committee and staff will:

- a) Identify talents needed in new board members to move strategic plan forward.**
- b) Develop board-recruitment annual plan and calendar, continuing the current effective recruitment process.**
- c) Provide formal orientation to new board members.**
- d) Designate mentors, based on new board members' experience with LHAT and in the field, develop specific tasks and timetables for mentoring, and ensure all new board members are fully engaged.**

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Strategy #3 Engagement (cont.)

The Nominating/Board Development Committee and staff will:

- d) Enhance engagement by establishing with each board member his/her individual board “task lists” each year to outline what he/she will do for LHAT to move the strategic plan forward. Begin with new recruits.

Individual board members will:

- e) Review own task list for ongoing self-assessment.

The Nominating/Board Development members will:

- f) Assess board member engagement and sense of accomplishment through one-on-one conversations with board members semi-annually.

Earned & Contributed Income

The League of Historic American Theatres is a nonprofit 501(c)(3) national service organization that relies on gifts from supporters as well as earned revenues to provide the comprehensive and affordable services for which it has become known throughout its 30-year history. The League's board and staff will continue generating income through:

- 1. Earned Income: Revenue from dues-paying members and other programs.**
- 2. Contributed Income: The generous support of strategic partners and donors – individuals, corporations, theaters, foundations and government agencies.**

Contributed Income Strategies

In order to generate increased income from contributions, the League's board and staff will:

- 1. Build and sustain strong personal RELATIONSHIPS with existing and potential donors and “strategic partners” (sponsorships).**
- 2. Strengthen BOARD INVOLVEMENT in fundraising.**
- 3. Maximize funding OPPORTUNITIES with individuals, corporations, theaters, foundations, and government agencies.**

Strategy #1 Relationships

1. To build strong personal RELATIONSHIPS with members, donors, and strategic partners, the League's board and staff will:

- **Change concept from “sponsors” to “strategic partners.”**
- **Review opportunities for recognition, visibility, and involvement to maximize support for LHAT and benefits for strategic partners.**
- **Work systematically to enhance personal relationships with current, former, and potential members in the field.**
- **Develop talking points to articulate the message about LHAT's value.**
- **Utilize the annual conference and other programs to build and sustain strong personal relationships.**
- **Inform members, donors, strategic partners, and prospective donors regularly about the latest developments in LHAT's vision and programs and how their support is making a difference.**

Strategy #2 Board Involvement

2. To strengthen BOARD INVOLVEMENT in fundraising:

- **Work with board members as supporters/advocates for LHAT and as leaders in building/revitalizing personal relationships in the field. Develop talking points so board members know what to say and how to say it.**
- **Stress fundraising in board orientation and educate board members on specific tasks they can do to help with fundraising.**
- **Involve board members in specific research / cultivation / solicitation tasks, including solicitation of strategic partners and identifying grant opportunities.**
- **Continue to enlist board member involvement and leadership in planning and execution of fundraising events, such as the auction.**
- **Formalize an annual board campaign to celebrate 100% board giving through an annual cash contribution.**

Strategy #3 Opportunities

3. To maximize funding **OPPORTUNITIES** with individuals, corporations, theaters foundations, and governments, the League's board and staff will:

- **Personally invite individuals, corporations, and theaters to be strategic partners and donors.** *Example from Joe Jefcoat: Explore relationships with major national corporations like Bank of America that have branches in multiple communities where we have historic theater members.*
- **Explore foundation and government opportunities to pinpoint potential funding sources and pursue them if appropriate.**

Earned Income Strategies

In order to increase LHAT's ability to maximize net income from all operations, the League's board and staff will:

- 1. Build and sustain strong personal RELATIONSHIPS with existing and potential members. *(see page 12).***
- 2. Identify new strategies for maximizing NET REVENUE from memberships, conferences, meetings, exhibitors, advertising, and web sites.**
- 3. Review programs annually to ensure effective financial MANAGEMENT.**
- 4. Identify creative mechanisms and opportunities for INCREASING earned income.**

Technology Strategies

**see Programs Strategy #3 Collaborative Project*

In addition to creating an interactive, collaborative website*, the League's board and staff will:

1. Maximize the effectiveness of technology in all dimensions of programs, membership, improving board/staff team communication, and fundraising through annual assessment of available technology.
2. Review member services and consider adding collaborations/bulk purchase of services from groups such as National Trust for Historic Preservation, BoardSource, Foundation Center, new marketing and communication technologies, etc.

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Technology Strategies (cont.)

- 3. Explore the impact of a virtual rather than physical office for LHAT.**
- 4. Investigate mechanics such as “GoToMeeting,” to strengthen ease of communication with board and committees.**
- 5. Evaluate member-service and other technology to ensure it is up to date.**

2010-11 Committee Structure

For 2010-11, the League of Historic American Theatres developed a new committee structure of three board committees that recommend action creating the organization's future to the full board for discussion and action, as well as other committees that assist staff in implementing the League's strategic plan.

Executive Committee, composed of the Board's elected officers, ensures effective board and staff leadership and engagement in three strategic areas:

1. Planning:

- Leads the board in creating the organization's future by integrating strategic planning into ongoing organizational development.
- Ensures that LHAT's bylaws reflect the organization's mission, values, vision and current practice.
- Leads the board in annually updating LHAT's strategic plan for the next three years, based on an assessment of progress.
- Assists the board in periodically updating and clarifying the primary areas of focus for the board and committees, related to the strategic plan.

2. Organizational Leadership:

- Creates a culture of transparency by fostering an environment of listening, mutual support, and responsiveness.
- Identifies critical issues for board action.
- Plans for periodic board retreats in conjunction with board meetings to create opportunities for board members to air concerns openly without impeding actual work.
- Carries out specific directions of the board, and takes action on policies when they affect the work of the executive committee or when the full board directs the committee to do so.

3. Staff Leadership:

- Acts as liaison to the chief executive, providing counsel, feedback and support.
- Conducts annual assessment of the chief executive and reports results of the assessment to the board.
- Reviews compensation and benefits for the chief executive.
- When necessary, leads the board in searching for a new chief executive or delegates the responsibility to a task force.

Governance Committee

, composed of board members, provides ongoing review and recommendations to enhance the quality and future viability of the League's Board of Directors in four strategic areas:

1. Board Composition:

- Leads in assessing current and anticipated needs for board composition, determining the board's knowledge, attributes, skills, abilities, influence, and access.
- Identifies and presents potential board member candidates and explores with each candidate his or her interest and availability in board service.
- Nominates individuals to be elected as directors of the board

2. Board Knowledge:

- Designs and oversees a process of board orientation and mentorship, including information prior to election as a board member and information needed during the first cycle of board activity for new board members.
- Designs and implements an ongoing program of board information and education for all board members.

3. Board Effectiveness:

- Leads the periodic assessment of the board's performance; proposes, as appropriate, changes in board structure, roles and responsibilities.
- Enhances engagement by establishing with each board member his/her individual board "task lists" each year, outlining what he/she will do for LHAT.
- Semi-annually assesses board member engagement and sense of accomplishment through one-on-one conversations with board members.
- Annually administers the Board's Conflict of Interest Policy.

4. Board Leadership

- Takes the lead in succession planning, taking steps to recruit and prepare for future board leadership.
- Nominates board members for election as board officers.

Finance Committee – The League’s Board of Directors has ultimate responsibility and fiduciary obligation to the organization. The board’s Finance Committee assists the board by:

1. Overseeing organizational financial planning and budgeting for effectively implementing LHAT’s strategic plan and achieving financial health.
2. Safeguarding organizational assets.
3. Anticipating financial problems.
4. Drafting organizational financial policies.
5. Ensuring that the board receives accurate and complete financial information.
6. Helping board members understand financial statements and general financial situation of the organization
7. Ensuring compliance with federal, state and other requirements related to LHAT’s finances.
8. Overseeing the organization’s annual independent audit.

Fundraising Committee, a committee of board members and other League members, recommends strategies for an effective fundraising plan and engages the League's board in fundraising required for implementing the strategic plan and achieving financing health.

1. Annually recommending contributed income goals related to the strategic plan.
2. Building and sustaining strong personal relationships with existing and potential donors and strategic partners, including prospective individuals, corporations, theatres, foundations and government agencies.
3. Assisting staff in securing strategic donors and strategic partners to support LHAT programs and services
4. Securing volunteers to plan and implement an annual fundraising event, the Silent Auction.
5. Recommending strategies for developing a “culture of giving” among members.
6. Securing annual cash contribution from each board member.

Membership Development Committee, composed of board members and other League members, recommends strategies for promoting League membership and enhancing member engagement.

1. Membership Recruitment and Retention:

- Recommend strategies for improving member retention and recruitment.
- Annually identify membership prospects for attaining membership financial goals and assist in their recruitment.
- Develop messages for communicating the value of LHAT membership, especially to operating historic theatres.
- Review and recommend revisions to membership categories to reflect field aspirations.

2. Membership Engagement:

- Recommend resources for increasing members' knowledge, experience, and wisdom of operating theatres, while maintaining their overall satisfaction with programs and services.
- Identify trends and best practices among operating theatres.
- Recommend resources for LHAT's education programs, including web-based services and other publications, historic theatre forums and annual conference.
- Assist staff, as needed, with the form and content of website and online community, publications, forums and conference sessions.

Local Conference Steering Committees, composed of League members and volunteer leaders from host communities, assist staff in planning and implementing the 2010 and 2011 Annual Conferences and Theatre Tours in San Antonio, TX and Schenectady, NY.

1. Identify unique community characteristics of potential interest and value to historic American theatres.
2. Identify and help secure local venues for receptions and other special events.
3. Identify and help engage local experts in planning theatre tours, educational sessions and plenary sessions.
4. Identify and help obtain funds and/or in-kind contributions to defray conference costs.
5. Engage local/regional media in publicizing the conference.
6. Identify and help engage local volunteers to assist with conference logistics.