



#### 2004 BOARD OF DIRECTORS

##### OFFICERS

###### Chair

Nancy Baxter, Wells Fargo

###### Vice Chair

Sy Exter, Jacobs Engineering

###### Treasurer

Frank J. Sherwood

###### Secretary

Michael Ryan, Allen Matkins et al, LLP

###### Chair Emeritus

Lesling Gold,  
Mitchell Silberberg & Knupp LLP

###### Founding Chair

Ethel Narvid, In Memorium

##### DIRECTORS

Hale Behzadi, Citigroup Private Bank

Duane Cameron,  
System Property Development

Michael Davis, Citigroup Private Bank

Ben Donsenberg,  
SFLA Producing Artistic Director

John C. "Chris" Funk,  
Weston Benshoof et al, LLP

Julie Gentler, Consensus Planning Group

Barry Hirsch, Hirsch Jackoway et al, LLP

Michael Narvid, Narvid Scott & Schwartz LLP

Raphael Offer, Diageo PLC

Pamela Robinson, The Robinson Company

W. Torrey Sun, Claremont McKenna College

Jerry Washburn, NetConsult

William Wegner, Gibson Dunn & Crutcher LLP

Rita Wilson

**Shakespeare Festival/LA**  
1238 W. First Street  
Los Angeles, California 90026

PH: 213.481.2273

FX: 213.975.9833

For more information about our organization and our Strategic Plan, please visit our website at:

[www.shakespearefestivallla.org](http://www.shakespearefestivallla.org)

or email:

[info@shakespearefestivallla.org](mailto:info@shakespearefestivallla.org)

Strategic Planning Facilitator

Lori Strumpf, Center for Strategic Change

© 2004 Shakespeare Festival/LA

Design by Soap Design Co.

#### OUR CORE VALUES

- LIVE THEATER IS A BIRTHRIGHT
- THEATRICAL EXPRESSION IS AN EVOLVING, INNOVATIVE ACT OF REBELLION
- THEATER MAKERS AND PATRONS ARE PARTNERS
- A THEATRICAL EXPERIENCE IS TRANSFORMATIONAL
- SHAKESPEARE'S PLAYS ARE CIVILIZATION'S GREATEST THEATRICAL CREATIONS

**OUR GOALS** | Shakespeare Festival/LA has identified three strategic goals to guide our work over the next five years and help us build on our current strengths, better serve our customers and patrons, add value to the community's economic development, and enable us to continue as a valued partner for schools as they realize their goals for student achievement.

- **Goal 1:** To build the organizational capacity needed to ensure sustainability of our mission and vision in a way that is aligned with the principles of continuous quality improvement.
- **Goal 2:** To increase the public's awareness of our reputation and programming, and become a widely and diversely supported community asset.
- **Goal 3:** To create entrepreneurial and self-sufficient models that are focused on expansion and growth.

**OUR ROLE** | We build community through our commitment to make theatre accessible to all. We develop and present theatrical productions that infuse the timeless plotlines of age-old plays with immediacy, love, truth, honor and honesty. We are stewards of the future of the youth we serve.

## MAJOR STRATEGIC ACTION PLAN OUTCOMES

### AT TWO YEARS

**Focus for Goal 1: Increase the number of SFLA administrative staff members in several key areas.**

- Hire at least one regular, full-time staff member in the areas of finance, marketing, and youth support services.
- Conduct two professional development workshop series each year to prepare arts professionals from various disciplines to be qualified employees of the Will Power programs.

**Focus for Goal 2: Expand the number and diversity of the audience members who attend SFLA performances.**

- Establish one new performance venue per year.
- Increase attendance for all professional productions by 15% each year.
- Increase the percentage of high school students, ethnic minorities and underrepresented groups who attend SFLA performances, events and activities by 15% each year.

**Focus for Goal 2: Obtain local, state or national awards that recognize artistic quality and education excellence.**

- Receive a national PEPNet designation from the National Youth and Employment Coalition (NYEC) by October 2005.
- Increase the number of school systems and other youth-serving entities that identify SFLA as a provider of choice by 10% each year.

**Focus for Goal 3: Increase revenue from earned and private funding sources.**

- Increase earned revenue to represent 10% of the fiscal year operating budget.
- Increase revenue from non-governmental

sources to represent 85% of the fiscal year operating budget.

- Increase the number of SFLA Members by 20% each year.

### AT FIVE YEARS

**Focus for Goal 1: Complete the Phase II renovation of the SFLA building, and begin offering enhanced programming on-site.**

- Operate a comprehensive youth center that provides education and enrichment to in-school and out-of-school youth ages 14-21.
- Operate a 500-seat theatre that is available for SFLA productions, and use by other theatres, nonprofits and corporations.

**Focus for Goal 2: Raise awareness of SFLA's productions and programs among residents of the greater Los Angeles area.**

- Increase total number of individuals who have attended an SFLA performance or participated in a program by 20% each year.
- Increase the number of youth who complete the progression of Will Power programs and who obtain high-wage jobs or transition to higher education by 10% each year.

**Focus for Goal 3: Increase contributed revenue by raising private funds for the SFLA endowment, and increase earned revenue through entrepreneurial, youth-operated businesses.**

- Increase revenue from major donors and sponsors by 20% each year.
- Increase earned revenue to represent 20% of the fiscal year operating budget.