STRATEGIC PLAN
OVERVIEW
FY2020 - FY2022
ACKNOWLEDGEMENTS

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Thank You!
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The Theater Offensive is a social change organization focused on queer and trans people of color (QTPOC) and their allies that uses theater and the creative process as a cultural organizing tool. This Strategic Plan, which runs from FY20-FY22, is a transitional plan that focuses on research, discovery, planning, transformation, and legacy.

In Summer 2017, The Theater Offensive (TTO) gathered staff, board, and community members to form the Strategic Plan Working Group (SPWG) to generate a new three-year organizational strategy for FY20 through FY22.
Community feedback points to the successes of TTO’s OUT In Your Neighborhood approach and the value it offers to artists, youth, local businesses, neighborhood organizations, schools, and residents of Boston. Given the current needs of our neighborhoods and the recent successes of our work, TTO has re-committed to this approach of transformation through art with a newly articulated, four-pronged strategy:

**CREATIVE COMMUNITY** - All artistic programming embodies TTO’s QTPOC liberatory aesthetic.

**LEADERSHIP** - TTO applies a distributed leadership model that supports QTPOC racial justice values which include responsibility for employing excellent financial, governance, and organizational management practices.

**ORGANIZATIONAL STRENGTH**
TTO develops a solid business model with ample capital in line with QTPOC values.

**MOVEMENT** - TTO increases its resources and enhances QTPOC influence through intense participation in alliances and networks.
THE STRATEGIC PLAN WORKING GROUP ARTICULATED 10 SPECIFIC STRATEGY-DRIVEN GOALS

1. Determine and articulate TTO’s QTPOC liberatory aesthetic
2. Structure and execute TTO’s programming to embody TTO’s QTPOC liberatory aesthetic
3. Create a new, more equitable staffing structure
4. Execute founder succession plan
5. Strengthen the racial equity lens applied in TTO governance and management
6. Develop and execute a comprehensive facilities plan
7. Evaluate TTO’s business model
8. Create and execute a capitalization plan
9. Increase TTO’s role in local, national, and international alliances
10. Decide TTO’s role in organizing the queer and trans cultural movement sector
[ new ]

MISSION

To present liberating art by, for, and about queer and trans people of color that transcends artistic boundaries, celebrates cultural abundance, and dismantles oppression.
OUTness creates and transforms space for queer and trans people of color and the world around us.

DESIGN JUSTICE engages those most directly affected to be leaders at the forefront of our movement and telling their stories.

SHARED POWER guides our programming, pedagogy and organizational structure.

YOUTH LEADERSHIP centers youth perspective, amplifies youth voice and supports youth of color as the current leaders of our movement.

EXPERIMENTATION & INNOVATION keeps our work adaptive, iterative, and relevant.
STRATEGY 1

CREATIVE COMMUNITY
STRATEGY 1: CREATIVE COMMUNITY

All artistic programming embodies TTO’s QTPOC liberatory aesthetic.

GOAL 1.1 DETERMINE AND ARTICULATE TTO’S QTPOC LIBERATORY AESTHETIC

A. Research the Aesthetics Perspective and other Aesthetic models.

B. Hold community Speak OUT events to explore TTO’s aesthetic.

C. Work with a cultural strategist to help articulate a definition aesthetic.

GOAL 1.2 STRUCTURE AND EXECUTE TTO’S PROGRAMMING TO EMBODY TTO’S QTPOC LIBERATORY AESTHETIC

A. Assess program changes necessary to meet TTO’s QTPOC aesthetics definition.

B. Establish an ongoing residency program that supports local QTPOC artists, and connects them to regional and national artists in the field.

C. Develop profound art learning experiences for QTPOC youth, particularly through collective creation and leadership development programs.

D. Schedule regular theatrical/art/performance events for QTPOC communities.
LEADERSHIP
Strategic Research & Experimentation with QTPOC Distributed Leadership Models, Including on the Board.

Goal 2.1 Create a New, More Equitable Staffing Structure

A. Research & experiment with QTPOC distributed leadership models, including on the Board.

B. Build an organizational structure to maximize contribution by all staff and incorporate more distributed leadership.

C. Engage and retain QTPOC in leadership positions on staff and board.

Goal 2.2 Execute Founder Succession Plan

A. Develop Contract with founding director.

B. Organize partner conversations in order to transfer organizational relationships.

C. Celebrate the metamorphosis of the founding director.

Goal 2.3 Strengthen the Racial Equity Lens Applied in TTO Governance and Management

A. Explore changes to the mission with the community, which includes examining the inclusion of the terms racial justice, anti-racist or People of Color into the language of the organization.

B. Employ financial practices and organizational policies that exceed industry standards, and do not disproportionately have a negative effect on queer and trans people of color.

C. Recruit and retain highly-qualified QTPOC board members.
ORGANIZATIONAL STRENGTH
STRATEGY 3: ORGANIZATIONAL STRENGTH

*TTO develops a solid business model with ample capital in line with QTPOC values.*

**GOAL 3.1 DEVELOP AND EXECUTE A COMPREHENSIVE FACILITIES PLAN**

- **A** Conduct a facility needs assessment.
- **B** Research facilities funding and opportunities.
- **C** Bring current facilities up to functional standards.

**GOAL 3.2 EVALUATE TTO’S BUSINESS MODEL**

- **A** Analyze existing and research new earned income opportunities.
- **B** Assess expense drivers and structural deficits.
- **C** Analyze the existing donor data and research potential new POC donors and mission-aligned donors and trends.

**GOAL 3.3 CREATE AND EXECUTE A CAPITALIZATION PLAN**

- **A** Form a Capitalization Committee to complete a feasibility study.
- **B** Allocate reserves for operations, risk/opportunity, and facilities/equipment.
- **C** Develop a surplus creation plan (annual surplus of 50K).
- **D** Launch a capital campaign to raise stated fundraising goal (i.e. $3 million).
STRATEGY 4

MOVEMENT
STRATEGY 4: MOVEMENT

*TTO increases its resources and enhances QTPOC influence through intense participation in alliances and networks.*

GOAL 4.1. INCREASE TTO’S ROLE IN LOCAL, NATIONAL, AND INTERNATIONAL ALLIANCES

A. Increase the number of staff, board, youth artists and community artists representing TTO at local, regional and national conferences and convenings.

B. Sustain TTO-related leadership on boards of at least three national organizations in our field.

C. Make at least three juried presentations regarding TTO and its work at local, national and international gatherings.

D. Operate the Pride Youth Theater Alliance in a way that elevates TTO’s QTPOC values and influences other organizations, both nationally and internationally.

GOAL 4.2. DECIDE TTO’S ROLE IN ORGANIZING THE QUEER AND TRANS CULTURAL MOVEMENT SECTOR

A. Research the status and potential of the QTPOC cultural sector.

B. Recommend organizing steps for the queer cultural sector that anchor QTPOC aesthetics and leadership at the sector’s core.
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