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EXECUTIVE SUMMARY

Oddfellows Playhouse, Connecticut's largest youth theater is currently housed in a 10,000 square foot facility that is full to capacity. To provide access for all young people to high quality theater arts programs, Oddfellows needs to increase the size of its facility and expand its programmatic services. The Playhouse is committed to supporting the growth and success of young people and bringing a flagship arts space to Main Street, Middletown. This project will preserve and expand jobs in Middletown. During the construction phase, this project will infuse millions into the local and regional economy and utilize an existing vacant building in the center of Middletown's Main Street. It ensures state-of-the-art theater arts opportunities for 4,000 young people representing a broad range of socioeconomic conditions. As an art space, it will infuse the urban center of Middletown with a cultural vibrancy that will bring millions into the local economy over the long term. The Playhouse's location on Main Street in Middletown with two theater stages for performances will ensure constant theatrical offerings to complement downtown business and dining options. The facility will create excitement and expand Middletown's brand as a great city in which to work and live.

Oddfellows is Connecticut's largest and most active year-round youth theater arts program. We are an independent, nonprofit that serves 1,300 young people using theater as the vehicle to build life skills. Our students range in age from 3 to 20 and are drawn from Middletown's urban school district and from the suburban/rural school districts of Portland, District 13, District 17, and more than 27 others in central CT (including Cheshire, Clinton, Cromwell, Deep River, East Haddam, East Hampton, Essex, Farmington, Glastonbury, Hartford, Madison, Meriden, New Britain, Old Saybrook, Rocky Hill, Southington, South Windsor, Wallingford, West Hartford and Wethersfield). We offer a variety of on-site and outreach programs designed to provide students with a positive youth development experience that supports acquisition of skills essential for successful lives – confidence, communication, teamwork, creativity, and civic engagement.

Oddfellows Playhouse is currently located at 128 Washington Street in downtown Middletown. Oddfellows Playhouse was founded in 1975 by four Wesleyan University students as a community-based, multicultural theater program whose founding principle is inclusion of children from all socio-economic backgrounds. Oddfellows evolved into a community supported arts organization serving Middletown's young people. A gypsy organization for many of its early years, one of our first homes was a building owned by the Independent Order of Odd Fellows. In 1994, after 19 years of rehearsing and performing in rented and borrowed locations, Oddfellows Playhouse, with extensive community support, acquired and renovated the 10,000 square foot historical building we now occupies on Washington Street.

	3 Year Average (2007-2010)
Participating Students	1,612
Audience	6,470
School Districts Represented	24
Financial Aid Students	40%
Minority Students	43%

Oddfellows Playhouse has identified a demand for increased theater arts programming for audiences and participants. The Playhouse will expand its services to provide a more complete theatrical education for young people including directing, playwrighting, and comprehensive technical theater vocational training. Additionally, the performance offerings will be expanded with

a professional children’s theater season. Multiple stage locations will create opportunities for Middletown’s rich local theater organizations to utilize space downtown. The third floor of the facility will be transformed into independent artist studio space. Independent artists will have access to common spaces in the facility, including conference, rehearsal, and gallery space and be assisted by existing IT and administrative structures of the Playhouse. The third floor space will be a incubator for innovative and creative artistic synergies and collaborations, increasing artists and organizational capacities, and continuing to brand Middletown and central Connecticut as a vibrant urban center.

Current Operation

128 Washington Street – 10,000 sq. ft.

- 40% from outside of Middletown;
- 1 performance space;
- 10 productions per year;
- 4 seasons of arts & youth development programming

One Year Economic Impact	Total Expenditures	FTE Jobs	Local Expenditures
Oddfellows	\$655,666	20.3	\$431,159
Audience	\$146,546	3.9	\$59,445
Total Impact	\$802, 212	24.1	\$490,604

*Source – Americans for the Arts, *Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences, 2007*. Estimates based on population size of 50,000-99,999.

Total Expenditures: The total dollars spent by your nonprofit arts and culture organization and its audiences; event-related spending by arts and culture audiences is estimated using the average dollars spent per person by arts event attendees in similarly populated community.

FTE Jobs: The total number of full-time equivalent (FTE) jobs in your community that are supported by the expenditures made by your arts and culture organization and/or its audiences. An FTE can be one full-time employee, two half-time employees, four employees who work quarter-time, etc.

Local Expenditures: The total dollars paid to community residents as a result of the expenditures made by your arts and culture organization and/or its audiences. Household income includes salaries, wages, and proprietary income.

WHAT WE NEED

- \$5 million in bonding from the State of Connecticut to renovate 337-351Main Street;
- \$500,000 from the City of Middletown towards the acquisition of the building;
- \$6.6 million dollar Capital Campaign led by Oddfellows Playhouse; and
- \$2 million dollar Endowment Campaign led by Oddfellows

RESULTS

- Flagship arts facility on Main Street Middletown;
- Creation of over 10 FTE new arts jobs; and
- Creation of 50 construction jobs

REQUEST: Support for the purchase and renovation of a new facility for Oddfellows Playhouse

OBJECTIVE

Oddfellows Playhouse vision is to be located at 337-351 Main Street in downtown Middletown, in a 44,000 square foot facility with two theater spaces (250 seats, 100 seats) and six classrooms. The playhouse will offer theatrical arts programming to students and families seven days per week. Performances will attract an audience of 1,600 patrons per month. Annually, the Playhouse will serve 4,000 young people through its programming. Parking and safe drop-off access will be close and conveniently located for students.

A professional children’s theater company will attract audiences from the region for weekday matinee and weekend performances for young children and families.

Third floor space will be divided into 250 square foot artist studio spaces, additional gallery, and conference and meeting space. Up to 20 studio spaces will be available for rent, as well as the shared use of other building amenities. Artist studio space will bring together creative minds and create synergies.

Current Location:

Oddfellows Playhouse, which serves more than 1,300 children from 31 towns, is currently housed in a 10,000 square foot building that is full to capacity. Oddfellows owns its building, located at 128 Washington Street in Middletown, where it has been since 1996. The Playhouse purchased the building with the assistance of the City of Middletown, and a community led Capital Campaign.



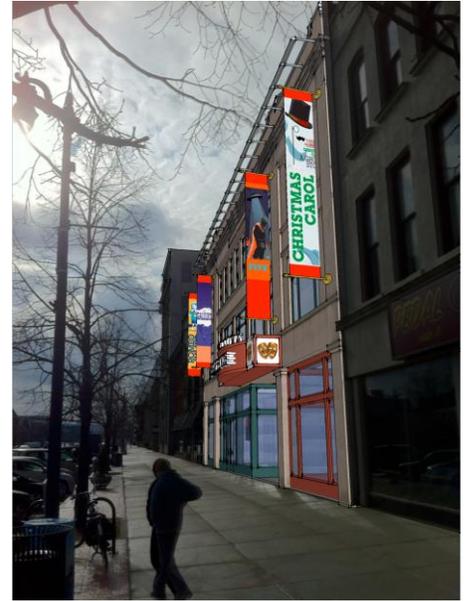
CHALLENGES

- Building is 10,000 square feet and has three classrooms and one performance space.
 - Limits the programming and limits the number of children and audience served.
- Current location has no on-site parking.
 - Families need to cross RT. 66 to reach building from nearest public parking
 - Afterschool program hours are during high traffic times, increasing the risk for young children crossing the road.

NEW LOCATION – 337-351 MAIN STREET

OPPORTUNITIES

- Flagship arts facility creating excitement and Middletown’s brand as a great city to work and live;
- Increased service to families and young people – with a projected average of 4,000 young people served per year
- 2 performance spaces with 2 performances per month;
 - 24,000 annual audience; 1,600 per month
- Safe and accessible parking and drop off locations;
- 24 productions per year; 4 seasons of arts & youth development programming;
- Creation and maintenance of 20 new FTE jobs in the community; and
- Expansion of professional children’s theater performances targeting young audiences



CAPACITY FOR GROWTH / DEMAND FOR SERVICE

- Already established 40% of audience from 31 towns throughout central CT;
- Comparisons with peer arts organizations show up to 500% growth when large scale building capital project is completed;
- Youth theater programs exist on community levels in every single town in the state.
 - Demonstrate the demand for arts programming and theater productions with families and children.
- Oddfellows Playhouse experience and programs will be marketed as a high end product; worth the investment of time, commitment and money.
- Programmatic Offerings and Availability drive client accessibility;
- Strong, loyal donor base and increased private contributions over the last 3 years
- Prior successful experience conducting a community based Capital Campaign.

LONG TERM VIABILITY

- \$2 million dollars to be raised as part of Capital Campaign as part of Building Capitalization Strategy
- Rental from La Boca Restaurant
 - 5 year Lease
 - Up to \$60,000 towards building operation



Building Façade rendered by Northeast Collaborative Architects

CONSTRUCTION PROJECT

PROJECT TIMELINE/READINESS

- BUILDING UNDER CONTRACT - Oddfellows has control of the site with a closing date set of May 29, 2012
- Northeast Collaborative Architects has developed building plans
- \$6 million dollars is the funding benchmark to renovate enough of the building to transfer current operations
 - \$5 million from the State of Connecticut would push the project and help to leverage and secure the additional \$1 million needed
- Initial phases of the project would begin within 6 months, depending on funding
- Building Acquisition
 - \$200,000 CDBG Grant
 - \$500,000 City of Middletown
 - \$250,000 Sale of Oddfellows current building as income towards project

SIDE BY SIDE LOCATION COMPARISON

	Current Building	Proposed Building
Square Footage	10,000	44,000
Parking	No	Yes
Class Room Space	3	6
Performance Space	1	2
Audience Capacity	100 seats	350 seats
Artist Studio Space	No	20 units
Arts Jobs FTE	20.3	34

PROJECT BUDGET – OVERVIEW

EXPENSES	
Direct Construction Costs	7,125,000
Design	570,000
Indirect Costs	1,192,300
Construction Contingency	712,500
Construction Management	287,994
Building Operating Endowment	2,000,000
Capital Campaign Fees	750,000
TOTAL	\$12,637,794

REVENUES	
State of Connecticut Bonding	\$5,000,000
City of Middletown	\$500,000
Community Development Block Grant	\$200,000
National Endowment for the Arts Grant	\$150,000
Playhouse Capital Campaign	\$6,625,000
Sale of Oddfellows' Current Building	\$250,000
TOTAL	\$12,725,000

EXPLANATORY NOTES

Expenses

- Direct Construction Costs detail budget is included
- Design costs are determined in proportion with the size of the project
- Indirect Costs are detailed in included budget
- Building Operating Endowment is part of a Building capitalization strategy that will ensure long term operational viability of the facility
- Capital Campaign Fees have been determined as a percentage of the money raised and include personnel, material and event costs

Revenues

- Community Development Block Grant funding has been applied for towards the acquisition of the building
- National Endowment for the Arts "Our Town" grant is pending
- Capital Campaign is completing feasibility phase and moving into the initial stage of planning.
- Sale of Oddfellows' current building is planned for 2014.

CONSTRUCTION BUDGET – DETAIL

Oddfellows Playhouse Youth Theater					
Oddfellows - Total Project Cost Estimate - Conceptual Design Based on Square Footages					
Bob's Store Space / 337-351 Main Street, Middletown					
as of 1/30/2012					
DIRECT COST			285	\$/SF	
	GSF>>>		25,000		
	Construction Cost Total		\$ 7,125,000.00	SUM	construction budget
	Construction Cost/Sq Ft		\$285		
OWNER'S INDIRECT COSTS					\$/sf
Architectural Fees / Reimburables		\$570,000		includes LEED Fees	\$22.80 *A/E fees include LEED Silver
Architect Reimbursables		\$22,800			\$0.00 and they include full energy modeling services
Third Party Structural Review		\$8,500			\$0.34
Third Party Roof Inspections and Roofing		\$0			\$0.00
Moving		\$10,000			\$0.40
Third Party Estimate		\$12,000			\$0.48
Hazardous Material Abatement and Monitoring		\$75,000		PLUG NUMBER	\$3.00
Hazardous Material Testing		\$15,000			\$0.60
Testing (Independent Lab)		\$15,000			\$0.60
In house support		\$0			\$0.00
Furniture		\$375,000			\$15.00
Telecommunications Work		\$125,000			\$5.00
A/V, including sound		\$350,000			\$14.00
Theater Lighting and Rigging		\$0		included in Constructi	\$0.00
Security System/Card Access/Cameras - ALL SECURITY		\$45,000			\$1.80
Residential Appliances		\$5,500			\$0.22
Project Commissioning Services		\$65,000		with balancing	\$2.60
Document Printing/Bidding/Mailing/In House Stuff		\$8,000			\$0.32
LEED Application Fees		\$5,500			\$0.22
Telecommunications Outside Plant		\$15,000			\$0.60
Connecticut Light and Power Fees for Power		\$15,000			\$0.60
Water and Sewer Fees		\$0		existing building	\$0.00
Donor Signage		\$25,000			\$1.00
	Indirect Cost Subtotal		\$1,762,300	SUM	\$70.49
Construction Contingency	10.0000000000%		\$712,500	SUM	\$28.50
Management Fees	0.03		\$287,994	SUM	FIXED \$11.52
	Total Project Cost		\$9,887,794		total project cost budget
	Total Project Cost/Sq Ft		\$396		

EXPLANATORY NOTES

- Construction Budget detail provided by Alan Rubacha, B.S. Civil Engineering, Co-Founder, Project Management Group, LLC.

ODDFELLOWS PLAYHOUSE - CAPITAL CAMPAIGN PLAN

GIFT LEVEL	# NEEDED	PROSPECTS	TOTAL	CUMULATIVE
\$750,000	1	6	\$750,000	\$750,000
\$500,000	2	18	\$1,000,000	\$1,750,000
\$250,000	10	30	\$2,500,000	\$4,250,000
\$100,000	10	30	\$1,000,000	\$5,250,000
\$50,000	8	20	\$400,000	\$5,650,000
\$25,000	15	40	\$375,000	\$6,025,000
\$20,000	10	30	\$200,000	\$6,225,000
\$15,000	10	30	\$150,000	\$6,375,000
\$10,000	15	30	\$150,000	\$6,525,000
\$5,000	15	50	\$75,000	\$6,600,000
\$1,000	25	50	\$25,000	\$6,625,000

Capital Campaign Plan includes Corporation, Foundation, and Individual Gifts

CAPITAL CAMPAIGN STRATEGY

Oddfellows Playhouse will undertake a Capital Campaign to fund the new building at 337-351 Main Street. The Campaign will consist of raising \$6.6 million for the purchase and renovation of the new space and a \$2 million dollars fundraising plan for Endowment support. Overall, the Campaign will raise \$8.6 million dollars over the course of 7 years.

The Campaign is has completed its feasibility stage; is currently in its silent phase and over the course of the 7 years will have four phases. In the first 2 years Oddfellows will raise \$2 million dollars; in the third and fourth years raise \$2.5 million dollars; in the fifth and sixth year \$2.5 million; and, in the final year of the campaign the remaining \$1.6 million.

The overall fundraising proposal will include separate strategies to solicit what we have identified as the four major giving areas: Corporate, Foundation, Individual Donors, and Planned Giving. Individual prospect strategies and feasibility studies will be completed to create the donor pool and implementation plan. Leading all of this will be a volunteer committee comprised of prominent locals, Playhouse alumni, Board members, and volunteers. A Tri-Chair, elected by the committee, will spearhead the efforts. In addition, small sub-committees will be formed for each individual giving area.

FINANCIAL PROJECTIONS – OPERATIONS

Proposed New Facility

337-351 Main Street – 44,000 sq. ft

- Flagship arts facility creating excitement and Middletown’s brand as a great city to work and live.
- 2 performance spaces – 2 performances per month;
- 24,000 annual audience; 1,600 per month;
- 24 productions per year; 4 seasons of arts & youth development programming;
- Creation and maintenance of 20 new FTE jobs in the community;
- Space Rental – La Boca Restaurant has 5 year lease for approx 6,000 sq. ft ;
 - Income towards building operation expenses.
- 20 Independent Artist Studio Workspaces on 3rd floor.

One Year Economic Impact	Total Expenditures	FTE Jobs	Local Expenditures
Oddfellows	\$1,100,000	34	\$723,349
Audience	\$543,600	14.4	\$220,506
Total Impact	\$1,643,600	48.3	\$943,855

**Source – Americans for the Arts, Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences, 2007. Estimates based on population size of 50,000-99,999.*

OPERATING PROJECTIONS

	2012	2013	2014	2015	2016
Expenses					
Personnel	\$ 391,700.00	\$ 450,000.00	\$ 450,000.00	\$ 490,000.00	\$ 510,000.00
Direct	\$ 159,000.00	\$ 124,000.00	\$ 180,000.00	\$ 270,000.00	\$ 320,000.00
Indirect	\$ 54,000.00	\$ 60,300.00	\$ 90,000.00	\$ 90,000.00	\$ 100,000.00
Building	\$ 53,000.00	\$ 83,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
Total	\$ 657,700.00	\$ 717,300.00	\$ 920,000.00	\$ 1,050,000.00	\$ 1,130,000.00
Revenue					
Space Rental - Artist Studios	\$ 3,000.00	\$ 3,000.00	\$ 35,000.00	\$ 72,000.00	\$ 84,000.00
Space Rental - Restaurant	\$ 48,000.00	\$ 54,000.00	\$ 54,000.00	\$ 60,000.00	\$ 60,000.00
Box Office	\$ 14,000.00	\$ 22,500.00	\$ 47,250.00	\$ 100,000.00	\$ 230,400.00
Tuition	\$ 71,050.00	\$ 134,500.00	\$ 153,000.00	\$ 180,000.00	\$ 240,000.00
Other Earned	\$ 8,000.00	\$ 10,000.00	\$ 15,000.00	\$ 30,000.00	\$ 40,000.00
Contributed	\$ 435,000.00	\$ 555,000.00	\$ 600,000.00	\$ 650,000.00	\$ 700,000.00
Total	\$ 579,050.00	\$ 779,000.00	\$ 904,250.00	\$ 1,092,000.00	\$ 1,354,400.00
	\$ (78,650.00)	\$ 61,700.00	\$ (15,750.00)	\$ 42,000.00	\$ 224,400.00

EXPLANATORY NOTES

Expenses

- The budget assumes full operation of the building in FY 2014 and the sale of Oddfellows current building
- Personnel line includes FT/PT Staff, Independent Contractors, Benefits and Taxes
- Direct Expenses include supply, material and programmatic expenses, marketing and publicity, printing.
- Indirect Expenses include fundraising expenses, administrative expenses including legal and accounting services, insurance and other overhead
- Building Expenses in 2013 include the cost of an HVAC upgrade that is already in process

Revenues

- Space Rental – Artist studios is based on 20 units at \$300/month, with full occupancy being reached in FY 2015, and rental increases to \$350/month in FY 2016
- Space Rental – Restaurant is the existing 5 year lease with La Boca and the graduated rental rate detailed in the contract.
- Box Office is calculated based on an average ticket price accounting for even student/senior and adult ticket sales, and the goal audience of 1,600 patrons per month being reached in 2016. 1,600 patrons per month is 45% average attendance.
- Tuition is calculated at \$120 per student, with 2,000 students participating in 2016. Scholarships for an additional 33% of students is included in Contributed Income line and explains the initial jump from FY 2012 to FY 2013, as the Playhouse switches its accounting for scholarship expenses and income.
- Other Earned Income includes expanded educational services, concessions and advertising revenues
- Contributed Income is calculated on current contributed income level in FY 2012, with increase in 2013 accounting for Scholarship fundraising, and 10% increases in each additional year

EMPLOYMENT AND JOB CREATION

Construction Project

- 50 FTE Construction Jobs for 12-18 months

Arts Jobs at Oddfellows

- 14 FTE Arts Jobs for administrative, artistic and technical positions
 - Includes opportunities for independent artists

Local Job Creation

- 11 FTE positions created in local business to meet demands of increased Playhouse operations and audience

CURRENT EXPENDITURES AND JOB CREATION

One Year Economic Impact	Total Expenditures	FTE Jobs	Local Expenditures
Oddfellows	\$655,666	20.3	\$431,159
Audience	\$146,546	3.9	\$59,445
Total Impact	\$802,212	24.1	\$490,604

PROJECTED EXPENDITURES AND JOB CREATION

One Year Economic Impact	Total Expenditures	FTE Jobs	Local Expenditures
Oddfellows	\$1,100,000	34	\$723,349
Audience	\$543,600	14.4	\$220,506
Total Impact	\$1,643,600	48.3	\$943,855

*Source – Americans for the Arts, *Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences, 2007*. Estimates based on population size of 50,000-99,999. Economic Impact Calculator determines FTE Jobs as a result of expenditures.

MARKET ANALYSIS

Oddfellows Playhouse exists in the not for profit sector, as an arts and human service organization. Oddfellows high quality, professional program serves and attracts:

- Children ages 3-20.
- Families within a 30 minute driving radius of Middletown.
- Middle school and High School students looking for specialized theater arts programming.
- At-risk youth.

GOALS

- 4,000 participants
- Annual Audience 24,000

Oddfellows programming is different in scope and quality from town based, community youth theater experiences. Oddfellows Playhouse will create its market by offering a higher quality product than customers have available locally. Oddfellows location in Middletown, the urban center of Middlesex County is also an attractive selling point with families from rural communities seeking out experiences that educate their child in social diversity .

Oddfellows Youth Development programming is linked to at-risk students developing the life skills that determine future success in self-confidence, teamwork, discipline, and responsibility. Oddfellows is shifting to actively focusing on academic support, college admissions guidance and vocational skill training in these programs to best serve the clients.

Competitors:

- a. Town Community Theater & Educational Theater
- b. Regional Magnet Schools and Schedule
- c. Middletown Teen Theater & Children's theater
- d. Middlesex YMCA
- e. Hartford Children's Theater
- f. Green Street Arts Center
- g. Middletown Public School: Summer School

DEMAND FOR PRODUCT/SERVICES

Youth theater programs exist on community levels in every single town in the state. They differ in size and scope, but demonstrate the demand for arts programming and theater productions with families and children. Educational costs and focus on testing and achievement have reduced the scope of arts education in schools. Arts focused magnet schools have limited number of slots for students. Oddfellows has a demonstrated result, attracting 40% of its students from outside of Middletown. Key strategies for increasing student and audience service are already underway.

STAKEHOLDER INPUT

In the fall of 2011, Oddfellows Playhouse Board of Directors, working with the consulting group FIO Partners, LLC, conducted a comprehensive stakeholder input effort, gathering feedback through personal interviews, facilitated focus groups and e-mail surveys.

A series of 16 interviews were conducted by Oddfellows Board members:

- Jennifer Alexander, Kidcity
- Justin Carbonella, Middletown YSB
- Cynthia Clegg, Middlesex County Community Foundation
- Ralph D'Amato, Director of Guidance, MHS
- Izzi Greenberg, NEAT
- Frank Kuan, Wesleyan University, Center for Community Partnerships
- Mark Masselli, CEO, Community Health Center
- Kate Miller, Fund for Greater Hartford
- Betsy Morgan, Middlesex Coalition for Children
- Sue Murphy, Liberty Bank Foundation
- Mary Pont, Portland Youth and Family Services
- Kevin Wilhelm, Middlesex United Way
- Chris Riley, Citizens Bank Foundation
- Rosario Rizzo, Pratt & Whitney
- Maria Sanchez, American Savings Foundation
- Sue Viccaro, Superintendent, Region 13

Focus groups were also held with parents who paid full tuition for programs and parents who received full scholarship. A focus group with students was included alumni and a mix of scholarship and full tuition students. The full report on

Themes in the feedback included:

- The organization is highly respected and is viewed as a “jewel” of the community.
- The history of Oddfellows is seen as a strength of the organization, with encouragement to pursue an even greater impact on the community and on students into the future.
- The building that Oddfellows currently offers its programs is viewed as limiting.
- The brand is well-known in Middletown, but can be improved beyond.
- Suggestions for program expansion include vocal training, directing, play writing, movement for the stage, and preparation for college applications in theater.
- Oddfellows should continue to offer a contrasting experience to traditional, mainstream musical theater options offered in high schools.
- Increased engagement of alumni offers a tremendous untapped opportunity for the organization.

SALES STRATEGY

As an arts and youth development organization, Oddfellows is focusing on its energy on its earned income generators – tuition based classes, programs and box office revenues. By modifying the impact of program experiences and linking them directly to outcomes that are of critical importance in a young person’s development (life skills, academic success, high school graduation, and job skills) the Playhouse will compete and excel in the arena of after-school youth development programming. Offering a high quality product will retain student participants and increase contributed income proportionally.

The Oddfellows Playhouse experience and programs will be marketed as a high end product; worth the investment of time, commitment and money.

Key Strategies

Implementation Timetable

Programmatic Alterations

- | | |
|----------------------------------|-------------------------------|
| • Re-brand core classes | <i>Launching July 1, 2012</i> |
| • Shift Artistic offerings | <i>Launching July 1, 2012</i> |
| • Codify programmatic curriculum | <i>In progress</i> |
| • Modify programmatic impacts | <i>In progress</i> |

Marketing Alterations

- | | |
|--|--------------------------------|
| • Poll parents and students | <i>Completed March 2012</i> |
| • Compare peer organizations | <i>Completed February 2012</i> |
| • Consult with Teaching Artists | <i>March 2012</i> |
| • Adjust targeted marketing strategies | <i>In progress</i> |

Operational Strategies

- | | |
|--------------------------------------|----------------------------------|
| • Redesign tuition/pricing model | <i>Completed</i> |
| • Adjust programmatic calendar | <i>Launching July 1, 2012</i> |
| • Increase programmatic availability | <i>Launching July 1, 2012</i> |
| • Increase programmatic offerings | <i>Dependent on New Location</i> |

Marketing and Publicity will communicate the high value of Oddfellows by focusing on:

- Curriculum – scope and basis;
- Teaching artists and staff experience and quality;
- Outcome measurements and client stories;
- Alumni testimonials.

Programmatic Offerings and Availability drive client accessibility

- Class Names and Program Description needs to sell class to kids and parents;
- Mainstage theater offerings need to attract ticket buyers and participants;
- Maximize programming on weekends when more families can make the drive from out of town.

These strategies will result in a financially robust organization, with an increased service capacity, whose programming has positive, life altering effects on its participants. Oddfellows will strive to enable students of all economic backgrounds to be able to participate in programming.

PRICING STRATEGY

Oddfellows recently completed an internal audit and financial analysis, combined with research and data from peer organization review. The result of this review was to adjust pricing models and programmatic offerings and availability to improve consumer accessibility.

	Revenue/Hr	Direct Cost/Hr	Length of Session	# of Sessions/Year	Minimum Number of Students
Current Model	\$18	\$64	8	3	6
New Model	\$20	\$60	6	4-5	4

MARKETING AND PUBLIC RELATIONS STRATEGY

- Segment markets and target communication messages and strategies to segments
 - Develop system to include demographic information/"where did you hear" and use this information as a decision making tool
 - Incorporate "how did you hear about us" question into email sign up form
 - Survey current students about how they learned of Oddfellows Playhouse;
- Evaluate success of consumer recruitment strategies and adjust;
- Develop and publish an annual report and distribute to key stakeholders and funders
- Develop materials to support Board Recruitment;
 - Develop Board recruitment materials including Board expectations
 - Develop relationships with feeder organizations/competitors;
- Support involvement of consumers in program planning
 - Develop market research survey for changes in program logistics
 - Conduct periodic direct conversations with program participants;
- Create collateral materials to support donor cultivation efforts
 - Including case studies and a case statement;
- Develop an overall strategy for the use of social media
 - Including key audiences and an editorial content calendar.

ORGANIZATIONAL INFORMATION

Our Mission

Oddfellows Playhouse builds essential skills for life through the theatrical arts.

Our Artistic Vision

We believe in the creation of artistic work that invites our participants to pose questions about their world. We believe in work that creates a foundation of theatrical knowledge. We believe in an artistic product that is relevant to our world, our lives, and our time. We believe in an artistic environment that welcomes innovation and allows for the full exploration of new ideas, and welcomes creative risk.

Our Organizational Vision

- Our programs will have a positive life altering effect on our participants.
- We will be known throughout Connecticut and beyond as a premier youth theater program.
- We will establish an age appropriate curriculum for the Oddfellows Playhouse programs that will communicate expectations for students, parents, and teachers.
- Our performances will be of a high professional quality.
- Our performances will be well-attended by community members and supporters.
- Our overall enrollment will continue to increase as knowledge of our high quality programs and the positive impact on students' lives expands.
- Our students will hail from a broad range of communities.
- We will strive to enable students of all economic backgrounds will be able to participate in our programs.
- Our organization will be supported by a robust set of active volunteers and supporters including an expanded Board of Directors, newly created advisory groups, corporate relationships and a robust alumni network.
- We will assure the organization's financial sustainability through the growth of our endowment and through a mix of programs that increase revenues for the organization.
- We will ensure our committed group of professional teaching artists embraces the Oddfellows Playhouse approach and values.
- Our administrative staff will be afforded professional development opportunities and will expand to add specific specialties as needed by the organization.
- We will capture and describe the impact our organization has had on its alumni.

FUTURE GOALS

The Playhouse recently completed a Strategic Planning process laying out the organizational vision, goals and strategies that will allow us to continue our record of artistic and educational success. To move the operations along towards this goal, the Playhouse is focusing on Strategic Programmatic Changes, New Marketing Initiatives and Key Operational Adjustments as strategies essential to achieving our goals.

- Goal #1: To grow and improve current programs while exploring additional opportunities to enact mission and increase financial sustainability
- Goal #2: Define and implement a strategy for Oddfellows Playhouse to engage supportive groups of constituents and garner broad financial support
- Goal #3: Strengthen Oddfellows Playhouse infrastructure to support internal operations and future programming
- Goal #4: Improve quality assurance efforts
- Goal #5: Continue to develop the Board of Directors

CURRENT OPERATIONS

Oddfellows Playhouse classes, workshops and productions are designed to build life skills at developmentally appropriate levels through the vehicle of the performing arts. These highly educational classes also expose students to the wider world by drawing on cultural traditions and tales from throughout the entire world.

The main programs at Oddfellows Playhouse and their categorization are:

- **Core Classes**
 - Early Childhood – These programs provide fun, exciting theater arts experiences for students that build critical skills at each level of development.
 - Tiny Fellows (12 – 36 months)
 - These classes build sensory, social and motor skills through creative play and imagination.
 - Little Fellows (3-4 year olds)
 - These classes build problem-solving, language and physical skills through imagination, movement and dramatic play.
 - First Act (4-5 year olds)
 - These classes build problem-solving, language and physical skills through imagination, movement and dramatic play.
 - Creative Drama (Grades K-1 & 2-3)
 - Through theme based classes, students bring classic stories and characters to life through creative expression, building their self-confidence, listening and sharing skills while exercising their voice, bodies, minds and imaginations.
 - Acting(Grades 4-5 & 6-8)
 - Acting Technique
 - Musical Theater
 - Showcase
 - Master Classes

- **Summer Circus (Ages 8-15)**
 - This program provides students with instruction in circus arts skills including juggling, clowning, unicycling, acrobatics, stiling, balance and capoeira, providing healthy physical activity, creative expression, ensemble building and culminates in a large outdoor performance
 - Children’s Circus of Middletown
 - Children’s Circus of Meriden

- **Neighborhood Troupes/Art Explorers**
 - This program provide age appropriate multi-disciplinary arts instruction to at-risk and low income students in Middletown based on the Developmental Asset framework around Positive Youth Development and Healthy Behaviors.
 - Tiny Troupe
 - Middle Troupe
 - Junior Troupe
 - Arts Explorers
 - Provides intensive mentorship from professional artists, focused on building employment skills in the arts, financial training, and personal responsibility and self-discipline.

- **Summer Shakespeare Academy**
 - One month Shakespeare intensive for High School students culminating in full production of one of the Bard’s classic plays.

- **Teen Repertory/Junior Repertory Companies**
 - Mainstage productions that provide high quality, alternative theater experiences exposing students to contemporary and classic plays.
 - Attracts the largest evening and weekend audiences of all programs
 - Mainstage Productions
 - Workshops and Master Classes
 - Private Lessons and Coaching
 - College admissions assistance

ORGANIZATIONAL LEADERSHIP

MATTHEW J. PUGLIESE

Executive Director

Executive Director Matthew Pugliese received his B.A. in Theatre Studies from the University of Connecticut and completed a graduate certificate program from the University of Connecticut's School of Public Policy in Non-Profit Management.

Matthew joined Oddfellows Playhouse in 2008 as the Managing Director. His responsibilities included financial management, fundraising, day-to-day administration of the office and programs, marketing and communications and board relations. Despite the economic downturn, under his guidance and stewardship, Oddfellows Playhouse had its two highest grossing fundraising years in FY10 and FY11.

He has worked professionally in Connecticut as an actor, teaching artist, playwright, and a director. Matthew spent nearly four years at Connecticut's Ivoryton Playhouse where he served as Production Manager. During his tenure, the Ivoryton Playhouse received two Connecticut Critics Circle Awards. Also during this time, he directed well received educational adaptations of Julius Caesar and Romeo and Juliet for high-school audiences attended by high school audiences from throughout Connecticut.

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