

CAPITAL FRINGE

Strategic Plan Review
Or Did It Go According to Planned?
December 2015

PREFACE

In December 2012, Capital Fringe and its Board of Director adopted its first ever Strategic Plan. Capital Fringe has come a long way in those three short years. This document serves as an examination of what we have achieved versus what we had planned.

CAPITAL FRINGE TODAY

Founded in 2005, Capital Fringe's ("Fringe") mission is to connect exploratory artists with adventurous audiences by creating spaces for creative, cutting-edge, and contemporary live performance and experimental art in the Nation's Capital. Today, Fringe achieves its mission by presenting and producing opportunities for growing artists at its year-round headquarters at 1358 Florida Ave. NE in the Trinidad neighborhood and across the District.

Fringe presents the works of independent artists; energizes and expands the audiences experience through its unique space and dynamic, accessible programming; serves local and visiting artists by providing career-building opportunities; and creates year-round outlets for live performance. It has built a recognizable and respected brand and a thriving community for people from all walks of life. Its organic and grassroots effort to build authentic and lasting relationships with its artists and audiences has led to a stable financial foundation.

For the past several years, we have been methodically growing and fine-tuning our organizational best practices and in the process, financially securing our future. This year marked a new chapter in our journey with the purchase of our new space, Logan Fringe Arts Space, and the expansion of our year-round programming outside of the Fringe Festival.

Fringe was awarded *Best Festival* and *Best Theatre Festival* in the 2013, 2014 and 2015 *Washington City Paper's* "Best of DC" and Fringe has been featured in the *Catalogue of Philanthropy: Greater Washington* as an exemplarily local non-profit for the years 2008-2009 and 2013-14. It was recently announced that Capital Fringe has been named "Non Profit of the Year 2015" by the *Washington Business Journal*.

People Engaged

- Over 40,000 adventures audience members
- Over 5,000 exploratory artists
- 199 volunteers
- 35K email subscribers - average open rate: 24.64%
- 6.7K Twitter followers
- 5.2K Facebook fans
- 1K Instagram followers

Year Round Activity in the Logan Arts Space

- 171 days of activity
- 15 productions / events

Year Round Activity Around DC

- 29 days of activity
- 30 live performance productions / events

2015 Fringe Festival

- 22 days of activity
- 784 productions / events
- 23 venues

The core of Fringe's mission is to create inventive presenting and producing opportunities for exploratory artists and adventurous audiences. In our first official year of year-round activity our exploratory artists made **\$251,749**.

Strategic Plan At A Glance Yesterday and Today:

| Jan-13 | Dec-15 Projected | Dec-15 Actual |
|---|---|--|
| Professional producing organization with an annual budget of just close to 1 million dollars, whose primary programs consist the annual Fringe Festival, fallFRINGE and the Training Factory. | A year-round dynamic producing organization whose programming includes the annual summer Fringe Festival with an annual attendance of over 40,000, year-round programming, educational and training programs for artists and youth. | A year-round dynamic producing organization whose programming includes the annual summer Fringe Festival with attendance of over 35,000, year-round programming that serve as presenting and producing opportunities for growing artists; serves local and visiting artists by providing career-building opportunities; and creates year-round outlets for live performance. |
| Dedicated to fulfilling its mission of connecting exploratory artists with adventurous audiences. | Serving its Mission with a deeper impact and stronger connection to our audiences and the community than ever before. | Serving its Mission with a greater focus and clarity allowing Capital Fringe to have a deeper impact and stronger connection to our audiences and the community than ever before. |

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| Performing in a rented space, Fort Fringe, significant operational and technical challenges. | Operating in a newly-constructed/rehab multi-venue performance and office space in the District, the Fringe Theatre Barn, allowing us to grow our capacity, increase revenue and better serve the audiences and artists of our community. | Operating in the newly purchased Logan Fringe Arts Space and has completed all Phase I renovations to-date. This phase included the construction of a 105-seat black box theatre, rehearsal room, scene shop, administrative offices and indoor/outdoor art bar. At the beginning of February, Fringe opened the doors up to rentals for workshops, theatre performances, live music concerts, art shows and rehearsals for theatre and music artists. |
| Governed by a passionate, but relatively small Board of Directors and managed by a small but mighty, administrative staff. | Governed by a dynamic board of directors, with the tools needed to be effective stewards and fundraisers; Staff has resources and structure to effectively run the day-to-day operations of the organization. | Governed by a board of directors poised to grow and develop with the organization. Currently involved in a consultant-guided program to cultivate and lead the board. The staff structure continues to be refined to best serve the organization's needs. |

| Jan-13 | Dec-15 Projected | Dec-15 Actual |
|---|--|--|
| Supported by a core group of individual and institutional donors who make an annual contribution to Capital Fringe. | Receiving contributions from an increased pool of donors that includes individuals, national corporations, foundations and government organizations that make significant investments in Capital Fringe. | Receiving contributions for expanded core of individual and institutional funders who support the general operations as well as the facilities growth. |
| Serve a diverse population of artist and audiences from inside the District, surrounding areas and beyond. | Continue to foster and build an even wider and diverse audience and artist community by providing more opportunities for engagement and exchange. | Continue to foster and build an even wider and diverse audience and artist community by providing more opportunities for engagement and exchange. |

REVIEW OF KEY GOALS AND OBJECTIVES

In order to propel Capital Fringe forward and sustain our growth for generations to come, Capital Fringe is committed to achieving the following goals and objectives:

THEN: FACILITIES

Over the course of this plan, Capital Fringe will identify and acquire space(s) in which to produce the yearly summer festival and its other year-round programs. As part of this process, Capital Fringe will take into account several possible combinations of locations and physical space requirements.

Throughout this process Capital Fringe remain open, flexible and poised to act while strategically weighing a variety of possibilities for its future.

Through our goals outlines in this plan, Capital Fringe will strive to achieve the following:

- Secure a property with the ability to utilize and occupy surrounding venues so as to create a strong festival environment.
- Remain open to different neighborhoods and strategically examine each location so as to understand the benefits (and liabilities) for Capital Fringe.
- Engage all key and influential community and city leaders in the search for Capital Fringe's next scenarios.
- Clearly examine the financial model for each scenario assuring it is sustainable for Capital Fringe, our audiences and artists.

NOW FACILITIES

Capital Fringe achieved its primary goal—a new home. It did this through thoughtful planning and execution.

- In October purchased and moved into its new 11,714 Sqft. home, now known as the Logan Fringe Arts Space, at 1358 Florida Avenue, NE in the Trinidad neighborhood of Washington DC.
- Capital One completed all Phase I renovations to-date.
- Phase One included the construction of a 105-seat black box theatre, rehearsal room, scene shop, administrative offices and indoor/outdoor art bar.
- In February 2015, Fringe opened the doors up to rentals for workshops, theatre performances, live music concerts, art shows and rehearsals for theatre and music artists.

Now that the 2015 Festival has concluded, the space will remain open and running through the July 2017 Festival. After the 2017 Festival, and pending fundraising, the Fringe will close the space to complete Phase 2 renovations. Moving in to Phase 2, Fringe's goal is to create a performing arts facility and live/work housing for artists. Once completed the Logan will house two theatres, artists housing, scene shop, art gallery and year-round bar/café.

THEN: FINANCIAL

In order to support and provide services for both artist and audiences Capital Fringe needs to achieve a new level of fiscal growth and stabilization. Through our goals outlines in this plan, Capital Fringe will strive to achieve the following:

- Embark on the first Capital Campaign for Capital Fringe.
- Examine Capital Fringe's balance of contributed revenue vs. earned revenue and strive to achieve a sustainable business model.
- Increase support from individuals.
- Move toward elimination of all debt – enabling Capital Fringe to always maintain a positive cash flow.

NOW FINANCIAL:

Capital Fringe has spent the last three years laying the ground work for its capital campaign, while growing its income base as well as financial infrastructure.

- Capital Fringe has ended the past two years with a significant surplus and is projecting doing the same in 2015.
- Capital Fringe has grown its operating budget from \$1,000,000 to \$1,300,000 over the course of this plan.
- Capital Fringe has moved from an operating ratio of 70% earned and 30% contributed income to 55% earned and 45% contributed income.

- In June 2015, Capital Fringe secured a loan from PNC Bank in the amount of \$2 mm to pay for sellers for the balance owed on the purchase of 1358 Florida Avenue (now known as the Logan Fringe Arts Space.)
- To date, Capital Fringe has raised \$3,151,949, including a second gift this spring from the Nora Roberts Foundation in the amount of \$650,000. The working goal of the campaign is approximately \$7,917,199.
- Capital Fringe is focusing energy on raising funds from both individual and institutional donors.
- Capital Fringe has put detailed financial reporting in place, redrafted its chart of accounts and brought in a part time financial professional to help with the organization's financial performance and budgetary process.

THEN: GOVERNANCE & ADMINISTRATION

Capital Fringe will continue to grow and mature. It is imperative that the organization's operation and governance systems also evolve. In order to continue to build the capacity of Capital Fringe, the organization must develop a Board that is informed, engaged and inspired to execute their governance responsibility and develop resources for the organization. Additionally, Capital Fringe must nurture and retain a professional and passionate staff. Therefore Capital Fringe is committed to the following goals and objectives:

- Expand the size, grow the skills set and increase the effectiveness of the Board.
- Increase Board members' commitment to fundraising and audience and artist development.
- Over the course of the plan, implement a staff and board evaluation process.
- Develop a process for evaluation of programmatic and organizational decisions.

NOW: GOVERNANCE & ADMINISTRATION

Over the past three years, Capital Fringe has begun to address the issues of board governance and effectiveness.

- Capital Fringe is currently participating in a program by Compass Consultants to grow and strengthen the board and has recently added two additional members.
- Capital Fringe received 100% participation in board contributions in 2014 and is hoping to do the same in 2015. Capital Fringe needs to continue to find ways to effectively engage its board in fundraising for the organization.
- Capital Fringe continues to work to achieve the ideal staff and organizational structure. The organization has increased its program staff to meet the demands of running a year-round organization.

THEN: ARTIST & AUDIENCES SERVICES

Serving artists and audiences is at the core of every decision or step Capital Fringe makes. Capital Fringe will strive to create spaces and outlets for both artists and audiences so as to maintain and increase the level of presentation on our stages and within our programs. Therefore Capital Fringe is committed to the following goals and objectives:

- Maintain Capital Fringe's financial commitment to participating artist by continuing to give 60% of the ticket revenue back to the artists.
- Maintain Capital Fringe's financial commitment to its audiences to provide accessible live entertainment.
- Sustain current programs and create new outlets to strengthen the independent producing community in the DC Metro area.
- Continue to encourage touring of local artists and companies to the greater national and international circuit.

NOW: ARTIST & AUDIENCES SERVICES

The core of Fringe's mission is to create inventive presenting and producing opportunities for exploratory artists and adventurous audiences. Over the course of the three years, Fringe has expanded its programming with the goal of providing more performance opportunities for artists and audiences. With year-round programming, its commitment to artists is stronger than ever.

- Fringe has expanded the Fringe Festival to include more performances and productions.
- Over the past three years, Capital Fringe has engaged over 120,000 audience members and 15,000 artists with over 2,000 performances of 500 works and returned over \$750,000 to participating artists.
- Since February of 2015, Capital Fringe has sold 4,801 tickets to theatre productions in the Trinidad and given 100% of the ticket revenue to the artists.
- In 2015 Capital Fringe presented 45 productions and events with 200 days of activity at the Logan around town.
- Capital Fringe has presented more than 10 live music nights in the Trinidad, featuring local bands and musicians. These performances were free and open to all ages. Capital Fringe will produce a mini-live music series in December. As part of this series local curators will program six full nights on music in the Trinidad.
- Capital Fringe has hosted performances by Pointless theatre, Pinkyswear Productions, ExposedDC, CapitalBOP, Transformer Gallery, Clown Cabaret, Alliance for New Music Theatre, Thelma Theatre and many more.
- Capital Fringe launched Music in the Library, a series of monthly concerts (24) performed in libraries across the District in October 2014.
- Fringe in Your Neighborhood is a new initiative to engage local communities across the city by bringing art to community gardens, farmers markets, porches, alleyways, shop windows and anywhere else that can be enlivened with performance or visual art. In October 2015, Capital Fringe presented Pillow Project as part of this program. The Pillow Project was a month-long public art project applying Freud's concept of displacement onto urban development.