

FIELD ARTS & EVENTS HALL

Field Arts and Events Hall Strategic Plan 2025-2027 **February 17, 2025**

Executive Summary

In September of 2024, Field Arts & Events Hall embarked on a process of developing a three-year strategic plan. With the assistance of Allison Rabbitt and Laurie de Koch from RoosterRabbitt Consulting, the staff and board of Field Hall engaged in a five-month planning effort. To support this work, Field Hall identified staff and board members to establish the Strategic Planning Committee (SPC) to lead the effort. This committee of eight individuals representing the board, staff, and community met twice monthly over the five months. During this time, the consultants conducted a variety of information-gathering activities to determine strategic direction and build consensus. These efforts included a board retreat, a staff retreat, and a survey of community members and organizations.

Through this information-gathering process and using Field Hall's mission and vision statements as a guide, the Strategic Planning Committee established consensus around four main strategic focus areas as defined below:

I. Artistic Programming

Field Hall inspires, empowers, and connects the North Olympic Peninsula community through excellent artistic programming. Field Hall will become widely known as a premier cultural destination while balancing high-profile national and international performances with dedicated support for local and regional artists. Field Hall will utilize its support of developing new work to gain a unique and valued role in the national artistic ecosystem while internally fostering a creative risk-taking environment.

Over the next three years, Field Hall will build an inclusive and accessible arts community by expanding our youth and family programming, deepening partnerships with regional tribes and tribal culture, and promoting the intersection of arts, health, and wellness.

II. Education and Community Outreach

Field Hall will continue to invest in and increase cultural and educational experiences by expanding arts education, broadening audiences and accessibility, and fostering deeper community engagement. Through partnerships with local schools, we will continue to expand curriculum-aligned arts programs, begin field trips to Field Hall, provide artist residencies, and interactive learning experiences. Embrace cultivating lifelong arts engagement through humanities-based programming, community conversations, as well as

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creating entry-point performances designed to welcome first-time theater goers. Field Hall will stay committed to ensuring access to the arts and reducing financial barriers by expanding our subsidized ticket and free programs.

III. Economic Growth

Field Hall has begun to play a key role in enhancing the economic vitality of the North Olympic Peninsula. By leveraging our world-class facility and programming, Field Hall attracts tourism, creates jobs, generates revenue, and contributes to a thriving waterfront district. Utilizing our reputation as a premier venue, Field Hall will position the Olympic Peninsula as a leading cultural and natural destination, advocating for increased arts, culture, and tourism funding and support at all levels. Field Hall will collaborate with local organizations and businesses, support festivals, community events, and artistic initiatives, ensuring broad economic and cultural vibrancy.

Field Hall is committed to growing workforce development opportunities in theater tech, hospitality and arts administration through our partnership with Peninsula College and offering hands-on training opportunities.

IV. Operational Effectiveness

It is high time to develop long-range, institutional and stabilizing operational policies and procedures. With this organizational evolution we expect to create a more effective, efficient, prosperous, and balanced workplace. A key priority is achieving financial stability through eliminating organizational debt and expanding reserve funds while diversifying revenue streams to ensure a strong foundation for future growth.

With these strategic focus areas confirmed, the consultants drafted a plan and presented it to the entire board and staff on December 16, 2024, for feedback and refinement. With an initial approval of the draft, a small subset of staff and board leadership then spent the month of January further developing the strategic initiatives to identify responsibility, actions and benchmarks for the next three years. After one last review by the Strategic Planning Committee on February 10, 2025, the final plan was presented to the board for approval on February 20, 2025.

Additional Observations

As Field Hall moves forward with their strategic initiatives, the consultants have identified three underlying commitments that will be foundational to a successful implementation of the strategic plan:

- **Board and staff role clarity and partnership**

Throughout the strategic planning process, the importance of role clarity and collaboration between the board and staff emerged as a key theme. Given the board's long-standing leadership in shaping Field Hall's vision—predating the building's completion and staff hiring—it has naturally played a hands-on role in operations. Now, as the organization enters its second year with a full staff in place, the board is appropriately transitioning into a fiduciary and strategic oversight role,

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while operational responsibilities shift fully to staff. This evolution will continue as both groups gain clarity in their respective roles and align more closely with the organization's direction. Additionally, there is a shared recognition of the value of deeper connection and partnership between board and staff. This is a common phase in nonprofit organizational development, and the more executive leadership can foster strong communication and cohesion, the more effective the entire team will be in advancing Field Hall's mission.

- **Commitment to community-centered action**

A strong commitment to community-centered programming emerged as a key theme throughout the strategic planning process. Field Hall is dedicated to balancing its goal of bringing international culture to Port Angeles with equal passion for uplifting local artists and creating educational opportunities that support families and young people.

Additionally, Field Hall's role as a community advocate emerged as a key focus, particularly in strengthening partnerships and contributing to the development of downtown Port Angeles and the waterfront. This advocacy not only reinforces Field Hall's deep investment in its community but also aligns with its long-term sustainability and revenue-generating efforts. Another recurring theme was the desire to integrate artistic programming with health and well-being initiatives, further emphasizing the arts as a vital component of a thriving, healthy community.

- **Developing Organizational Culture**

As Field Hall continues to grow, fostering a strong organizational culture and supporting staff development will be key to its success. This next phase of organizational development presents an exciting opportunity to refine policies, clarify roles, and ensure workloads are balanced effectively. Investing in professional development will empower staff to thrive in their roles and contribute even more to the organization's mission. Additionally, if possible, we recommend reimagining/adjusting the administrative office to create a work environment that allows for both collaboration and focused work time to support the team as they continue to build Field Hall's bright future.

Conclusion

This strategic plan positions Field Arts and Events Hall as a beacon of artistic excellence and a vibrant community hub that fosters engagement and inclusivity. By prioritizing innovative programming, enhancing accessibility, and forging strong partnerships with local organizations, Field Hall will enrich the cultural landscape and inspire and engage diverse audiences. Additionally, the commitment to operational efficiency will ensure that Field Hall maximizes resources while maintaining the highest standards of quality in all their offerings. Together, these initiatives will empower Field Hall to adapt to future challenges and solidify their role as a cornerstone of the arts in the Pacific Northwest.

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Thank you to the board and staff of Field Hall for entrusting RoosterRabbitt with facilitating this important strategic planning process. It has been a privilege to collaborate with such a dedicated and visionary team that has brought Field Hall to life. It's clear that after only 18 months in operation, Field Hall is already a deeply cherished community treasure in Port Angeles. We thoroughly enjoyed working alongside you and witnessing the passion and commitment that drive this remarkable endeavor. We look forward to seeing the continued evolution of Field Hall and the lasting impact it will have on the community.

Respectfully submitted,
Allison Rabbitt and Laurie de Koch
RoosterRabbitt Consulting

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Strategic Planning Committee

The 2025 Field Arts and Events Hall Strategic Plan was led by the individuals listed in alphabetical order below.

Rhoda Cerritelli, Director of Financial Strategies
Jess Grello, Marketing & Communications Director
Jeanne Martin, Board Treasurer
Georgia Meyers, Director of Sales for Conferences & Events
Stephen Moriarty, Community Volunteer
Steve Raider-Ginsburg, Executive and Artistic Director
Brooke Taylor, Board President
Nathan West, Board Member

THE PLAN

This document outlines Field Hall's strategic plan for 2025–2027, detailing four key initiatives with supporting goals and objectives. An attached addendum provides a detailed work plan, specifying activities, responsible personnel, and benchmarks for successfully operationalizing the strategic plan. Grounded in Field Hall's mission and vision, this plan is in strong alignment with board and staff values and provides direction for the next three years.

MISSION: A home for arts and events that brings people together and strengthens our community.

VISION: To inspire, empower, and support the local arts community, enrich local cultural and educational experiences and spark economic activity throughout the region.

I. Strategic Initiative: Artistic Programming

Field Hall will inspire, empower, connect, and support the North Olympic Peninsula community through world-class programming,

Excellence in artistic programming is central to Field Hall's mission. A strong demand exists for national and international performances that will elevate Field Hall's reputation, foster civic pride, and position the North Olympic Peninsula as a premier cultural destination. At the same time, Field Hall is dedicated to supporting local and regional artists, ensuring the unique artistic wealth of the Pacific Northwest and the Olympic Peninsula is celebrated.

Goal A: Establish Field Hall as a premier cultural destination.

1. Exhibit year-round excellence in programming curation that appeals to varied audiences.
2. Present high-profile and ambitious work that generates national recognition, attracting both industry professionals and the general public.
3. Develop and promote compelling and unique summer artistic programs that draw both regional and national audiences, positioning Field Hall as a must-visit destination.

Goal B: Promote the development of new work and creative risk-taking.

1. Present and support the development of new works.
2. Commission and co-commission artists to develop and workshop world-premiere productions.
3. Establish a dedicated fund to support experimental and innovative programming.

Goal C: Foster local and regional artistic talent and innovation.

1. Provide opportunities for local and regional artists.
2. Support the creation and production of work by local artists by providing access to Field Hall's staff expertise, technical resources, and production support, fostering artistic development and professional growth.

Goal D: Build an inclusive and accessible arts community.

1. Expand youth and family programming to provide engaging, inclusive arts experiences.
2. Deepen partnerships with local Indigenous Tribes by investing in programming that celebrates Indigenous culture and voices.
3. Invest in programming at the intersection of arts, health, and wellness.

II. Strategic Initiative: Education & Community Outreach

Field Hall will enrich local cultural and educational experiences for the community through educational programming and community engagement.

Educational programming and community engagement are integral to Field Hall's mission of fostering a stronger, more connected community. Key priorities include expanding youth and family participation, strengthening school partnerships, and enhancing family-focused and youth programming. Additionally, Field Hall is committed to diversifying audiences by developing inclusive, accessible programming and increasing free and subsidized offerings. Through these efforts, Field Hall aims to broaden engagement, inspire lifelong connections to the arts, and ensure cultural experiences are accessible to all.

Goal A: Expand educational programming to inspire and engage youth, families, and schools.

1. Partner with North Olympic Peninsula schools to develop curriculum-aligned arts programs, including field trips, artist residencies, and interactive learning experiences.
2. Regularly incorporate humanities-based programming and community conversations to deepen audience engagement and provide meaningful cultural dialogue.
3. Create "entry point" experiences through family performances designed to welcome first-time attendees and cultivate new audiences.

Goal B: Increase accessibility to programming.

1. Foster multigenerational engagement by creating workshops and events that appeal to all ages.
2. Expand accessibility by reducing financial barriers, offering subsidized tickets, and free programming to ensure equitable participation.
3. Increase program availability by diversifying scheduling to accommodate various audiences, including weekday, evening, and weekend offerings.
4. Launch and sustain, Connections, a branded series of community events.

Goal C: Field Hall will enrich the community through curated experiences.

1. Curate programming that highlights cultural representation by featuring diverse artistic traditions and underrepresented voices.
2. Develop programming that reflects the unique history and interests of the region.
3. Expand free community programming to enhance public access to arts and cultural experiences.
4. Strengthen social and cultural engagement by fostering networking opportunities and deeper connections among Field Hall members, creating a more vibrant and connected community.

III. Strategic Initiative: Economic Growth

Field Hall will spark economic activity throughout the region through strategic use of the facility and programmatic offerings.

Field Hall is committed to driving the economic vitality of the North Olympic Peninsula by serving as both a cultural hub and an economic engine. As a premier performing arts center, it will leverage its world-class facility and services to attract tourism, create jobs, generate revenue, and contribute to a thriving waterfront district. Through strategic programming and community engagement, Field Hall aims to strengthen the region's cultural landscape while fostering long-term economic growth.

Goal A: Strengthen Field Hall's role as a cultural and economic hub by increasing tourism and economic growth.

1. Maintain and deepen Field Hall's reputation as a world-class facility with world-class service to increase and serve the conference and events market.
2. Position Field Hall and the North Olympic Peninsula as a premier cultural, commercial and natural destination by highlighting local attractions, festivals, and signature events.
3. Advocate for increased arts, culture, commerce and tourism funding at the local, state, and federal levels, highlighting Field Hall's contributions to economic and cultural development.

Goal B: Foster community collaboration and commerce to enhance cultural engagement and economic growth.

1. Collaborate with local organizations to enhance and uplift festivals and events across the North Olympic Peninsula that draw regional, national, and international visitors.
2. Support the local arts community by offering Field Hall spaces and services at discounted rates to local artists and arts organizations for rehearsals, performances, and exhibits.
3. Strengthen partnerships with local businesses to enhance community engagement, expand artistic opportunities, and increase audience reach.
4. Develop a steady base of regional clients who regularly utilize the Conference Center for meetings, conferences, and events, positioning it as a premier venue for commercial activities.

Goal C: Grow workforce development.

1. Expand and strengthen the Media Certificate Program in partnership with Peninsula College to provide specialized training in media production, contributing to workforce development.
2. Launch a Peninsula College Arts Administration certificate program to equip students with the skills needed for careers in arts management and nonprofit leadership.
3. Offer internships, apprenticeships, and hands-on training in media, event production, and arts administration to cultivate the next generation of industry professionals.

IV. Strategic Initiative for Operational Excellence

Field Hall will develop the policies and procedures necessary to ensure operational excellence and financial sustainability through board and staff collaboration, wisdom, and insight.

Field Hall's board and staff recognize the need to strengthen and refine operational policies and procedures to create a more efficient, effective, and sustainable workplace. Enhancing internal structures will support long-term growth and ensure smooth operations. Simultaneously, there is a strong consensus on the importance of completing the capital campaign and expanding fundraising efforts to secure Field Hall's financial sustainability. By aligning operational improvements with strategic financial planning, Field Hall is well-positioned to advance its mission, enhance its impact, and ensure long-term success.

Goal A: Achieve financial stability and operational resilience to support Field Hall's mission delivery.

1. Eliminate organizational debt to strengthen financial stability.
2. Establish a financial model by establishing building, artistic, and operational reserve funds and expanding the endowment.
3. Implement multi-year budgeting to ensure financial planning aligns with ongoing programming and infrastructure needs.
4. Diversify revenue streams through social enterprise projects.

Goal B: Expand organizational effectiveness through role clarity and strengthening internal operations.

1. Develop and refine organizational tools and procedures to enhance operational efficiency.
2. Design and implement an evaluation model to assess program effectiveness and mission alignment.
3. Invest in professional development opportunities to support individual growth and address organizational challenges, strengthening overall team capacity.

Goal C: Maximize resource efficiency and ensure sustainable infrastructure development.

1. Develop and implement a preventive building maintenance plan.
2. Optimize space and equipment utilization to accommodate maximum events, achieve operational efficiency, and maximize revenue potential.
3. Enhance environmental sustainability by adopting eco-friendly practices and energy-efficient infrastructure improvements.