





Bag&Baggage is a nationally acclaimed professional theatre company based in Hillsboro, Oregon. We are distinguished by our deep connection to our suburban and rural community and by our mission to crack open and re-imagine the great works of world literature in innovative ways.

Our intimate, high-tech, flexible home, The Vault Theater, acts as a hub of arts and culture activity for the entire region, presenting a diverse range of arts experiences that go far beyond our own theatrical work.

All of the work we produce and present is intended to create deeper connections within our community, and to explore our shared humanity.

In addition to a regular season of theatrical productions, Bag&Baggage also hosts a range of other programming, including:

- SOLO FEST (a festival of solo performances)
- FILMS FOR FIVE (an affordable film series)
- BRAVE SPACE (a social justice listening series for traditionally silenced voices)
 - B&B/A&C (an arts and culture lecture series)
 - PASSPORT (a free ticket program for high school students)
- an EMERGING ARTIST program to train a new generation of theatre practitioners
- THE PROBLEM PLAY PROJECT (which provides Oregon based playwrights of color an opportunity to adapt Shakespearean works with an equity lens)
 - PARTNERSHIPS with regionally celebrated artists and arts organizations presented at The Vault
- COMMUNITY WORKSHOPS in a range of arts related skills like stage combat, acting, movement, and play writing

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MESSAGE FROM THE ARTISTIC DIRECTOR

Transitions can be challenging. Really, really challenging. The transition from being a scrappy upstart theatre company in suburban Hillsboro to a cultural institution with our own home and a calendar full of programming has been just that: really, really challenging.

There are two things that I have to keep in mind: first, the creation of The Vault Theater & Event Space (just a short 11 months ago) was the number one priority of our previous Strategic Plan, and, second, the document you are reading now must never be put on a shelf and ignored. Strategic Planning is not only a powerful tool for any organization, it has been uniquely successful for B&B over the past 12 years. The thoughtfulness, detail, and ambition contained in this document speaks not only to our hopes and dreams, but also to our failings and weaknesses. It is a key document for the company as it truly encapsulates our vision for the future, and frankly addresses the barriers to achieving those dreams.

Our Managing Director, Beth Lewis, has said to me (more times than I can count), “What do you want us to be?” My immediate response was usually, “I don’t know! I need a glass of wine!”

But, over the past few months, the vision for Bag&Baggage’s future has slowly come into focus for me; it is based on the remarkable artists who call B&B home, the community of people who support our work, the growing need for new arts organizations to join us as colleagues here in Hillsboro, and the power of theatre to create equity and justice.

More than just a “cultural institution,” I want Bag&Baggage and our new home, The Vault Theater, to be catalysts for cultural change. I want our work to transform the landscape of Hillsboro, and change the lives of the people who live here. More than ever before, I want Bag&Baggage to be a vital, essential part of what it means to live (truly live) in Hillsboro. My hope is that this Strategic Plan will help make that dream a reality.



Scott Palmer, Founding Artistic Director
Bag&Baggage Productions
The Vault Theater & Event Space





Bag&Baggage has grown from a small, scrappy suburban theatre into a real player on the regional and national stage. The completion of our EVOLUTION Capital Campaign, and the creation of The Vault Theater & Event Space, has profound implications for our work, our mission, and our vision for the future. No longer are we singularly focused on the artistic quality of just our own work, we are now concerned with how our new home can work to address a range of social, cultural, and artistic goals.

Who We Are is now about two specific areas of work: the high quality, provocative nature of our own theatrical productions, and curating other cultural activities and events within the walls of our new home. Given this expansion of our scope, it is more important than ever that we clarify *what we believe as artists and as an institution*.

First of all, we believe that our work, and the work produced or presented in The Vault, must advance the goals of equity, diversity, inclusion, and social justice.

Theatre is about creating communal experiences and, as such, must be focused on supporting, expanding, and creating community. Our own theatrical work must be focused on telling stories that create connection, empathy, and joy. Further, our work must ask meaningful questions that challenge our audiences to rethink their relationships to each other and to the broader community.

In addition, the work we curate in The Vault should help expand the diversity of arts offerings in Hillsboro, and provide a platform for traditionally excluded voices to be heard, seen, and experienced.

who are we...?

In some cases, this may mean new or rarely performed types of art for Hillsboro (dance, film, spoken word, etc). In other cases, this may mean work that is specifically focused on social justice. In any event, our priority as a company is to utilize The Vault as a **brave space**; a space that pushes, questions, engages, provokes, and ultimately creates deeper connections between our audiences.

Second, as a theatre company, we are focused on connecting our modern, diverse audiences to the classics of world literature in innovative and provocative ways.

Bag&Baggage is a text-based theatre company, which means that we are interested in exploring language, the written word, poetry, literature, and dialogue. We are also a company with an interest in *heightened* language; texts that incorporate a poetic sensibility and are focused on the powerful impact of language and words. As such, we have a fascination with complex language, with written stories, and with the source materials that have inspired playwrights throughout history.

We learn about our present and our future from explorations of our past, and B&B's focus on the classics of literature is always meant to illuminate or explore the issues, themes, and meanings of relevance to our audiences today - not audiences from the past. Great literature is timeless, in part because it speaks to people from any time; Bag&Baggage listens and helps to tell that story, with a particular focus on using these great works as a vehicle for asking important questions.

When we select our seasons, we ask questions like: How does this work help address injustice? Does this work ask questions about our common humanity? Will this play challenge our artists and audiences to think about their community in new and positive ways? Will this production move our audiences towards more open and inclusive thinking? Are there ways to perform this work that will give women, people of color, or those whose stories are often excluded from theatre a voice and perspective? Will these works challenge the skills and training of our artists?

Third, theatre is about engaging an audience imaginatively; if we wanted to do realism, we would work in television!

We believe that theatre is an imaginative art form, one that requires the full participation and engagement of our audiences. As such, we seek to connect our work to the imaginative lives of our audiences. This may be through non-representational sets, the use of new technology like projections or designed soundscapes, having single actors playing multiple characters, the use of deconstructed or non-literal costumes, or through unusual uses of the theater space itself.

Whatever the case, and however we do it, B&B is committed to theatricality as a core component of the art of theatre. These varying influences, and changes, have resulted in the creation of a new mission for B&B:

Our Mission:

To crack open and explore the classics of world literature through innovative and provocative theatrical productions, connecting these great works to the people in our diverse community in a way that affirms our shared humanity.



After twelve seasons of performance, we have developed a very clear picture of our current position in our community....a picture that can (and does) inform our plans for the future. Bag&Baggage is the only professional theatre in Hillsboro, and one of only two professional theatrical production companies in all of Washington County. Although we do draw audiences from outside of the region, the majority of our patrons live and work in Washington County, and most of our audiences live and work in our home city of Hillsboro. Here is what we know about the demographic nature of our audiences based on our most recent audience survey:

- The average age of our audiences has gotten younger over the past 2 years (previous data indicated an average age of between 50 and 56 years old; current data indicates an average age of between 45 and 49 years old)
- Our audiences have grown more diverse over the past 2 years (previous data indicated that our audiences were over 80% white; current data indicates our audiences are 73% white with the largest increases in ethnic groups reflected in African American, Latinx, and Middle Eastern audiences)
- Our audiences remain predominately female at approximately the same percentage as 2 years ago (65%), with a small increase in non-binary or third gender respondents
- Our audiences are spending more when they travel to a show than they did 2 years ago (previous data indicated an average of \$22 per person; current data indicates an average of approximately \$40 per person)
- Our audience from outside of Hillsboro is larger than 2 years ago (previous data indicated that 65% of our audiences were from within the Hillsboro City

where are we now....?

limits; current data indicates that 45% of our audiences are from Hillsboro, with the largest increase in audiences coming to our shows from Beaverton. It is interesting to note that we saw a decrease in the total percentage of attendees from Portland while new audiences from Beaverton, Bethany, West Linn, and Lake Oswego increased)

What do we know about our community?

Washington County has experienced significant growth over the past 50 years. Currently, Washington County comprises more than 25% of the entire Portland-Metro Population, compared to just 11% in 1960. That growth is projected to continue, with Hillsboro becoming the 4th largest city in the state in just a few years.

We also know that the make-up of Hillsboro is changing with the pace of population growth. Hillsboro has a relatively high proportion of younger adult residents – nearly 30% of the population is aged 25-39 – and our population is becoming more diverse – approximately 30% of the population are Hispanic or Asian, with significant diversity amongst those populations as well. Individuals who identify as two or more races comprise 3% of the population, with African Americans representing approximately 2%, American Indian/Alaska Native/Native Hawaiian/Other Pacific Islander making up approximately 1%.

Hillsboro has a lower unemployment rate than the rest of Oregon, but just one in five local workers actually lives in Hillsboro. Even so, Hillsboro is a regional leader in providing family-wage jobs, with the median household income at just over \$64,000 a year – the highest in the metro region. Over 35% of Hillsboro adults hold a Bachelor's, Graduate, or other professional degree – with a significant percentage of those degrees in engineering and business. What can we learn from this?

First, we know that our immediate community is not only currently large enough to sustain a professional theatre company in Hillsboro, but as Hillsboro grows, demand for access to professional performing arts will also increase. In order to meet that demand, B&B has the opportunity to develop a more expansive outreach program alongside a more expansive artistic program. As one of the only venues in Hillsboro with the flexibility and nimbleness to alter our programming to fit the changing needs of our community, this provides remarkable growth potential.

Second, we know that Hillsboro has strong demographics for professional arts and culture, particularly due to the high rate of employment, the strength of our community's median income, and higher than average rate of education.

Third, we know that outlying communities in Western Washington County have little to no access to professional arts and culture. Cities like Forest Grove, Banks, Cornelius, Carlton, Aloha, Yamhill, North Plains and others (cities further west than Hillsboro) have no local or resident professional arts groups. This is a large, untapped market for live theatre and additional program offerings outside of Hillsboro, particularly in the more rural areas west of Hillsboro.

Fourth, we know that Hillsboro's growing ethnic diversity is an untapped part of our potential audience base. There are significant challenges to our access to this community (given the artistic focus of our work being on English-language based dramatic works) but we must focus attention on providing greater access to this important, and ever growing, part of our community.

Audiences are out there, there are a lot of them, and they are the kind of audiences we want.



Broadly speaking, Hillsboro is a moderate to conservative community politically. The majority of our local elected officials are Republicans and Hillsboro still retains connections to moderate and conservative political beliefs carried over from a long history of reliance on agriculture as its economic engine.

The Hillsboro City Council and City of Hillsboro staff are both supportive of arts and culture and, in particular, of Bag&Baggage due to their recognition of the important role we play in the revitalization of downtown Hillsboro and the economic and perceptual impact our shows have on local businesses and the broader community. However, we also know that the City of Hillsboro is significantly behind models of support in comparison to similarly sized communities across the nation. A lack of dedicated funding for arts infrastructure and, in particular, for operating support for the largest arts organizations in our community is a major barrier to B&B's growth.

We also know that Hillsboro is changing.

In the recent past, our community was identified (both internally by residents and externally by individuals living in Portland) as a sleepy, largely agricultural, "small" town. Hillsboro's history as an agricultural center, the historic Main Street area, and its relative distance from Portland generated a rural, small town Oregon reputation. In the past 5 to 10 years, however, Hillsboro's reputation has changed and is now seen by many as a progressive, fast growing community with large corporate interests (particularly in the high tech industry).

There are tensions here: real conflict between "old" Hillsboro and "new" Hillsboro specifically in terms of prioritizing public funding, affordable housing, growth, and industry.

the broader world...?

Within the city, communities like Orenco Station, Tanasbourne, and Amberglen have begun to draw more families and wealthier individuals. In fact, many new Hillsboro residents are unfamiliar with the historic downtown area and rarely, if ever, travel west into Hillsboro proper.

The City of Hillsboro also boasts a range of arts and culture offerings, although (with the exception of B&B), most of them are community-based, municipal or non-professional. In fact, at the time of this plan, B&B is approximately 10 times larger by budget size than the next largest non-profit performing arts organization in Hillsboro.

There is a complete lack of mid-sized, professional arts organizations in our community and, as such, access to a range of performing arts experiences is limited.

But more than that, the lack of a group of mid-sized arts organizations in our community hampers B&B's growth potential. There is no network of arts organizations to move policy forward, to advocate for growing funding, to share marketing initiatives, or to expand arts service provision. The weakness of Hillsboro's arts ecosystem is now becoming a barrier to our own growth and potential.

More than that, B&B's position as the only mid-size arts organization can create tensions within the broader arts community: why does B&B get all of the resources? Why are they so special? Why does B&B always lead the charge?

B&B has strong connections to most of the regionally relevant government agencies in Washington County with power and influence over arts and culture programming and policies; however, other municipalities are more aggressive in their funding mechanisms than Hillsboro.

In particular, the City of Beaverton is focused on making their downtown the center of arts access in the county via their **\$46,000,000** Performing Arts Center, planned to open in the Spring of 2021. That facility will be the largest of its kind in the county and, with an additional \$1 million per year committed to operating support by the City of Beaverton, the new center poses a significant challenge to B&B and to other, Hillsboro-based non-profits. This is a challenge that B&B, and the City of Hillsboro, cannot ignore.

Currently, the City of Hillsboro provides approximately **\$65,000** in competitive grants to Hillsboro-based non-profit arts groups. The City of Beaverton will provide 15 times that amount in funding to a single facility allowing the Center to target Hillsboro audiences with marketing and Hillsboro-based donors for their development initiatives. It is crucial that B&B, and the City of Hillsboro, take this project seriously and incorporate these implications into our long-term plans.

Finally, the City of Hillsboro is exploring a range of new policy initiatives related to arts and culture. The potential of a "Cultural District" in downtown Hillsboro could have a range of as-yet unknown impacts on our work. The creation of a 10 year Cultural Arts Plan also has the potential to change the landscape of arts and culture in the City, but at this stage those changes are unclear and the Cultural Arts Plan has significant shortfalls. Bag&Baggage must be a central part of all of these discussions to help shape and move our community forward.



Community Connections: B&B has strong, and growing, relationships with key community organizations like the Hillsboro Chamber of Commerce, the Hillsboro School District, the Hillsboro Schools Foundation, the Oregon International Air Show, the Washington County Museum, the Hillsboro Arts and Culture Council, and other social service and civic groups. Over the past few years, our community connections have expanded to include a wider range of social justice and activist groups, including Indivisible Hillsboro, Moms Demand Action, Centro Cultural de Washington County, and a range of metro-area performing artists and organizations.

Unique Vision: One of the key strengths of the company is our unique artistic vision. Literary adaptations of great dramatic works are rare in Oregon, and in the entire Pacific Northwest, and the company has established a solid national reputation for excellence. As we continue to explore more challenging approaches to adaptations, our reputation for work with a diversity and equity lens is also growing. Of particular note is The Problem Play Project, (our three year commissioning program that provides an Oregon-based playwright of color a \$10,000 commission to adapt one of Shakespeare's problem plays with an equity lens) which has garnered national attention for creativity and uniqueness.

Quality/Professionalism: Over the last 12 years, B&B has been able to make enormous strides in developing a reputation for quality and professionalism both due to the overall high quality of our work but also because, in comparison to other local theatres, our work is significantly more professional and of a much higher production standard. Our commitment to paying our artists a regionally competitive wage, offering a number of Actors' Equity contracts during our season, developing a core group of actors who understand our aesthetic and the nature of our performance space, our consistently positive press reviews, and an overall exceptionally high standard in our production values has given Bag&Baggage a much deserved, and growing, reputation for artistic excellence.

what makes us strong...?

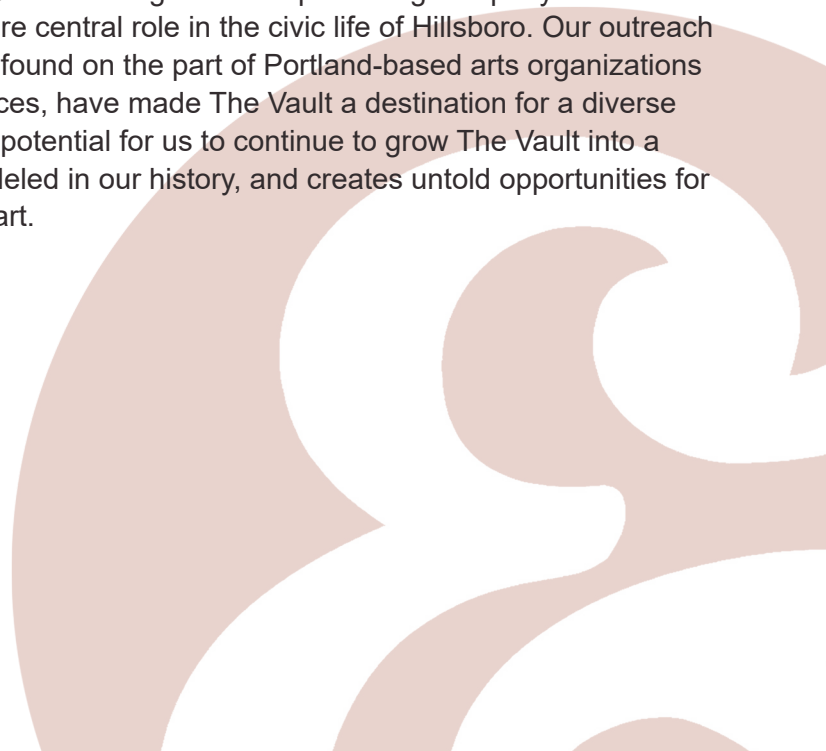
A Community Of Artists: In essence, B&B is a traditional English repertory company, utilizing a small group of actors consistently throughout our seasons of work. Our audiences have not only grown to know our actors, but, in fact, our actors have become strongly identified with the company and our community. Over the past few years, we have expanded this group of artists to include both Resident Actors and Associate Artists, many of whom bring a wealth of new skills to our organization. In particular, our artists are a key vehicle for ensuring that our work is diverse and inclusive.

The Vault: With the completion of our EVOLUTION Capital Campaign and the subsequent opening of The Vault in September of 2017, Bag&Baggage now owns a permanent administrative and performance home. The Vault is now our single greatest asset; not only does it make Bag&Baggage an indelible part of the fabric of the community, it also offers long-term financial stability. Although there are challenges that come with venue ownership, there is no question that our new home provides us with a stability and strength we have never experienced before.

Contributed Income: As a result of the EVOLUTION Capital Campaign, Bag&Baggage discovered two important things: first, our community has the capacity to contribute to large scale projects like a \$1.5 million campaign; and, second, that stewardship of those contributors is key to our long-term financial health. Creation of new programs like Sustaining Support (where donors make smaller, monthly contributions rather than large, single gifts) and deeper, more personal connections to donors have resulted in increases in our contributed income. There is more to do, but the capacity for us to grow our contributed income dramatically has been a touchstone of our recent successes.

Our Board and Staff: As a company, our greatest strength lies in the people we work with and who have dedicated their personal and professional time to our advancement. This strength cannot be overstated; during the past 12 years, we have relied on the skills, dedication, passion, and commitment of some of the region's most talented theatre artists. Specifically, our core group of actors, our designers, our staff, and our board (comprised of some of the most influential business and civic leaders in our community) are the reason for our success. Without them, and without their continued support, Bag&Baggage has no future.

We Are An Institution: In just a few short months, B&B has changed from a producing company to a cultural institution, managing our own venue and playing a more central role in the civic life of Hillsboro. Our outreach to community organizations, and the interest we have found on the part of Portland-based arts organizations who are feeling the pinch of vanishing performing spaces, have made The Vault a destination for a diverse range of experiences and community gatherings. The potential for us to continue to grow The Vault into a hub of cultural and community engagement is unparalleled in our history, and creates untold opportunities for change, growth, experimentation, and transformative art.





Growth: Although we are thrilled with our new home, The Vault, we are already experiencing significant pressures on the space. With high demand as a rental and presenting venue, we are finding it difficult to do all the things we need to do: build sets, rehearse, and host renters and our colleagues in the arts. Without finding alternative spaces for our production operations, we are facing the potential of lost revenue from rentals, concessions, and co-presenting ticket income.

Lack of Operating Support: As B&B has grown, so too have the demands on our development efforts to find new sources of consistent revenue for our operating expenses. In previous years, project grant funding was an appropriate and useful vehicle for growth. Now, however, our main challenge is to find ongoing support that can address the fiscal demands of running and operating a venue. Operating Support is not only crucial for our future success, it is also difficult to receive! Particularly in Hillsboro (and, in fact, the whole of Washington County) where Operating Support needs from non-profit arts organizations aren't considered traditional funding models.

Audience and Artist Diversity: Though we have seen improvements in our audience and artist diversity, we continue to struggle to attract audiences of diverse ethnicities and from a range of geographic areas. Implementation of a number of new programs have shown success in connecting with our diverse neighbors, but it is clear we have more work to do. Discussions are likely to focus on a number of key questions: how can we authentically connect to our greater community as an arts organization? How can The Vault become known as a center of arts excellence for the entire community? What partnerships will help grow our connections? How can we challenge our own unconscious biases, and dismantle systems that continue oppression? It is crucial for us, as Hillsboro's resident professional theatre, to address issues related to audience and artist diversity in the coming years.

what are our challenges...?

Insufficient Staffing and Staff Compensation: The past 11 months have made one thing painfully clear: our new home has created an enormous amount of new work for our staff and we are stretched very thin. With new challenges related to the venue (such as overlapping production calendars, rental events, venue maintenance, bar and concessions staffing, and increased administrative work), we are finding ourselves operating in a constant state of urgency. Without expanding our staffing structure, and without increasing wages for our existing staff, we are in danger of burn-out across all of our operational areas. Of specific concern are the lack of dedicated staff for development and marketing needs.

A Community Without Colleagues: As the only mid-sized professional arts organization in Hillsboro, Bag&Baggage is essentially alone in our community. As a result of our significant growth and large budget, we dominate the arts landscape; often, we are seen as the 800 lb. gorilla in the room, receiving a large portion of the attention from local press, public sector agencies, and private sector donors.

An ecosystem like this is simply not sustainable; B&B staff take on too many advocacy roles in our community and rarely have the full support of a wider range of artistic and cultural interests. As such, the power of our advocacy is muted and we can be seen as dominating conversations, self-serving when it comes to encouraging more public sector support, and perceived as consuming too much of the meager resources available to the sector.

Time Management, Internal Communications, Consistency: Tied together with the other challenges we face are the ongoing struggles to manage our time effectively, communicate with other members of the B&B team efficiently, and maintain consistent quality in all of our efforts. Of particular concern to managerial staff are the pressures on our team to make and meet reasonable deadlines, complete their work in a timely and high-quality fashion, and avoid burn out.

These pressures are not unique to B&B; many small to mid-size arts organizations that have experienced significant growth find themselves under these kinds of strains. As we move forward with an ambitious strategic vision, we must do more to support our staff, help them become more efficient, and ensure a consistent high quality to all of our work.

Venue Management and Maintenance: Owning our own home is expensive! Not only do we need to be thoughtful about how best to maintain the building through standard maintenance (cleaning, painting, landscaping, and general repairs), we also have to be thoughtful about how to continue to improve our theatrical equipment, lighting, sound, and projection technology. At the moment, B&B does not have a dedicated focus on raising funds to ensure the long-term expansion of our theatrical capabilities. Our "Working Capital" fund is dedicated to emergency repairs and maintenance issues, but we have not yet implemented a focus on raising investment funds for our future technology needs.

As time passes, new theatrical technology appears more and more frequently. If we are to maintain our position as one of the most technologically flexible venues in the region, we must begin to strategically plan for future expenditures.



Bag&Baggage wants to be among that elite circle of dynamic cultural institutions across the nation that are seen as providing the highest quality theatrical experiences for diverse audiences. This means that we must focus on improving our work, becoming a leader in innovation for the region, and developing a broader range of more diverse programming that has a specific impact on our audiences.

OBJECTIVE ONE: ENHANCE THE QUALITY OF OUR MAINSTAGE PRODUCTIONS THROUGH AN INCREASED AND CONSISTENT COMMITMENT TO OUR ARTISTIC VALUES.

Goal A: Program a season that allows our resident and associate artists to perform work that is challenging to them while, at the same time, inviting new artists from the Portland-metro area and across the West Coast to bring their skills to our shows. This may include expanding the number of Equity contracts we offer, targeted outreach to new directors, designers, and actors of color, and programming more artistically risky work from female playwrights and/or playwrights of color at least once a year.

OBJECTIVE TWO: EXPAND OUR ARTISTIC PROGRAMMING TO INCLUDE MORE CO-PRODUCTIONS, PRESENTED PARTNERSHIPS, COMMISSIONS, AND CURATED NON-THEATRE ARTS EXPERIENCES.

- Goal A: Expand our SOLO FEST into a true commissioning festival where B&B curates submissions, commissions full productions, and funds their development and performances, during the 21-22 season.
- Goal B: Expand The Problem Play Project for a further 3 years at the beginning of the 21-22 Season to focus on Indigenous and Native people's response to colonial literature.

- Goal C: Develop and implement on-going partnerships with other professional, non-competitive arts organizations in the Portland-metro area with a view toward creating a group of annual presenters in The Vault. Over time, we hope to create strong, enduring relationships with contemporary theatre companies, bilingual artists, professional dance and music organizations, and others who can help “fill the gap” in arts provision in Hillsboro.
- Goal D: Continue to fund our Emerging Artist Training and Education program and our PASSPORT free ticket program for high school students at current or increased levels.

OBJECTIVE THREE: ADVANCE OUR ROLE AS A LEADING FORCE BEHIND THE CREATION AND ADAPTATION OF CLASSICAL WORLD LITERATURE THROUGH COMMISSIONS, NEW ADAPTATIONS BY B&B STAFF, AND INCREASED PARTNERSHIPS WITH COMMISSIONING AND NEW PLAY PRODUCERS.

- Goal A: Incorporate at least one new world-premiere adaptation of a classical work of world literature in each season, with a view toward commissioning new works by emerging talent.
- Goal B: Expand our repertoire of “world literature” to include works from outside of the Western canon and specifically from the cultures of the people who live in Hillsboro.
- Goal C: Continue to hone our skills as adaptors of classical work with a view toward “fusion relationships;” ie... how world literature from across cultures can speak to each other and illuminate our shared humanity.

OBJECTIVE FOUR: ADDRESS THE SERIOUS CHALLENGE OF SHOP SPACE, STORAGE SPACE, AND REHEARSAL SPACE FOR OUR ARTISTS AND PRODUCTION TEAM MEMBERS. WITHOUT ADDITIONAL DEDICATED SPACE FOR REHEARSALS, PROP AND SET BUILDING, AND STORAGE, WE WILL BE EXTREMELY LIMITED IN OUR ABILITY TO IMPLEMENT MANY (IF NOT ALL) OF OUR LONG-TERM STRATEGIC GOALS FOR THE ORGANIZATION, BUT SPECIFICALLY OUR ARTISTIC GOALS.

- Goal A: Engage in a detailed assessment of our needs related to shop, rehearsal, and storage space which will inform our planning for future years and which will result in an action plan.
- Goal B: Implement, in the 2019-2020 season, a dedicated push to answer our space needs, which may involve a second capital campaign, partnerships, or other options depending upon our assessment.
- Goal C: Undergo an annual space use and assessment process, alongside a dedicated venue upkeep and repair program in August.

OBJECTIVE FIVE: CREATE GUIDING DOCUMENTS FOR USE BY ALL ARTISTS RELATED TO OUR ARTISTIC EXPECTATIONS; THESE MAY INCLUDE DESIGN GUIDELINES, ARTISTIC VALUE STATEMENTS, COLLABORATIVE WORKING DOCUMENTS, OR OTHER VEHICLES THROUGH WHICH OUR ARTISTS CAN GAIN INSIGHT AND GUIDANCE ON HOW BEST TO UPHOLD OUR ARTISTIC PRINCIPLES.

- Goal A: Create a “design handbook” for all designers, guest directors, and other artists to use and add to over time. This may include sample images, statements of principals, instructions and advice, and resources for further information.
- Goal B: Add to and expand that “design handbook” annually.



In order to achieve our artistic goals, we must also address the financial, staffing, development, and programmatic components of our work moving forward. Of key concern to us (as to all non-profit theatres) is sustainability - both in terms of our financial health but also in terms of our staff structure. Sustainability, for us, is more than just growing our financial base, it is also about ensuring a positive, safe, and healthy work environment for the staff and artists who make us what we are.

OBJECTIVE ONE: IDENTIFY, OR HELP TO CREATE, NEW RESOURCES FOR OPERATING SUPPORT.

Goal A: Encourage the creation of, or expansion of, locally-funded Operating Support options via the City of Hillsboro, Washington County, RACC, or other appropriate funding bodies.

Goal B: Identify existing sources of Operating Support grants regionally or nationally and strongly pursue them. Target 20% of our annual Operating Budget from such sources by the end of this Strategic Plan.

OBJECTIVE TWO: EXPAND AND GROW OUR “SUSTAINING SUPPORT” CONTRIBUTED INCOME MODEL.

- Goal A: Develop financial plans for the hiring of a full-time Development Director who will oversee the management and expansion of our “Sustaining Support” model, expand our contributed income streams, and oversee all aspects of our development efforts.
- Goal B: Secure pledges for at least 70% of our annual contributed income targets from monthly contributions by the end of this Strategic Plan.

- Goal C: Develop and implement new “sustaining support” recognition and recruitment efforts (newsletters, celebrations, annual meetings, or other vehicles to retain our sustaining supporters and grow our income).

OBJECTIVE THREE: INCREASE AVAILABILITY OF THE VAULT FOR GENERATING REVENUE VIA RENTALS AND EVENTS.

- Goal A: As we push for additional space for rehearsals and set construction, The Vault will become more available for outside rentals and events. Over time, rental and event income should provide us with 20% of our total earned revenue, should be able to sustain a full-time Event Manager position, and should also fund a significant portion of new staffing.

OBJECTIVE FOUR: INCREASE SEASON SPONSORSHIP, SHOW SPONSORSHIP, AND MAJOR DONOR INCOME

- Goal A: Increase the number of Season Sponsors by 2 by the end of this Strategic Plan.
- Goal B: Increase the number of Show Sponsors by 4 by the end of this Strategic Plan.
- Goal C: Increase our Major Donor income by 25% by the end of this Strategic Plan.

OBJECTIVE FIVE: ADD NEW FUNDERS, FOUNDATIONS, TRUSTS, AND CORPORATE CONTRIBUTORS TO OUR LONG TERM FINANCIAL GOALS.

- Goal A: Add at least 1 new foundation to our list of project funders each year.
- Goal B: Expand our Working Capital Fund to a total of \$350,000 by the end of this Strategic Plan.

OBJECTIVE SIX: PREPARE FOR A SMALL EXPANSION OF BAG&BAGGAGE’S PROGRAM SERVICES, EITHER VIA PROGRAMMING AT A NEW PERFORMANCE VENUE, AN EXPANSION OF THE VAULT THEATER’S SCHEDULE, THROUGH THE PURCHASE, RENTAL, OR LEASING OF A NEW SPACE, OR THE CREATION OF A NEW OUTDOOR PERFORMANCE SPACE, FOR THE 22-23 SEASON.

- Goal A: Working with the Board, begin an assessment of how best to expand the arts services provided by Bag&Baggage, including development of new models for our work (Children’s Theatre, new work, contemporary work, commissions, etc).
- Goal B: Using this assessment, explore best options to meet those expansion goals.
- Goal C: Finalize an expansion plan, including funding models, by the end of this Strategic Plan.

OBJECTIVE SEVEN: CREATE AND FOSTER A SAFER AND STRONGER WORKPLACE CULTURE.

- Goal A: Add health benefits for full-time staff.
- Goal B: Encourage greater collaboration and staff morale through annual retreats and staff trainings.
- Goal C: Recognize and honor the work and efforts of our employees on a more consistent basis.



Bag&Baggage plays a unique role in Hillsboro: as the only professional performing arts group, we have a moral responsibility to ensure that we not only thrive as an organization, but that we use our privilege to create a stronger, healthier, more just community. That means communicating our values more clearly to more people, offering assistance to others in the arts community, developing a stronger sense of our own role in social justice, and ensuring our organization is truly a reflection of the people we serve.

OBJECTIVE ONE: CONNECT WITH HILLSBORO RESIDENTS MORE INTENTIONALLY, MORE OFTEN, AND MORE DEEPLY.

- Goal A: Expand our Marketing Staff to full time with a greater focus on outreach, communication to, and engagement with Hillsboro's growing population.
- Goal B: Implement new strategies related to geo-targeting, direct mail, and higher visibility in growing population centers such as Orenco, AmberGlen, Tanasbourne, and (eventually) South Hillsboro.
- Goal C: Continue to develop our audience base in Washington County broadly, with a focus on Beaverton, Newberg, Sherwood, Forest Grove, Cornelius, and other locales without professional performing arts organizations.
- Goal D: Expand our marketing to include more bilingual materials, website content, and outreach efforts.

OBJECTIVE TWO: PROVIDE ANNUAL TRAININGS FOR ALL STAFF, BOARD, AND ARTISTS RELATED TO EQUITY, DIVERSITY, INCLUSION, AND OUR ROLE AS A CENTER FOR SOCIAL JUSTICE.

- Goal A: Create and fund a regular series of equity, diversity, and social justice trainings for all staff and board members, including the potential for workshops for the general public, focused on a wide range of social justice issues of relevance to our community. This may include an expansion of our existing BRAVE SPACE social justice workshop program.
- Goal B: Proactively seek to partner with non-profits and social justice activists to provide access to our rich resources (our building and staff expertise) to grow the social justice movement in Hillsboro. This may mean reduced or free rentals of The Vault, acting as a mentor organization for new or smaller cultural non-profits, providing access to our staffing expertise, and seeking opportunities for our staff and artists to participate in non-mission related activities in the community.

OBJECTIVE THREE: ADVOCATE FOR HILLSBORO TO BECOME A WORLD CLASS DESTINATION FOR THE ARTS.

- Goal A: Advance and steward a planned Cultural District effort within the downtown Hillsboro area, including facilitating community discussions, one-on-one outreach to business and civic leaders, and assisting in the development and implementation of Cultural District policies.
- Goal B: Proactively seek to program complementary artistic work in The Vault that is of the highest quality that expands the range of arts experiences available to diverse audiences. This may include film, music, dance, literature, theatre, or other culturally-specific forms of artistic expression.

OBJECTIVE FOUR: BECOME A REFLECTION OF WHAT WE WANT HILLSBORO TO BE.

- Goal A: Change the demographic make-up of our board and staff to be reflective of the broader Hillsboro community in terms of ethnicity, race, sexual orientation, and gender identification. This could be either through expansion of the board, creation of new committees, or the creation of new support structured advisory bodies.
- Goal B: Expand our artistic associates to include at least 50% women, and at least 50% artists of color by the end of this Strategic Plan.
- Goal C: Assist the “Concierge Club” guild group with outreach and recruitment of more diverse members.
- Goal D: Put in place a wide range of diversity, equity, and social justice policies at the Board and organizational level that ensure our compliance with not only models of best practice but that are also aspirational for our future growth.



Staff & Artistic Team

Scott Palmer, Founding Artistic Director
Beth Lewis, Managing Director
Cassie Greer, Associate Artistic Director
Jim Ricks-White, Technical Director
Juliana dePaula, Event Manager
Arianne Jacques, Patron Services Manager
Alec Lugo, Marketing Assistant & Graphic Designer
Sara Behrman, Fundraising Consultant

Brave Space/Problem Play Staff

Samson Syharath
Tracy Cameron Francis
Victoria Alvarez-Chacon
Yasmin Ruvalcaba

2018 - 2019 Board of Directors

Aditi Vyas
Beth Lewis
Carol Beauchamp (Vice Chair)
Davinka Peiris
Donna Swanson (Secretary)
Elka Eastly
Eric Lewis
Gayle Nachtigal (Chair)
Jan Simmons
John Jacques
Julie Case
K Marie Tyler
Karl Citek
Kathy Gaona
Linda Morrisson
Liz Manser
Mori Mirashrafi
Patricia Logan (Treasurer)
Scott Palmer (President)
Segun De Silva

2018-2019 Resident Acting Company

Andrew Beck
Arianne Jacques
Kymberli Colbourne
Peter Schuyler
Jessi Walters

2018-2019 Associate Artists

Eric St. Cyr
Jeremy Sloan
Jessica Geffen
Joey Copsey
Lawrence Siulagi
Mandana Khoshnevisan
Morgan Cox
Norman Wilson
Patrick Spike
Phillip Berns
Signe Larsen

Bag&Baggage Productions
Hillsboro's Own - Nationally Known - Professional Theatre
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