



**Mission Statement:** The Sheldon Theatre entertains, educates, and enlightens the community and its visitors through the transformative power of the performing arts.

**Statement of Intent:** We gather today in this room as one people to discuss and attend to the matters of Red Wing. Together, as a government body and as community members, we agree to treat everyone with courtesy, dignity, and respect. We will listen to all sides of an issue, encourage participation, support each other, act with honor and accountability, and inspire pride in our community. This we commit as we open this meeting.

**Meeting Announcement and Agenda**  
**Sheldon Theatre Board Regular Meeting**  
**City Council Chambers, 315 West 4th Street, Red Wing, MN & Virtually**  
**Tuesday, August 18, 2026, at 5:15 PM**

This meeting will be held in the City Hall Council Chambers and virtually via Webex at the same time. Members of the public can join this meeting either in person at City Hall or virtually. [Join the meeting via Webex](#). To join via telephone, please dial (415) 655-0001. Enter access code 2552 202 2761 and password 2026 when prompted.

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Approval of Agenda**
- 5. Public Comment**

We now invite anyone to share their thoughts on a topic that is not on the agenda. We welcome all opinions and ideas. We appreciate you stating your name at the lectern, and please remember that personal attacks may be ruled out of order. You will have up to three minutes to comment, and we appreciate your time in coming tonight.

**6. Consent Agenda**

6.A. Motion to Approve June 16, 2026 Minutes.

**7. Motions & General Business**

7.A. Approval for a project grant request to the Duff Foundation. The Cateura Recycled Orchestra community outreach and free performance.

7.B. Front Entrance/Box Office CIP Discussion

**8. Communication Items**

8.A. Director's Report

8.B. Finance Report

- 8.C. Board Chair's Report
- 8.D. Committee Reports
- 8.E. Government Relations Report
- 8.F. Board Member Comments

## **9. Adjournment**

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

**The Sheldon Theatre Board of Directors  
Regular Meeting  
City Council Chambers  
June 16, 2026**

**Members Present:** Board President Chap Achen; Board Members Laurie Bell, Meridith Wardle, Dennis Brennan, Susan Christenson, Maria Haley, and Jill Rohan

**Members Absent:** All members were in attendance

**Others Present:** Shantel Dow, Executive Director

**1. Call to Order**

Board President Chap Achen called the meeting to order at 5:15 p.m.

**2. Pledge of Allegiance**

President Achen led the recitation of the Pledge of Allegiance.

**3. Roll Call**

Roll call was conducted. President Achen and Board Members Bell, Wardle, Brennan, Christenson, Haley, and Rohan were in attendance.

**4. Approval of Agenda**

A motion was made by Member Brennan, seconded by Member Wardle, to approve the agenda as drafted. A vote was conducted, and the motion carried unanimously by a vote of 6:0.

**5. Public Comment**

President Achen reviewed the public comment procedure.

No one wished to address the Board.

**6. Consent Agenda**

**A. Motion to Approve April 21, 2026, Minutes.**

A motion was made by Member Christenson, seconded by Member Bell, to approve the April 21, 2026, Regular Meeting Minutes, as drafted. A vote was conducted, and the motion carried unanimously by a vote of 6:0.

**7. Motions & General Business**

**A. Gift Acceptance for Board Approval: \$80,000 on 5/26/26 from the Red Wing Area Fund for General Operating Support.**

A motion was made by Member Wardle, seconded by Member Christenson, to approve a gift acceptance of \$80,000 from the Red Wing Area Fund for General Operating Support. A vote was conducted, and the motion carried unanimously by a vote of 6:0.

**8. Communication Items**

**A. Director's Report.**

Director Dow provided updates and highlighted information from her report:

- Director Dow stated that the 2026-2027 season is off to a successful start and acknowledged the excellent work of employees.
- The Sheldon Theatre Youth CenterStage summer camp began accepting registrations. Rehearsals have also begun for the Phoenix Theatre. Two field trips and two summer rental shows will be held at the Sheldon Theatre.
- In June, a gathering is scheduled to meet Youth Theatre Director Foss and her husband. A meeting was held at the Port with Director Dow and Member Christenson to welcome the new Board Member, Jill Rohan.
- The MN Arts & Culture Coalition (MACC) held an annual event at the Bell Museum in St. Paul, and the MN Presenters Network (MPN) held a summer conference in St. Cloud last week. From the Sheldon, there were five attendees.
- Director Dow highlighted information from Russell's last Production Report.
- Director Dow highlighted information from Brenda's Marketing Report.
- Director Dow highlighted information from Samantha's Development Report.
- Director Dow highlighted information from Leah's Box Office and Front of the House Report.
- Director Dow highlighted information from Jordyn's Sheldon Youth CenterStage Report.

**B. Finance Report.**

Member Wardle reported that the Sheldon exceeded the 2025 year-to-date amounts and the budget year-to-date categories. He detailed the budget spending, variance, revenues, and expenditures.

Director Dow confirmed that the total revenue across the three events is \$2,413. The estimates were conservative this year, and the projected ticket sales were very close to the actual tickets sold.

### **C. Board Chair's Report.**

#### **1. 2026-2030 - Sheldon Theatre Strategic Plan.**

President Achen discussed the Strategic Plan and the Board's role in overseeing the plan.

Member Christenson was assigned to marketing for new sponsors and fundraising. A meeting is scheduled with Director Dow and the Staff on July 6, 2026.

Member Brennan was assigned to the digital platform and surveying. Preliminary conversations have been held to determine where to begin, and another meeting has been scheduled.

Member Haley was assigned to first-time patrons and the Youth Theatre Program. Member Bell was assigned to tours and the Phoenix Theatre.

President Achen was assigned to the Capital Improvement Plan (CIP) for facilities and equipment. Within year one, the ADA Transition Plan and the Box Office repairs were approved, and estimates for sound improvements are being requested.

Member Wardle was assigned to strategic budgeting.

### **D. Committee Reports.**

### **E. Government Relations Report.**

### **F. Board Member Comments.**

President Achen stated there is no board meeting scheduled in July. The next meeting is scheduled for August 19, 2026, at 5:30 p.m.

## **9. Adjournment**

President Achen adjourned the meeting at 5:58 p.m.

## Project Proposal Approval

DATE: August 18, 2026

WHAT: Cateura Recycled Orchestra proposal to the Duff Foundation

Approval is requested from the Sheldon Theatre Board for a grant proposal that will be submitted to the Duff Foundation. Grant amount is \$40,000.

### PROJECT:

Cateura Recycled Orchestra will come to Red Wing in late September-early October 2027 for a five-day residency. It will include several outreach programs to be determined but will likely include: MN State SE instrument repair and guitar/violin making classes, Red Wing schools, environmental learning center and more. We will provide a trolley tour of Red Wing and, ideally, a riverboat cruise on the Mississippi.

### ABOUT THE ORCHESTRA:

This is a youth orchestra organization which started in the early 2000s. It is now a program with more than 400 students involved in Paraguay. Their conductor, Favio Chavez, is an environmental engineer with the Cateura Landfill. He observed that generation after generation worked in the landfill and young people had little motivation for education and little “hope” for their futures. Chavez recruited some people to help make instruments from trash in the landfill. It changed the lives of many children and their families.

To this date, the orchestra has performed around the world and for the United Nations, opened for arena concerts, played for royalty, interviewed on “60 Minutes”, played at The Kennedy Center and more. There is now a musical based on this story called “Basura” that will have its Broadway debut next spring. The music is written by Gloria and Emily Estefan.

This is a story of humanity, hope and the power of music inspiring the world.

<https://www.youtube.com/watch?v=fXynrsrTKbl>

**Board Discussion Memorandum**  
**Sheldon Theatre Board of Directors**  
Tuesday, August 18, 2026

**Agenda Topic**

Future Planning for the Sheldon Theatre Front Entrance and Capital Improvement Project

**Background**

The Sheldon Theatre's front entrance has been in need of repair for several years. The City has included repairs in the FY26 Capital Improvement Plan; however, staff and City leadership are also discussing whether this is an opportunity to consider a broader, long-term enhancement of the front entrance and lobby experience rather than simply repairing the existing structure. The main issue we are facing with the current entrance/box office area is accessibility.

The purpose of this discussion is to seek Board guidance on whether staff should further explore a comprehensive capital project or proceed with repairs only.

**Background Note:** The most recent major renovation of the Sheldon Theatre was completed in 2018.

| Potential Benefits                                                      | Potential Considerations                                |
|-------------------------------------------------------------------------|---------------------------------------------------------|
| Improved accessibility at the main entrance                             | Changes to the building's current appearance            |
| Expanded concessions area                                               | Temporary disruption to programming during construction |
| Dedicated gift shop space                                               | Need for a capital campaign or additional fundraising   |
| More welcoming customer service and ticketing area                      | Temporary relocation of the box office                  |
| Additional office space                                                 | Patron wayfinding and navigation changes                |
| Larger, more functional lobby                                           |                                                         |
| Ability to provide pre-show music and gathering space on the main level |                                                         |
| Permanent exterior signage                                              |                                                         |

**Board Discussion Questions**

- Should staff continue exploring a larger-scale entrance renovation with the City?
- What additional information would the Board need before considering such a project?
- Would the Board prefer a repair-only approach or a long-term capital improvement strategy?



## Executive Director's Report 8/18/26

Submitted by: Shantel Dow & the Sheldon staff

### Quick Summary:

July was a busy month with Phoenix Theatre rehearsals and performances for BRIGHT STAR. What an amazing production! Congratulations to everyone involved with this project! Other activities include budget work for FY27. We are making progress and will have some final numbers soon for the board to approve.

In addition, the Sheldon Youth CenterStage summer camp began in July and continues into August. Kudos to the campers, RW Area Fund, Sheldon staff and board for making this a reality. The students have thrived and have had a wonderful time learning the basics of theatre and working together.

Two bids and recommendations on a new sound system for the Sheldon have been received. We are working with a generous donor and waiting for one final recommendation before moving forward with this project.

We are starting to ramp-up preparation for the official start of the 26-27 season which will take place on September 19 featuring a Sheldon Theatre Friends pre-show reception and then DEUCES WILD for the main stage show.

Very heavy preparation for the upcoming Sheldon Youth CenterStage programs as well as the official start of the new season. Hiring and training of new volunteers, house managers and technical crew has taken place. Marketing and promotion for the remaining summer programs as well as the 26-27 season is underway which includes print media, website, social media, etc.

### Top-selling shows:

I AM HE SAID = 387

THE LOVIN' SPOONFUL = 378

THE NEW STANDARDS (2 SHOWS) = 257

VIENNA BOYS CHOIR = 224

WHAT'S GOING ON? (2 SHOWS) = 211

DESSA = 203

### Samuel's Production Report

We have received the second system upgrade proposal. It has some items in common with the first but some substantial differences and is much less expensive. Our next step is to reach out to our long term sound contractor Roger Fette for his proposal. We will be interviewing for the lead tech and part time tech positions next week. There are some good candidates.

### Brenda's Marketing Report

Attended the Field Trip Adventures Expo and made some great connections with homeschool parents and organizations, schools, and senior group planners. Some saw us at last year's event and have already booked this year. Others were really interested in our programming.

### Samantha's Development Report

- In July, a grant was submitted to the National Endowment for the Arts for \$24,000 for jazz programming in the 2027-2028 season.
- The grant report was submitted for MSAB for the FY26 General Operating Report grant. The Sheldon was awarded \$80,345 for the MSAB FY27 General Operating grant, an increase from \$71,177 in FY27
- Invitations are going out the Sheldon Friends Season Opener party, which will take place in the studio prior to Deuces Wild on 9/19

- The Sheldon is partnering with Hispanic Outreach on a Spanish showing of Coco on 9/11, prior to the Hispanic Heritage Festival, this will serve as this year's Pre-Fiesta
- Samantha attended the Minnesota Council of Non-Profits Fundraising Conference as well as a grant training with SEMAC
- The Sheldon will be having an online silent auction 11/12 - 11/21, this will include the auctioning of the European Viking River Cruise being donated by Viking in partnership with local travel agent Shelley Orr. The board is invited to consider a unique experience or art item to donate as we'd like to fill this out with 20 items
- Board members will report on 10/10 Club Sheldon event

#### Leah's Box Office and Front of House Report

Summer has been busy! The volunteer picnic was held on July 8. The weather forced us indoors this year, but that's always a fun event, which kicks off sign-ups for the season and volunteers pick which shows they'd like to work at. The full season schedule is issued on Sept 1, so we are busy working on that and planning for 2 volunteer orientation sessions. With more shows than ever before we are actively seeking new volunteers, so spread the word!

Even as we get ready to launch the new season, cleaning & organizing, we've also been having shows. Phoenix's Bright Star brought in \$31,661 in ticket sales and the community really loved it. The community turned out again for the RW Ambassador pageant, which resumed this year, after a brief hiatus last year (not enough candidates). And a fundraising event in partnership with Sorensen Financial, Divas Through the Decades, was an enjoyable matinee on July 30th.

ACL boat tours will go through the Fall, usually two tours almost every Friday conducting tours of the Sheldon.

We are in the midst of hiring 2 new House Managers for fall; interviews have begun and we have some good candidates. This position coordinates the volunteers, make sure all goes smoothly and tidy & secure the building post event.

#### Jordyn's Sheldon Youth CenterStage report

Sheldon Youth Centerstage has been actively engaged with its summer camps and they are nearing the end. Participants ages 9–13 will present *Will You Be My Nemesis*, and the 14–18 age group will perform *10 Ways to Survive the Zombie Apocalypse*. Both productions will be showcased on August 14 at 7:00 p.m.

Licensing for the Fall production of *Elf the Musical Jr.* has been secured. I am currently assembling the production team, and audition details and materials are now available on the Sheldon website. Auditions for *Elf the Musical Jr.* will be held on September 14 and 15 with the production taking place December 4-6.

**Sheldon Theatre Board**

**Financial Snapshot\* - June 2026**

|                                     | Revenue    | Actual YTD | FY25 YTD   | Budget YTD | Variance    |
|-------------------------------------|------------|------------|------------|------------|-------------|
| Main Stage Ticket Revenue           | \$         | 233,632    | \$ 184,160 | \$ 183,550 | \$ 50,082   |
| Ticketing Service Charges           | \$         | 26,067     | \$ 25,313  | \$ 23,743  | \$ 2,324    |
| Phoenix Ticket Revenue              | \$         | 3,524      | \$ 5,830   | \$ 5,830   | \$ (2,306)  |
| Education/Field Trip Ticket Revenue | \$         | 19,176     | \$ 23,962  | \$ 15,000  | \$ 4,176    |
| Rental Revenue                      | \$         | 27,666     | \$ 29,572  | \$ 32,502  | \$ (4,836)  |
| Retail Sales                        | \$         | 23,613     | \$ 21,411  | \$ 29,029  | \$ (5,416)  |
| Transfer from General               | \$         | 111,000    | \$ -       | \$ 111,000 | \$ -        |
| Grants and Donations Revenue        | \$         | 307,284    | \$ 231,729 | \$ 214,941 | \$ 92,343   |
| Endowment Interest                  | \$         | 199,448    | \$ 164,313 | \$ 192,500 | \$ 6,948    |
| Totals                              | \$         | 951,410    | \$ 686,290 | \$ 808,095 | \$ 143,315  |
| Main Stage                          | Actual YTD |            | Budget YTD | Variance   |             |
| Main Stage Ticket Revenue           | \$         | 233,632    | \$ 184,160 | \$ 178,350 | \$ 55,282   |
| Main Stage Artist Fees Expense      | \$         | 187,992    | \$ 185,282 | \$ 175,000 | \$ (12,992) |
| Main Stage Income/(Expense)         | \$         | 45,640     | \$ (1,122) | \$ 3,350   | \$ 42,290   |

\*This report does not represent an actual financial statement regarding the Sheldon Theatre revenue and expenses and is used for performance management of operations only

**Sheldon Theatre Board**

**Ticket Snapshot - June 2026**

| Main Stage Tickets Revenue            | # of Shows      | Tickets Sold    | Occupancy % | Rev/Ticket     |
|---------------------------------------|-----------------|-----------------|-------------|----------------|
| <i>MN Music Legends</i>               | 1               | 38              | 8%          | \$22.08        |
| <i>Film: Wicked</i>                   | 1               | 35              | 7%          | \$6.03         |
| <i>Film: Pirates of the Caribbean</i> | 1               | 34              | 7%          | \$3.82         |
| Phoenix Ticket Revenue                | # of Shows      | Tickets Sold    | Occupancy % | Rev/Ticket     |
| <i>None</i>                           |                 |                 |             |                |
| Education/Field Trip Ticket Revenue   | # of Shows      | Tickets Sold    | Occupancy % | Rev/Ticket     |
| To Laugh is to Live                   | 1               | 250             | 53%         | \$8.20         |
| Rental Revenue                        | # of Shows      | Tickets Sold    | Occupancy % | Rental Revenue |
| <i>Fusion Dance Recital - 1PM</i>     | 1               | 420             | 90%         | 0              |
| <i>Fusion Dance Recital - 6PM</i>     | 1               | 318             | 68%         | \$2,997.00     |
| SHOW                                  | Proj. Tickets   | Actual Tickets  |             |                |
| <i>MN Music Legends</i>               | \$ 4,000        | \$ 839          |             |                |
| <i>Film: Wicked</i>                   | \$ 600          | \$ 211          |             |                |
| <i>Film: Pirates of the Caribbean</i> | \$ 600          | \$ 130          |             |                |
|                                       | <b>\$ 5,200</b> | <b>\$ 1,180</b> |             |                |

**Sheldon Theatre Board**

**Financial Snapshot\* - July 2026**

|                                     | Revenue    | Actual YTD | FY25 YTD   | Budget YTD | Variance    |
|-------------------------------------|------------|------------|------------|------------|-------------|
| Main Stage Ticket Revenue           | \$         | 233,632    | \$ 184,160 | \$ 183,550 | \$ 50,082   |
| Ticketing Service Charges           | \$         | 30,681     | \$ 31,653  | \$ 27,125  | \$ 3,556    |
| Phoenix Ticket Revenue              | \$         | 30,833     | \$ 43,581  | \$ 23,333  | \$ 7,500    |
| Education/Field Trip Ticket Revenue | \$         | 19,176     | \$ 23,962  | \$ 15,000  | \$ 4,176    |
| Rental Revenue                      | \$         | 29,835     | \$ 31,072  | \$ 37,919  | \$ (8,084)  |
| Retail Sales                        | \$         | 26,763     | \$ 27,396  | \$ 33,866  | \$ (7,103)  |
| Transfer from General               | \$         | 111,000    | \$ -       | \$ 111,000 | \$ -        |
| Grants and Donations Revenue        | \$         | 313,726    | \$ 242,090 | \$ 303,044 | \$ 10,682   |
| Endowment Interest                  | \$         | 199,448    | \$ 164,313 | \$ 192,500 | \$ 6,948    |
| Totals                              | \$         | 995,094    | \$ 748,227 | \$ 927,337 | \$ 67,757   |
|                                     | Main Stage | Actual YTD |            | Budget YTD | Variance    |
| Main Stage Ticket Revenue           | \$         | 233,632    | \$ 184,160 | \$ 178,350 | \$ 55,282   |
| Main Stage Artist Fees Expense      | \$         | 187,992    | \$ 185,282 | \$ 175,000 | \$ (12,992) |
| Main Stage Income/(Expense)         | \$         | 45,640     | \$ (1,122) | \$ 3,350   | \$ 42,290   |

\*This report does not represent an actual financial statement regarding the Sheldon Theatre revenue and expenses and is used for performance management of operations only

**Sheldon Theatre Board**

**Ticket Snapshot - July 2026**

| Main Stage Tickets Revenue          | # of Shows           | Tickets Sold          | Occupancy % | Rev/Ticket     |
|-------------------------------------|----------------------|-----------------------|-------------|----------------|
| None                                |                      |                       | 0%          |                |
| Phoenix Ticket Revenue              | # of Shows           | Tickets Sold          | Occupancy % | Rev/Ticket     |
| Bright Star                         | 1                    | 273                   | 58%         | \$21.86        |
| Bright Star                         | 1                    | 186                   | 40%         | \$22.43        |
| Bright Star                         | 1                    | 231                   | 49%         | \$21.76        |
| Bright Star                         | 1                    | 201                   | 43%         | \$21.34        |
| Bright Star                         | 1                    | 221                   | 47%         | \$21.14        |
| Bright Star                         | 1                    | 339                   | 72%         | \$22.22        |
| Education/Field Trip Ticket Revenue | # of Shows           | Tickets Sold          | Occupancy % | Rev/Ticket     |
| None                                |                      |                       |             |                |
| Rental Revenue                      | # of Shows           | Tickets Sold          | Occupancy % | Rental Revenue |
| Divas Through the Decades           | 1                    | 87                    | 19%         | \$2,169.00     |
| <b>SHOW</b>                         | <b>Proj. Tickets</b> | <b>Actual Tickets</b> |             |                |
| No Mainstage Shows                  | \$ -                 | \$ -                  |             |                |

Plan Scorecard

Sheldon Theatre Strategic Plan 2026-2030

Mission: To entertain, educate and enlighten the community and its visitors through the transformative power of the performing arts

FIVE-YEAR PLAN TO ENLIGHTEN THE FUTURE

Vision: Regional prominence as a state-of-the-art performance venue for both high quality professional productions and engaged participation by local artists and audiences.

| Strategic Activities                    | Measures                                       | Year 1                                                                                                                  |          | Year 2                                                                                                |          | Year 3                                                                                                |          | Year 4                                                                                                                             |          | Year 5                                                                                                                       |          |
|-----------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------|----------|
|                                         |                                                | Task                                                                                                                    | Progress | Task                                                                                                  | Progress | Task                                                                                                  | Progress | Task                                                                                                                               | Progress | Task                                                                                                                         | Progress |
| Regional Prominence                     |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Regional Marketing-Susan                | Successful contacts & audiences from region    | Extend invitations to 5 new groups from communities between Lake City & Rochester and have 2 show-up.                   |          | Work with Prairie Island Community to identify 1 outreach or partnership event.                       |          | Increase audience from outside 55066 by 2%.                                                           |          | Based on previous yrs information, increase marketing budget to allow for more targeted marketing in a 50 mile radius of Red Wing. |          | Develop partnerships to create a package experience (i.e. hotel room discount, tickets to a show, restaurant discount) etc.. |          |
| Digital Platform-Dennis                 | Expansion of audience                          | Assess infrastructure needs                                                                                             |          | Explore approaches for digital engagement                                                             |          | Finalize our approach & install infracture based on the approach                                      |          | Develop a plan & goals related to Year 3                                                                                           |          | Start execution of the plan.                                                                                                 |          |
| First-time Patrons-Maria                | Number tracked & surveyed                      | Attract 50 new first timers & send "return" coupons                                                                     |          | Attract 50 new first timers & send "return" coupons                                                   |          | Attract 75 new first timers & send "return" coupons                                                   |          | Attract 75 new first timers & send "return" coupons                                                                                |          | Attract 100 new first timers & send "return" coupons                                                                         |          |
| Partnerships-Jill                       | Grow existing partnerships                     | Identify current partnerships and create a plan for growth.                                                             |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Tours-Laurie                            | Successful arrangements                        | Increase tour revenue by 20%                                                                                            |          | Increase tour revenue by 50%                                                                          |          | Increase tour revenue by 100%                                                                         |          |                                                                                                                                    |          |                                                                                                                              |          |
|                                         |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| State-of-the-Art Venue                  |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Capital Improvement Plan for Facilities | Plan completed prioritized                     | Create an on-going mechanism to facilitate capital facility needs. ADA Transition Plan, Box Office Repairs,Wall Repairs |          | Elevator modernization, replace DDC System                                                            |          | ADA Transition Plan                                                                                   |          |                                                                                                                                    |          | Building decorative renewal, fire curtain replacement                                                                        |          |
| CIP for Equipment-both Chap             | Plan completed prioritized                     | Complete equipment plan                                                                                                 |          | Secure equipment funding/Implement Phase 1                                                            |          | Secure equipment funding/Implement Phase 2. Replace stage floor deck.                                 |          | Secure equipment funding/Implement Phase 3                                                                                         |          | Survey technical equipment for further improvements                                                                          |          |
|                                         |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Local Performers & Stories              |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Youth Theatre program-Maria             | # of students, tickets sold, audience feedback | New Director Hire/schedule 26-27 shows & classes                                                                        |          | Secure 140 student registrations                                                                      |          | Secure 175 students registrations, renew RWAF 2-year donation.                                        |          | Secure \$48,000 in show ticket revenue                                                                                             |          | Additional theatre revenue of \$5,000                                                                                        |          |
| Phoenix Theatre review-Laurie           | Status & benefits                              | Get in alignment with Phoenix with regards to Sheldon mission and processes                                             |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
|                                         |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Administrative Support                  |                                                |                                                                                                                         |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |
| Strategic Budgeting-Meridith            | Steady increase in earned revenue              | Identify strategies to improve earned revenue                                                                           |          | Identify strategies to improve earned revenue                                                         |          | Improve our earned income revenue. By year 3, achieve a 5% earned revenue increase.                   |          |                                                                                                                                    |          |                                                                                                                              |          |
| Fundraising-Susan                       | Steady increase in contributed revenue         | 5% growth in contributed revenue.Board assistance in identifying and securing 1 new business sponsor.                   |          | 5% growth in contributed revenue.Board assistance in identifying and securing 1 new business sponsor. |          | 5% growth in contributed revenue.Board assistance in identifying and securing 1 new business sponsor. |          | 5% growth in contributed revenue.Board assistance in identifying and securing 1 new business sponsor.                              |          | 5% growth in contributed revenue.Board assistance in identifying and securing 1 new business sponsor.                        |          |
| Surveying-Dennis                        | Installation, use & assessment of value        | Establish infracture needs for community & show-based surveys.                                                          |          |                                                                                                       |          |                                                                                                       |          |                                                                                                                                    |          |                                                                                                                              |          |