# Teatro Visión
## 3-Year Strategic Plan
### 2017-2020

Approved 7/20/17

<table>
<thead>
<tr>
<th>Our Vision</th>
<th>A community of equity, peace, and justice nurtured through the arts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Mission</td>
<td>Teatro Visión creates theater rooted in Chicanx and Latinx experiences to inspire the people of Santa Clara Valley and beyond to feel, think, and act to create a better world.</td>
</tr>
</tbody>
</table>
| Our Core Values | • Respect for all  
• Celebration of diversity and positive cultural identity  
• Desire for social justice  
• Artistic excellence  
• Artistic development |
| Who We Serve | Teatro Visión is a Chicanx theater company serving the Latinx and other diverse communities of the Santa Clara Valley and the greater San Francisco Bay Area.  
**Teatro Visión’s community:**  
• Is majority Latinx, but inclusive of everyone.  
• Is English-speaking, Spanish-speaking, and bilingual.  
• Includes all ages, beliefs, abilities, gender identities and expressions, and sexual orientations.  
• Encompasses the greater Bay Area, centered on San José. |
| Our Programs | Teatro Visión accomplishes our mission by:  
• Producing and presenting theater, focusing on Latinx and Chicanx communities and artists.  
• Developing new works of theater through a participatory, community-based process.  
• Offering theater classes and workshops for youth and adults that teach performance as a tool for social change. |
| Our Goals: 2017-2020 | In order to increase Teatro Visión’s impact we want to:  
1) Increase Teatro Visión’s year-round presence in our community.  
2) Build Teatro Visión’s capacity (finances, staff, board, and pool of artists). |
| 3-year Initiatives: 2017-2020 | In service of these goals, we plan to:  
1) Continue building artistic programming and community presence with a new Dia de los Muertos play *(La Muerte Baila*, October 2017) and new play development (world premiere October 2018).  
2) Build theater youth programs with a new 6-week program leading to a public performance (Spring 2018).  
3) Build staff capacity to increase programming and audiences by hiring a Director of Outreach and Marketing (FY18-19).  
4) Build year-round programming and artist pool by instituting regular quarterly artists’ workshops that result in public mini-performances (FY18-19).  
5) Build artist pool by creating relationships with local college theater departments (Begin FY17-18). |

* Chicanx and Latinx are gender-neutral alternatives to Chicano and Latino.
Background and Context

Teatro Visión was founded in 1984 by members of Women in Teatro, a statewide network of Chicano theaters. Over the last thirty-three years, Teatro has commissioned, developed, and/or produced over 60 plays for audiences of more than 145,000 patrons.

Today, Teatro Visión continues to raise a unique, bilingual voice in Bay Area theater. Our Día de los Muertos production, the flagship of our annual programming, is a high caliber professional theater performance, a performance opportunity for community actors of all ages, and the anchor for a series of events that bring our community together around the themes of the play. Our teatro classes teach performance as a tool for social change, strengthening the critical thinking, self-confidence, communication, and problem-solving skills students need to make positive changes in our community. In FY2016-17 we embarked upon a community-based new play development process that will craft a brand new Día de los Muertos play born from the personal stories of the San José Latinx community. With this new play project, we continue to grow Teatro Visión’s reputation as an innovator and take a proactive role in developing Chicano/Latinx theater in our community and as a vital component of the American theater.

Teatro Visión faced severe financial challenges in the recent recession, losing many funding sources upon which we had relied. As a result, we ended FY10-11 with over $210K in liabilities. To preserve the organization, we went almost dark in FY12-13. Beginning in FY13-14, we have produced a single major show each year, as well as classes and smaller events. Through the dedicated efforts of Board and staff, we have steadily and carefully rebuilt our capacity and programming.

This strategic plan maps out strategies to continue this trajectory of growth.
Location and Facilities

Teatro Visión is based in San José, California. Our main performance facility is the 500-seat theater at the Mexican Heritage Plaza, a cultural center located in San José’s Mayfair neighborhood and operated by the not-for-profit School of Arts and Culture. Most Teatro Visión rehearsals take place at the Mexican Heritage Plaza, in the gallery or classrooms. These spaces are not ideal, as they are considerably smaller than the stage on which we perform. Most Teatro Visión classes and workshops are held in classrooms at the Mexican Heritage Plaza.

The location of the Mexican Heritage Plaza has advantages and disadvantages for Teatro Visión’s programming and audiences. The population of the Mayfair is 70% Latinx, so the Mexican Heritage Plaza is convenient for many of our patrons and potential patrons. However, the fact that it is located outside of the downtown center of San José is a challenge in bringing in new audiences and audiences from elsewhere in the San Francisco Bay Area.

Our current office space is in the Issei Memorial Building, located in San José’s Japantown. In May 2017, we signed a Letter of Intent to rent office space at the Creative Center for the Arts, an arts-specific office and rehearsal space to be managed by Silicon Valley Creates, currently in the planning stages. The Creative Center will be located in Japantown, one block from Teatro Visión’s current office space. It is scheduled to open in fall 2019.

We anticipate that, once open, the Creative Center will be our office space as well as our primary rehearsal venue. Included in the plans for the Creative Center are rehearsal spaces better suited to our needs than those at the Mexican Heritage Plaza. The Creative Center will also facilitate collaborations between Teatro Visión and other tenant arts groups. Our move to the Creative Center is thus relevant to this plan to increase our community presence and build our capacity.
Community

Teatro Visión’s impact comes through our audiences, participants, students, and artists. This community is growing steadily. The initiatives outlined in this plan aim to continue this growth.
Artists

The artists Teatro Visión employs to implement our programs include actors, musicians, dancer, directors, designers, technicians, instructors, playwrights, composers, and choreographers.

We have good artist retention, with many artists working with Teatro Visión for years. Our challenge is finding new artists who fulfill the particular requirements of our work.
Donors

Teatro Visión’s programs are funded by a mix of individual, government, foundation, corporate, special events, and earned revenue. This plan projects growth particularly in individual gifts, foundation gifts, and earned revenue.

![Cash Revenue Distribution](image)

Teatro Visión’s current major funders include:

<table>
<thead>
<tr>
<th>Foundations</th>
<th>Government</th>
<th>Corporations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance for California Traditional Arts</td>
<td>National Endowment for the Arts</td>
<td>Heritage Bank of Commerce</td>
</tr>
<tr>
<td>(3+ consecutive years)</td>
<td>(2 consecutive year)</td>
<td>(3+ consecutive years)</td>
</tr>
<tr>
<td>Applied Materials Foundation</td>
<td>California Arts Council</td>
<td>Google (via employee matching gift program)</td>
</tr>
<tr>
<td>(3+ consecutive years)</td>
<td>(3+ consecutive years)</td>
<td>(2 consecutive years)</td>
</tr>
<tr>
<td>Castellano Family Foundation</td>
<td>Santa Clara County</td>
<td></td>
</tr>
<tr>
<td>(3+ consecutive years)</td>
<td>(1 consecutive year)</td>
<td></td>
</tr>
<tr>
<td>Fleishhacker Foundation</td>
<td>City of San José Office of Cultural Affairs</td>
<td></td>
</tr>
<tr>
<td>(3+ consecutive years)</td>
<td>(3+ consecutive years)</td>
<td></td>
</tr>
<tr>
<td>John S. and James L. Knight Foundation</td>
<td>Various City of San José and State of California elected officials</td>
<td></td>
</tr>
<tr>
<td>(1 consecutive year)</td>
<td>(3+ consecutive years)</td>
<td></td>
</tr>
<tr>
<td>National Association of Latinos Arts and Cultures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1 consecutive year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Silicon Valley Creates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3+ consecutive years)</td>
<td></td>
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</tr>
</tbody>
</table>
Our Goals: 2017 – 2020

Goal 1: Increase Teatro Visión’s year-round presence in our community.

Since 2013, Teatro Visión has produced a major annual Día de los Muertos production each October. In between these productions, our limited programming means that we are no longer at the top of our audience’s minds when the next production begins. Increasing our year-round presence will build audiences, facilitate fundraising, and increase the impact of our mission.

Initiatives 1, 2 and 4 serve this goal by providing programming throughout the year.

Goal 2: Build Teatro Visión’s capacity (finances, staff, board, and pool of artists).

Teatro Visión’s FY2016-17 cash expenses were $173K. Desired increases in programming and staff will require corresponding increases in financial capacity. Teatro Visión’s balance sheet currently shows $11K in past due liabilities, which will require additional financial capacity to eliminate, after which we can begin to build a financial reserve.

Teatro Visión’s current staff consists of three part time staff contractors – Artistic Director Rodrigo García, Managing Director Leigh Henderson, and Production Manager Dianne Vega. This small staff limits the amount of programming that Teatro Visión is able to offer. In order to successfully increase programming, we must increase staff capacity.

Teatro Visión’s current Board of Directors consists of nine members with numerous areas of expertise. In addition to the Board’s duty of oversight, they assist with fundraising, host events, advise staff on their areas of expertise, and act as ambassadors in the community for Teatro Visión’s programs and mission. Increasing the number of board members increases Teatro Visión’s ability to raise funds and assists with organizational operations. Teatro Visión’s bylaws allow for a maximum of fifteen board members. Desirable areas of expertise include human resources, intellectual property, fundraising, finance and accounting, and non-profit management. Corporate connections, financial means, residence in the larger Bay Area outside of San José, and racial diversity are also desirable characteristics.

Teatro Visión’s programs must be implemented by artists with particular skills and characteristics. Many of our productions require Latinx artists and/or artists who are Spanish-speaking or bilingual. Our education and new work programs require instructors and facilitators with special skills in participatory theater and theater in service of social justice. The pool of artists available in the Bay Area with these skills and characteristic is limited, so Teatro Visión must develop skills within our community.

All 5 initiatives serve this goal.
3-year Initiatives: 2017 – 2020

Initiative 1: Continue building artistic programming and community presence with a new Día de los Muertos play (*La Muerte Baila*, October 2017) and new play development (world premiere, October 2018).

This initiative serves Goal 1 by partnering with other local organizations to produce smaller events related to the productions thereby reaching the people served by those partner organizations.

This initiative serves Goal 2 by increasing our program capacity and our pool of artists by providing performance opportunities for creative growth to adult actors and students from our classes.

Since 2013, Teatro Visión’s annual Día de los Muertos production has been our original adaptation of the classic Mexican novel and film *Macario*. Our audiences love *Macario*, but they also tell us that they would like to see something new.

**Strategies**

a) Produce *La Muerte Baila* in October 2017.

b) Premiere our new work currently in development in October 2018.

c) Revisit *Macario* in October 2019.

d) Alternate these productions as our annual Día de los Muertos production in subsequent years.

e) Supplement all Día de los Muertos productions with smaller events related to the play’s theme produced in partnership with local school or not-for-profits.
Initiative 2: Build theater youth programs with a new 6-week program leading to a public performance (Spring 2018).

This initiative serves Goal 1 by offering a new series of classes and a weekend of public performances each spring.

This initiative serves Goal 2 by providing intensive training, performance experience, and technical theater experience for youth in our community who can then perform in or work on our other productions.

The new program will consist of six weeks of workshops and rehearsals culminating in four public performances and a student matinee at the Mexican Heritage Plaza theater.

Strategies
a) Produce *The House on Mango Street* in May 2018.

b) Produce other youth-focused plays in subsequent years.

c) Conduct direct outreach to local middle schools and high schools.
Initiative 3: Build staff capacity to increase programming and audiences by hiring a Director of Outreach and Marketing (FY18-19).

This initiative serves Goal 2 by increasing our staff to capacity to market programs and create and support relationships with other local organizations, schools, and artists. It also increases our ability to fundraise, by freeing our Managing Director from direct responsibility for marketing.

The Director of Outreach and Marketing will be responsible for all program marketing and outreach and for developing relationships with organizations to produce the quarterly workshops detailed in Initiative 4.

Strategies
a) Recruit a board member with expertise in human resources.

b) Begin interviewing for Director of Outreach and Marketing in July 2018 to hire in October 2018.
Initiative 4: Build year-round programming and artist pool by instituting regular quarterly artist workshops that result in public mini-performances (FY18-19).

This initiative serves Goal 1 by providing a public performance each quarter on a regular schedule.

This initiative serves Goal 2 by offering quarterly artist workshops that develop performance ability, participatory theater experience, and experience with theater in service of social justice aims.

Each quarterly workshop will focus on a specific social justice issue and will involve the participation of a local organization or community to which this issue is important. Partnerships with these organizations and communities will be built and maintained by the Director of Outreach and Marketing detailed in Initiative 3. Each quarterly workshop will culminate in a public performance pertaining to the social justice issue.

This initiative expands upon one-time events and workshop series that Teatro Visión has done in the past with local organizations including Sacred Heart Community Service, Gardner Family Health Network, 1st Act Silicon Valley, Sobrato Family Foundation, Asian Americans for Community Involvement, First Five, and Somos Mayfair.

Strategies

a) Conduct a pilot workshop and mini-performance in partnership with and with funding from the De Anza College Euphrat Museum of Art in Q2 of FY17-18.

b) Initiate regular mini-performances beginning in Q3 of FY18-19.
Initiative 5: Build artist pool by creating relationships with local college theater departments (Begin FY17-18).

This initiative serves Goal 2 by connecting Teatro Visión to theater training programs with access to student actors, designers, and technicians.

Teatro Visión does not need to handle all aspects of artist training internally. The Bay Area region has many local colleges with theater programs. By building relationships with them we can both find new artists from their pools of students and recommend training programs to our students and performers looking for more opportunities to learn.

Strategies

a) Begin in FY17-18 by connecting with San José City College and San José State University, with which Teatro Visión already has relationships.

b) Connect with two additional colleges in each of the next two fiscal years.

c) Send information about local college theater programs to Teatro Visión’s community of artists via email and social media at the beginning of each semester.

d) Send information about all Teatro Visión auditions, classes, workshops, and performances directly to college faculty and administrators to share with students.
3-year Event Calendar: 2017 – 2020

FY2017-18

- August 4 – 5, 2017: La Muerte Baila participatory workshop
- August 26, 2017: La Muerte Baila orientation and reading
- September – October, 2017: La Muerte Baila associated events

* September, 2017: Revisit this Strategic Plan *
- October 12-22, 2017: La Muerte Baila performances
- October – December, 2017: Pilot workshop / mini-performance at De Anza College
- December 1 – 3, 2017: New play actors workshop

* December, 2017: Revisit this Strategic Plan *
- December 30, 2017: New play staged reading
- January – February, 2018: Youth Voice Class

* March, 2018: Revisit this Strategic Plan *
- April – May, 2018: Youth production classes and rehearsals (The House on Mango Street)
- May 17 – 20, 2018: The House on Mango Street performance
- May – June, 2018: Youth Voice Class
- June, 2018: Tardeada fundraiser

* June, 2018: Revisit this Strategic Plan *
- June – July, 2018: Intro to Teatro Class

FY2018-19

- August, 2018: New play orientation and reading
- September – October, 2018: New play associated events

* September, 2018: Revisit this Strategic Plan *
- October, 2018: New play world premiere performances

* December, 2018: Revisit this Strategic Plan *
- January – February, 2019: Youth Voice Class
- March, 2019: Quarterly workshop / mini-performance

* March, 2019: Revisit this Strategic Plan *
- April – May, 2019: Youth production classes and rehearsals
- May, 2019: Youth production performance
- May – June, 2019: Youth Voice Class
- June, 2019: Tardeada fundraiser
- June, 2019: Quarterly workshop / mini-performance

* June, 2019: Revisit this Strategic Plan and begin strategic planning for 2020-2023 *
- June – July, 2019: Intro to Teatro Class
FY2019-20

• August, 2019: *Macario* orientation and reading
• September, 2019: Quarterly workshop / mini-performance
• September – October, 2019: *Macario* associated events

* September, 2019: Revisit this Strategic Plan *

• October, 2019: *Macario* performances
• December, 2019: Quarterly workshop / mini-performance

* December, 2019: Revisit this Strategic Plan *

• January – February, 2020: Youth Voice Class
• March, 2020: Quarterly workshop / mini-performance

* March, 2020: Revisit this Strategic Plan and finalize strategic plan for 2020-2023 *

• April – May, 2020: Youth production classes and rehearsals
• May, 2020: Youth production performance
• May – June, 2020: Youth Voice Class
• June, 2020: Tardeada fundraiser
• June, 2020: Quarterly workshop / mini-performance

* June, 2020: Revisit this Strategic Plan and assess progress *

• June – July, 2020: Intro to Teatro Class
Financial Requirements: 2017 – 2020

FY2017-18

• $51K (27%) increase in revenue over prior year (factoring in release of temporarily restricted assets.) Most of this increase in revenue is already confirmed.
  o $14k decrease in revenue for operations includes:
    ▪ $4K decrease in debt forgiveness due to one-time events in prior year.
    ▪ $6K decrease due to one-time grants in prior year.
    ▪ Conservative decreases in other revenue categories.
  o $21K increase in revenue for Dia de los Muertos production due to increases in foundation and government funding already secured. Other project revenue projections are substantially the same as prior year.
  o $9K increase in revenue for new work development includes:
    ▪ $5K increase in foundation revenue due to use of temporarily restricted funding already received in prior year.
    ▪ $4k earned revenue for staged reading.
  o $36K increase in revenue for youth production includes:
    ▪ $25K government funding already secured from Santa Clara County.
    ▪ $11K earned revenue from registrations, tickets sales, concessions, and merchandise.

• $44K (25%) increase in expenses over prior year.
  o $9K reduced expenses because prior year included expenses to recognize past due AP and pay taxes on payments on vacation accruals for former staff members.
  o $10K increase in expenses for new work primarily for staged reading.
  o $36K new expenses for youth production.
  o $7K increase in other expenses due mostly to expenses related to one-time grants.

• $11K in debt retirement, bringing total liabilities to $0 at yearend.
FY2018-19

- $21K (9%) decrease in revenue over prior year projections (factoring in release of temporarily restricted assets.)
  - $12K increase in revenue for operations includes:
    - 20% increase in individual giving due to new programs and giving initiatives.
    - $5K decrease in Castellano Family Foundation grant due to new giving policy.
    - $10K new foundation grant. Possible funders include NALAC, Packard Foundation, and Hewlett Foundation.
  - $14k decrease in revenue for Día de los Muertos production includes:
    - $18K decrease in government and foundation funding due to one-time grants in prior year, ACTA’s granting policies, and conservative decreases.
    - 10% increase in earned revenue.
  - $24K decrease in revenue for new work development as project will be complete.
  - $2K decrease in revenue for youth production includes:
    - $25K decrease as Santa Clara County funding in prior year is for one year only.
    - $20K new foundation revenue. Possible funders include Adobe, Applied Materials, Knight Foundation, Hewlett Foundation, Gellert Foundation, Western Digital, Leo M. Shortino Foundation, and Bank of America Foundation.
    - $3K increase in earned revenue.
  - $6K new revenue for quarterly workshops. Possible funders include Applied Materials, ACTA, Adobe, and individuals. Contract revenue from co-presenting organizations is also a possibility.

- $7K (3%) decrease in expenses over prior year projections.
  - $21K (31%) increased staff expenses.
    - $19K fee to new Director of Outreach and Marketing (75% of a $25K annual fee)
    - 3% cost-of-living increase for existing staff.
  - $24K decrease in expenses for new work development as project will be complete.
  - $5K new expenses for quarterly workshops (half of expected annual $10K for workshops beginning March 2019.)
  - $9K decrease in other expenses due to expenses related to one-time grants in prior year.

- $0 in debt retirement as debt is projected fully retired in prior year.
FY2019-20

- $21K (10%) increase in revenue over prior year projections.
  - $24 increase in revenue for operations includes:
    - $20K new operating grant from City of San José Office of Cultural Affairs assumes applying for Operating Grant ($20K) instead of Take pART grant ($15K) as in prior years.
    - 10% increase in individual giving due to new programs and giving initiatives.
  - $7K decrease in revenue for Día de los Muertos production includes:
    - $5K increase in foundation revenue for returning ACTA grant.
    - $15K decrease in government revenue reflects application to different City of San José Office of Cultural Affairs grant program.
    - 5% increase in earned revenue.
  - $1K increase in revenue for youth production from 5% increase in earned revenue.
  - $4K increase in revenue for quarterly workshops. Possible funders include Applied Materials, ACTA, Adobe, and individuals. Contract revenue from co-presenting organizations is also a possibility.
- $23K (11%) increase in expenses over prior year projections.
  - $9K (10%) increased staff expenses projected.
    - Director of Outreach and Marketing for 100% of the year, instead of 75%.
    - 3% cost-of-living increase for existing staff.
  - $5K new expenses for quarterly workshops happening for 100% of the year, instead of 50%.
  - $9K increase in other expenses due to differences between planned productions and an expected move into the newly-built Creative Center.
## Pro Forma Financials: 2017 – 2020

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>FY16-17 Total Actual</th>
<th>FY17-18 Total Budget</th>
<th>Percent Change</th>
<th>FY18-19 Total Budget</th>
<th>Percent Change</th>
<th>FY19-20 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>$34,794</td>
<td>$31,600</td>
<td>-9%</td>
<td>$38,920</td>
<td>23%</td>
<td>$43,712</td>
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<tr>
<td>Foundations</td>
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<td>$47,000</td>
<td>270%</td>
<td>$55,000</td>
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<tr>
<td>Government</td>
<td>$38,200</td>
<td>$77,720</td>
<td>103%</td>
<td>$42,500</td>
<td>-45%</td>
<td>$47,500</td>
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<tr>
<td>Corporations</td>
<td>$11,166</td>
<td>$12,100</td>
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<tr>
<td>Special Events</td>
<td>$7,923</td>
<td>$13,700</td>
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<td>$13,820</td>
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<td>$13,886</td>
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<tr>
<td>Earned Revenues</td>
<td>$46,677</td>
<td>$61,525</td>
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<td>$65,551</td>
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<td>$60,757</td>
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<tr>
<td>Other</td>
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<td>$3,800</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$214,273</td>
<td>$209,145</td>
<td>-2%</td>
<td>$220,373</td>
<td>5%</td>
<td>$241,370</td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY16-17 Total Actual</th>
<th>FY17-18 Total Budget</th>
<th>Percent Change</th>
<th>FY18-19 Total Budget</th>
<th>Percent Change</th>
<th>FY19-20 Total Budget</th>
<th>Percent Change</th>
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<tr>
<td>Payroll taxes</td>
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<tr>
<td>Professional services</td>
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<td>Contract staff</td>
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<td>Education personnel</td>
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<td>Marketing personnel</td>
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<td>Front of house personnel</td>
<td>$2,335</td>
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<tr>
<td>Marketing and advertising</td>
<td>$1,764</td>
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<td>$4,200</td>
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</tr>
<tr>
<td>Program supplies and venue rental</td>
<td>$23,930</td>
<td>$35,217</td>
<td>42%</td>
<td>$20,550</td>
<td>27%</td>
<td>$20,550</td>
<td>0%</td>
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<tr>
<td>Travel</td>
<td>$8,816</td>
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<td>84%</td>
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<td>$0</td>
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<tr>
<td>Meetings</td>
<td>$3,505</td>
<td>$9,350</td>
<td>167%</td>
<td>$4,000</td>
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<td>$4,000</td>
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<tr>
<td>Office expense</td>
<td>$6,386</td>
<td>$10,700</td>
<td>68%</td>
<td>$8,700</td>
<td>-19%</td>
<td>$9,500</td>
<td>9%</td>
</tr>
<tr>
<td>Royalties</td>
<td>$2,300</td>
<td>$2,100</td>
<td>-9%</td>
<td>$1,100</td>
<td>-48%</td>
<td>$2,900</td>
<td>164%</td>
</tr>
<tr>
<td>IT</td>
<td>$1,497</td>
<td>$1,908</td>
<td>27%</td>
<td>$1,908</td>
<td>0%</td>
<td>$1,548</td>
<td>-19%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>$3,636</td>
<td>$4,120</td>
<td>14%</td>
<td>$4,120</td>
<td>0%</td>
<td>$4,570</td>
<td>11%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$3,527</td>
<td>$3,469</td>
<td>-1%</td>
<td>$3,969</td>
<td>14%</td>
<td>$4,500</td>
<td>13%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$1,035</td>
<td>$1,750</td>
<td>11%</td>
<td>$1,750</td>
<td>0%</td>
<td>$1,730</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$173,263</td>
<td>$217,059</td>
<td>25%</td>
<td>$209,851</td>
<td>3%</td>
<td>$232,474</td>
<td>11%</td>
</tr>
</tbody>
</table>

| NET INCOME (LOSS)            | $41,010              | $(7,914)             | -119%          | $(10,522)            | -233%          | $(8,896)             | -15%           |
| Net Assets released from restriction | $(24,185)   | $32,185              | 0%             | 0                    | 0%             | 0                    | 0%             |
| NET OPERATING ACTIVITY       | $16,825              | $24,271              | 44%            | $10,522              | -57%           | $8,896               | -15%           |
| Debt retirement              | $(12,336)            | $(11,412)            | 0%             | 0                    | 0%             | 0                    | 0%             |
| NET CASH FLOW                | $28,674              | $(19,326)            | 44%            | $(10,522)            | 57%            | $8,896               | 0%             |
About Teatro Visión’s Planning Process

Teatro Visión’s 2017-2020 strategic planning process began in early 2017 and included two day-long board retreats; Strategic Planning Committee meetings; discussion at four monthly meetings of the full Board of Directors; and input from key stakeholders including artists, parents, donors, and funders.

Teatro Visión Board of Directors and Staff

**Dolores Alvarado, President**  
CEO, Community Health Partnership of Santa Clara and San Mateo Counties

**Elena Snyder, Treasurer**  
Senior Financial Manager, NetApp

**Cristina García, Secretary (*)**  
Ecosystem Partner Marketing, Gigamon

**Peter Allen, At-Large**  
Public Information Officer, San José Unified School District

**Crystal Black, At-Large (*)**  
Director of Marketing, Available for Hire

**Sylvia Kennedy, At-Large**  
Staff Attorney, Senior Adults Legal Assistance

**Claudia López, At-Large**  
CEO/Owner, The Guatemalan Boutique, LLC & Galería Arte, Guatemalan & Mexican Folk Art

**Steven Monacelli, At-Large (*, Chair)**  
Strategy & Operations Associate, Google

**Herminia Ojeda, At-Large**  
Financial Advisor, Ameriprise Financial

**Rodrigo García, Artistic Director (*)**

**Leigh Henderson, Managing Director (*)**

**Dianne Vega, Production Manager**

(*) Strategic planning committee member

Participating Key stakeholders

Armando Castellano  
Jacqueline Gamboa  
Carol Moyer (**)  
Virginia Rivera (**)  
Monica Rivero  
Fernando Zazueta

(**) Former Board Member, participated in strategic planning process, resigned before plan was approved