



ISLAND SHAKESPEARE FESTIVAL THREE-YEAR STRATEGIC PLAN

Island Shakespeare Festival

Accessible classical theatre realized for a contemporary audience

In 2010, a "band of merry madcaps," affectionately named by founder Rosie Woods, presented our inaugural production of *As You Like It* in the beautiful forest around the Whidbey Institute. To our surprise and elation, the play opened to robust and eager community support. It was clear there was nowhere to go but forward.

With a focus on the future, we've built a strong foundation of quality work and community support. We see an exciting path ahead as we work toward innovative sustainability. We continue to develop new ways to support our mission with year-round production and outreach programs while we remain accessible to all. We seek opportunities to deepen relationships within our community and to grow with intention and the mantra that "Bigger isn't better, it's just bigger."

We are passionate about the cultural shift toward justice and equity in our field and world today. We center a lens of anti-oppression in all we do and seek to build a liberating artistic home where creativity can flourish. Our values of accessibility and inclusion inspire the work we create and the way we create it. A commitment to excellence and sustainability ensures we're carrying that work into the future. Our humble beginning born of passion and community guides us in our investment in artists and ensemble.

This Strategic Plan will serve as a roadmap to guide Island Shakespeare Festival's programmatic and financial processes in the upcoming years as well to assure accountability for continuous quality improvement through review and reflection on our work. Towards these goals, the activities and objectives of the Strategic Plan will be integrated into the workplans of ISF's staff, board, board committees, and budget development processes.

Island Shakespeare Festival's 2022-2024 Strategic Plan seeks to build on the historical successes of the organization and address future challenges in several ways:

- Solidify and expand ISF's mission to provide accessible classically themed theater to a contemporary audience
- Embody ISF's anti-oppression goals and our values of justice, equity, diversity, and inclusion (JEDI) in all organizational and production areas
- Sustaining and developing strong ties to communities across Whidbey Island
- Assuring a sustainable approach to ISF's fiscal management and growth
- Moving towards a permanent home for ISF's performance and administrative functions.

GOAL 1 - PROGRAM:

Island Shakespeare Festival produces high quality, accessible, and innovative classical and classically inspired theatre.

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
1. Produce a summer season of at least two Shakespeare plays and one non-Shakespearean work.	<ul style="list-style-type: none">• Select and/or commission scripts for production, including exploration of developing new works in collaboration with local & national playwrights & performers.• Create program budgets.• Identify and contract with actors, directors, production, and artistic staff.• Secure housing for actors, if necessary.• Produce plays.• Develop and apply evaluation strategies and mechanisms for audience and artists.	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none">• Did we produce a full summer season? If not, why not?• Were we able to create productions within the predetermined budget projections?• Did the feedback obtained from audience members and artists indicate ISF engaged them with work that fits our goal description of being high quality, accessible, innovative, and classically inspired?• Were evaluation results used to create plans/systems changes designed to improve the quality of experiences for audience members' and artists' future experiences?• Were our acting company and production staffs diverse and inclusive?• Were off-island articles written about ISF's unique artistic presence/voice/production(s)?• If new work was developed,<ul style="list-style-type: none">◦ Did we significantly aid in the development of new works for future productions, either at ISF or elsewhere?◦ Did our pool of considered new works represent a diverse group of playwrights and performers?◦ Was each new work evaluated to provide useful feedback to the playwright/performer?

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
2. Produce live and/or virtual theatre offerings during the non-summer months.	<ul style="list-style-type: none">• Select and/or commission scripts for production, including exploration of developing new works in collaboration with local & national playwrights & performers.• Identify venues (live and/or virtual), particularly important for new works• Create program budgets• Identify and contract with actors, directors, production, and artistic staff.• Determine the quantity of events/performances to be produced• Produce material.• Develop and apply evaluation strategies and mechanisms• Explore and develop the idea of a core company	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none">• Were our expense projections realistic and we able to achieve our artistic vision with the resources available?• How successful were our creations in attracting donors and underwriting funding sources?• Did the feedback obtained from audience members and artists indicate ISF engaged them with work that fits our goal description of being high quality, accessible, innovative, and classically inspired?• Were evaluation results used to create plans/systems changes designed to improve the quality of experiences for audience members' and artists' future experiences?• Were our acting company and production staffs diverse and inclusive?• If new work was developed, explore:<ul style="list-style-type: none">○ Did we significantly aid in the development of new works for future productions, either at ISF or elsewhere?○ Did our pool of considered new works represent a diverse group of playwrights and performers?○ Was each new work evaluated to provide useful feedback to the playwright/performer?

3. Cast and hire multicultural, gender-diverse, and other forms of historically under-represented theater artists.	<ul style="list-style-type: none"> ● Reach out to diverse communities to solicit participation and input in artistic decisions. ● Apply principles of equity and inclusion in all artistic and production decisions. ● Capture input from artists of color, queer artists, and other historically underrepresented theater artists on their experiences at ISF. ● Create visible public means of expressing ISF's commitment to JEDI principles. 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> ● Did we solicit input from a range of communities on ISF's programs and practices? ● Were we successful in creating a diverse and inclusive pool of theater artists? ● Were our productions adherent to JEDI (justice, equity, diversity, and inclusion) principles? ● Did traditionally marginalized theater artists have a positive experience in their work at ISF? ● Have we increased visibility of ISF's commitment to JEDI principles?
4. Explore potential for expansion of performing venues to include touring productions and events at other sites (e.g., schools, community centers, etc.).	<ul style="list-style-type: none"> ● Explore and research feasible and available options. ● Conduct cost/benefit analysis of touring productions. ● If appropriate, schedule performance dates at venues. ● Evaluate efficacy relative to mission and strategic goals. 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> ● Were potential touring options considered? ● Were cost/benefit analyses conducted prior to decision-making and after performances? ● If programs were produced at additional venues, were they well-received by the respective audiences? ● If programs were produced at additional venues what impacts did they have on the ISF budget (generating revenue, revenue neutral, revenue loss)
5. Offer educational programs consistent with ISF's mission that meet the needs of constituents.	<ul style="list-style-type: none"> ● Identify opportunities to conduct educational programs. ● Conduct cost/benefit analysis to help determine the feasibility of such programs. ● As appropriate, hire instructor(s), create curriculum, enroll participants, and offer programs. ● Evaluate participants' experiences and ISF mission and goal fulfillment. 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> ● Was a thorough analysis conducted to determine feasibility of producing educational programs? ● Did participation in the programs meet goals? ● Were programs financially beneficial to ISF? ● Did ISF receive positive feedback on the offerings?

GOAL 2: PEOPLE, POLICIES, AND PROCEDURES:

Island Shakespeare Festival will create and maintain the infrastructure necessary to support board, staff, and volunteers in realizing our strategic plan.

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1. Conduct routine organizational assessments of current staff and board experiences, skills, and commitments.	<ul style="list-style-type: none">Develop agreed-upon set of consistent assessment standards.Identify existing staff and board strengths and fully deploy and support them.Identify staff and board operations and skill gaps and develop a plan for strengthening performance.	<ul style="list-style-type: none">Conduct assessments, celebrate successes, and develop plans for the next set of changes.	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none">How do staff and board members understand their roles and responsibilities?How do board members provide support to the ISF staff and to the organization by donating, assisting with fundraising, and promoting and representing ISF?How does the staff and board demonstrate a good understanding of ISF's operational, fiscal, fundraising, and other performance areas?How do staff and board demonstrate resilience when the organization faces challenges, or a change needs to be made?How has the staff and board acted swiftly, embraced change, and successfully navigated it?
2. Attract and maintain a highly skilled, diverse, and appropriately compensated professional staff sufficient to fulfill ISF's activities.	<ul style="list-style-type: none">Develop a set of up-to-date job descriptions and key performance indicatorsDevelop a clear set of hiring procedures and standards to support recruitment of qualified candidates.Create an up-to-date employee handbook.Develop and implement a new employee orientation process.Provide regular support and training opportunities for staff.Regularly conduct professional staff evaluations based on KPIs.	<ul style="list-style-type: none">Refine job descriptions and hiring practices as needed.Ensure budget and fundraising to support benefits.Explore and create a plan for offering staff benefit packages.Implement a benefits package if feasible.	<i>Iterate years 1 and 2</i> <ul style="list-style-type: none">If implemented, refine the benefits package as appropriate.	<ul style="list-style-type: none">Does ISF have up-to-date job descriptions?How does ISF undertake efforts to recruit diverse job candidates?Is ISF successful in facilitating adequate opportunities and resources available training and staff development?Is there an effective explicit strategy for staff retention?How is the staff resilient when the organization faces challenges, or a change needs to be made?Does ISF have a clear and successful articulated allocation of authority so there is no confusion about who makes decisions?How has staff embraced change, and successfully navigated it?What actions has the board taken to support the staff?Do board members fulfill their responsibility to help sustain sustain a positive, inclusive, collaborative culture?

3. Attract and maintain a diverse, engaged board tailored to the needs of ISF.	<ul style="list-style-type: none"> • Revise by-laws and board job descriptions. • Create an up-to-date board manual. • Develop a new board member orientation process. • Develop ongoing board trainings, to include financials, development, JEDI, etc. • Regularly conduct internal board evaluations. 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> • How do board members have the diverse characteristics, community connections, and experience needed by ISF? • Has ISF undertaken effective efforts to recruit diverse members? • How has ISF demonstrated a committee actively engaged in board development, including recruitment, education, and annual self-evaluation? • How has ISF successfully provided regular trainings for current and incoming board members? • Do we have at minimum an effective annual, internal self-assessment of board functions and goals? • How did we invite staff input into board performance assessments?
4. Attract and maintain a diverse, engaged cadre of volunteers necessary to support ISF's activities.	<ul style="list-style-type: none"> • Develop an annual volunteer program that is beneficial to both volunteers and ISF and serves as a doorway to other opportunities. • Identifies strategies to effectively support, engage, and evaluate volunteers 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> • Does ISF have a large enough volunteer pool to accomplish the tasks necessary to fulfill its mission? • Are volunteers successfully trained in their respective roles? • Are volunteers finding their work with ISF to be fulfilling?
5. Develop a clear set of policies and procedures that meet legal and financial requirements, as well as best practices that serve to manifest ISF's values.	<ul style="list-style-type: none"> • Evaluate current set of policies and procedures for completeness and existing gaps. • Refine and create policies and procedures that address gaps. • Research other theatres, American Theatre magazine articles, our own version of best practices to more fully support ISF's work here 	<i>Iterate year 1</i> <ul style="list-style-type: none"> • Share successful policies and procedures with other theatrical and arts organizations 	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> • How have we assessed existing ISF policies and procedures, looking for gaps that need to be filled? • How has ISF recruited expertise in-house to develop needed policies and procedures? • Have we reached outside ISF to get the expertise we need to complete a set of policies and procedures? • How have we articulated, established, and communicated clear lines of authority and accountability between and among staff, board, and volunteers? • Does ISF have successful written policies that assure that the staff and board are behaving ethically and in compliance with the laws? • How does ISF integrate decolonization into policies and procedures?

6. Regularly review and continuously improve the strategic plan.	<ul style="list-style-type: none">Create and finalize a three year strategic plan.	<ul style="list-style-type: none">Review progress towards strategic plan on a bi-annual basis.Create and follow through on committee and staff workplans consistent with the strategic planUpdate plan as needed.	<i>Iterate year 2</i> <ul style="list-style-type: none">Create new three year strategic plan based on experience and future goals.	<ul style="list-style-type: none">What is the clear criteria by which staff and board can measure progress?How have those criteria been effectively used in assessing the plan?Do staff and board committees effectively and regularly report on assessments and progress to the board?What successful steps have been taken to remedy shortfalls in progress?How have strategic plan outcomes been translated into staff and board work plans?
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GOAL 3 FINANCIAL SUSTAINABILITY:

Island Shakespeare Festival will articulate and foster a culture of philanthropy that empowers us to identify, raise, and maintain the necessary resources to fully realize our strategic plan.

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
1. Conduct strategically timed reviews of ISF's financial strengths and challenges.	<ul style="list-style-type: none">Conduct a development audit to get a baseline of ISF's fundraising practices, i.e. strengths, weaknesses, opportunities, & threats.Using the audit results, develop a plan with benchmarks grounded in ISF strengths and successes for moving the organization toward a more comprehensive fund development program.Identify who will be responsible for implementation and monitoring of the	<ul style="list-style-type: none">Implement the development plan with fidelity.Monitor, evaluate, and report progress annually.Continue to gather information about recommended and equitable practices in development and fundraising.	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none">Was an audit developed?Did the audit provide a clear picture of ISF's current development program, including the organization's strengths and successes?Were staff and the board fully engaged in the audit process?Were ISF champions with knowledge of development practices from outside the organization involved in the audit?Was a simple plan with measurable benchmarks and clear lines of responsibility developed because of the audit?Was the plan implemented with fidelity, conducted, and monitored annually?Was the plan updated as needed to account for emerging

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	<ul style="list-style-type: none"> plan. Use development audit results to build multi-year comprehensive fundraising plan. 			<ul style="list-style-type: none"> best practices and increased knowledge? Were clear, logical course corrections identified and made as needed to ensure continued best performance? Were plan results and progress regularly reported to staff and board?
2. Ensure that all board members participate as donors and fundraisers.	<ul style="list-style-type: none"> Develop, discuss, and complete with every board member our menu of options for their individual participation in fundraising. As part of baseline development audit, determine the current strengths and gaps in board and staff fundraising capacity. Provide empowerment opportunities and trainings to increase staff and board development capacity. Ensure that every board member makes a personally significant financial contribution to ISF 	<ul style="list-style-type: none"> Implement regular training/coaching opportunities for board and staff to increase fundraising capacities in line with the overall development plan for ISF. Conduct an annual assessment of internal training to determine progress. Make course corrections as needed. 	<i>Iterate year 2</i>	<ul style="list-style-type: none"> Was a baseline assessment of staff and board development capacities done? Were the identified goals met for board financial participation? Were trainings implemented on a regular basis? Was an evaluation of internal training conducted annually? Were the results used to finetune trainings going forward? Were new board members and staff oriented fully to the development practices of ISF? Did every board member make a financial contribution to ISF?
3. Ensure achievement of annually established revenue goals that align with ISF's mission and values sufficient to achieve annual program plan.	<ul style="list-style-type: none"> Develop a fully integrated communications and marketing plan in support of all ISF development activities. Evaluate synchronization between potential donors' values and ISF. Develop fund acceptance policies Develop the annual fundraising calendar that aggressively pursues all possible revenue sources including grants 	<i>Iterate year 1</i>	<i>Iterate years 1 and 2</i>	<ul style="list-style-type: none"> Based on data, did we improve donor retention rates? How well balanced were the revenues across the different sources? Did we develop and follow the communication and marketing plan? How closely were we able to link communication strategies with revenue potential? Did we fulfill our commitment to exploring donor contributions consistent with ISF values and mission? To what extent do our donors increase/maintain their giving from one year to the next?

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4. Develop a capital campaign to support securing and sustaining a permanent home for ISF.	<ul style="list-style-type: none"> Develop an organization understanding of what is necessary for the success of a capital campaign and begin laying the groundwork for one. Use the development audit as a springboard to develop clarity around pre campaign activities. 	<ul style="list-style-type: none"> Evaluate accomplishments in year one and determine next steps. Based on identification of potential home, conduct campaign feasibility study 	<ul style="list-style-type: none"> Have the foundation for a capital campaign in place. Secure campaign leadership and gifts. 	<ul style="list-style-type: none"> What did we discover in the exploration of ISF's capital campaign? In succeeding years were appropriate steps taken to follow through on campaign development? Were the findings from the feasibility study translated into necessary activities?
5. Complete necessary steps such that a planned giving program can be launched.	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Develop materials to attract potential donors Refine the list of who we think has the greatest potential to do this Arrange conversations with potential donors 	<ul style="list-style-type: none"> Based on evaluation of year 2 activities, either continue to plan for a planned giving program or implement one 	<ul style="list-style-type: none"> Did ISF consult with other organizations about how to start and maintain an endowment? Were plans developed in concert with fiscal and legal advisors? Were campaign goals and targets set?
6. Bard's Boutique achieves annual positive net revenue.	<ul style="list-style-type: none"> Develop and implement a business plan for the Bard's Boutique. 	<i>Iterate year 1</i>	<i>Iterate years 2 and 3</i>	<ul style="list-style-type: none"> How effectively did we support the business plan for the Bard's Boutique? Did the Bard's Boutique make money?

GOAL 4: COMMUNITY

Island Shakespeare Festival will maximize our community engagement opportunities.

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
1. Offer performances and other community activities, such as education programs, throughout the Island.	<ul style="list-style-type: none">Conduct needs assessment to determine community interest and bandwidthContinue to pursue opportunities for activities and engagement	<ul style="list-style-type: none">Based on assessment results, determine budget, capacity, and logisticsContinue to pursue opportunities for activities and engagementSeek funding to support program based on assessment and planning	<i>Iterate year 2</i>	<ul style="list-style-type: none">Did ISF produce programs and/or events on Whidbey Island outside of its normal Langley performance/event sites?Did the programs and/or events generate funds for ISF?Did the programs and/or events create new audiences for ISF?
2. Build relationships with the business community in support of ISF's program and fundraising goals.	<ul style="list-style-type: none">Highlight and share the tourism and other economic benefits associated with ISF performances in pursuit of these relationships.Identify partners and assemble attractive auction/tourism packagesPatronize local vendors and businesses whenever possible and let them knowDirect to consumer campaign asking them to be ambassadors for ISF with local businesses and accommodations.	<ul style="list-style-type: none">Nurture and maintain new and continuing business relationships and partnershipsPatronize local vendors and businesses whenever possible and let them know	<i>Iterate year 1-2</i>	<ul style="list-style-type: none">Have we strengthened relationships with the business community on Whidbey?Have we increased business participation through advertising, poster/publicity?Did we support local businesses when possible?

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
3. Involve ISF in appropriate community and cultural events and organizations.	<ul style="list-style-type: none"> Conduct outreach and create relationships with organizations, schools, and communities on all of Whidbey Island and surrounding counties. Create relationships between ISF and other regional theater and artistic entities. 	<i>Iterate year 1</i>	<i>Iterate years 1-2</i>	<ul style="list-style-type: none"> Did relationships contribute to an increase in non-South Whidbey attendees, donors, sponsors, and funding?
4. Expand ISFs regional audience.	<ul style="list-style-type: none"> Develop and enact program that methodically seeks referrals from existing friends. Develop specific outreach and marketing plans for adjacent counties, rural areas, and small towns not just the Seattle metroplex. 	<i>Iterate year 1</i>	<i>Iterate years 1-2</i>	<ul style="list-style-type: none"> Did ISF receive Increased regional media coverage? Is there an increase in audience from previously underrepresented communities and areas?
5. Ensure representation of Whidbey Island artists.	<ul style="list-style-type: none"> Attract, hire, and cultivate local talent in all programs Seek natural partnerships between artists of other genres for additional projects Seek and engage local artists to put on consignment at Bard's Boutique 	<i>Iterate year 1</i>	<i>Iterate years 1-2</i>	<ul style="list-style-type: none"> Was Whidbey talent successfully incorporated into programs? Were local artists engaged for additional projects?
6. Maintain engagement with ISF family, i.e. former company, board, advisory, and staff.	<ul style="list-style-type: none"> Define populations and capture data Create annual communications plan 	<ul style="list-style-type: none"> Operationalize communications plan 	<i>Iterate years 1-2</i>	<ul style="list-style-type: none"> Were ISF family members kept informed about current and future projects? Did ISF highlight and uplift the accomplishments of ISF family members? Did past board members maintain their annual giving? Did past company members participate in programs?

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
7. Position Bard's Boutique to engage with community	<ul style="list-style-type: none">Publicize programs and volunteer opportunitiesEnsure boutique volunteers are willing and able to speak effectively about ISF programs and the inventory in the shop	<i>Iterate year 1</i>	<i>Iterate years 1-2</i>	<ul style="list-style-type: none">What new relationships can we trace back to Bard's BoutiqueDid the Bard's Boutique drive new performance attendanceWere BB volunteers adequately trained, supervised, evaluated, and celebrated

GOAL 5: HOME

Island Shakespeare Festival will secure long-term homes for all aspects of its artistic and administrative functions.

OUTCOMES	ACTIVITIES: YEAR 1 <i>Adoption date to 12.31.2022</i>	ACTIVITIES: YEAR 2 <i>1.1.2023 to 12.31.2023</i>	ACTIVITIES: YEAR 3 <i>1.1.2024 to 12.31.2024</i>	EVALUATION CRITERIA & QUESTIONS
1. Ensure company, Bard's Boutique, and organization can continue to perform and operate in appropriate spaces.	<ul style="list-style-type: none">Maintain current performance, operational, and business spaces	<i>Iterate year 1</i>	<i>Iterate years 1 & 2</i>	<ul style="list-style-type: none">Were all ISF functions able to operate in safe and secure spaces?
2. Lay the groundwork for securing a long-term home for all ISF functions.	<ul style="list-style-type: none">Articulate priorities list of needsIdentify potential locationsDetermine pros and cons of potential locationsBudget for feasibility studies	<ul style="list-style-type: none">Evaluate and iterate year 1Conduct feasibility studies of preferred location(s)Develop a budget to create our long term homeBegin venue design	<ul style="list-style-type: none">Evaluate and iterate year 2Identify and secure rights to our selected locationDevelop a plan to fund the budget	<ul style="list-style-type: none">Have we identified a location for our long-term home?Does it meet our current and long-term needs?