



# 2026-2030 STRATEGIC PLAN

316 Central St.  
Franklin, NH 03235  
[info@franklinoperahouse.org](mailto:info@franklinoperahouse.org)

# Project Purpose & Definitions

**Franklin Opera House** is an independent 501c(3) nonprofit organization that presents and produces wholesome entertainment and educational opportunities. It does not own a performance space, office space, or administrative space.

**Soldiers Memorial Hall** is an historic, City-owned building in downtown Franklin, NH where Franklin Opera House presented its seasons and programs until the Hall was closed for renovation.

The **City of Franklin** is managing the renovation of the Hall. There are important aspects of the renovation related to the production and audience facilities that are outside the \$6.8 MM scope of the City's renovation. These will be paid for by a private comprehensive fundraising campaign that is being undertaken by Franklin Opera House.

Franklin Opera House will return to Soldiers Memorial Hall as a tenant when the renovations are complete. Its Board and staff are prepared to adjust the operating model in order to serve an anticipated and welcome increase in community demand for its performances and educational programming. This adjustment will not only include the improvements to the Facility, but also have an impact on the People of the Franklin Opera House. As the organization grows in harmony with the community, the structure and focus of the Board, the staff, the volunteers, and local and regional partners will change.

Prepared with participation and guidance from Board, Staff, and Community Members, this Planning Project outlines the **Vision, Mission, Goals, Strategies, Resources, and Timeline** required for the Franklin Opera House to successfully define the necessary changes, to implement its Campaign, to launch its operations upon move-in, and to ensure the financial security of the organization moving forward.

# Project Team & Methodology

## Business Planning Advisory Group

Dan Darling, *Executive Director*

Jeff Perkins, *Board President*

Jo Brown, *Executive Director, Franklin Business and Industrial Development Corporation*

Chip Ach, Board Member

Sue Bitteto, Board Member

Jule Finley, Board Member

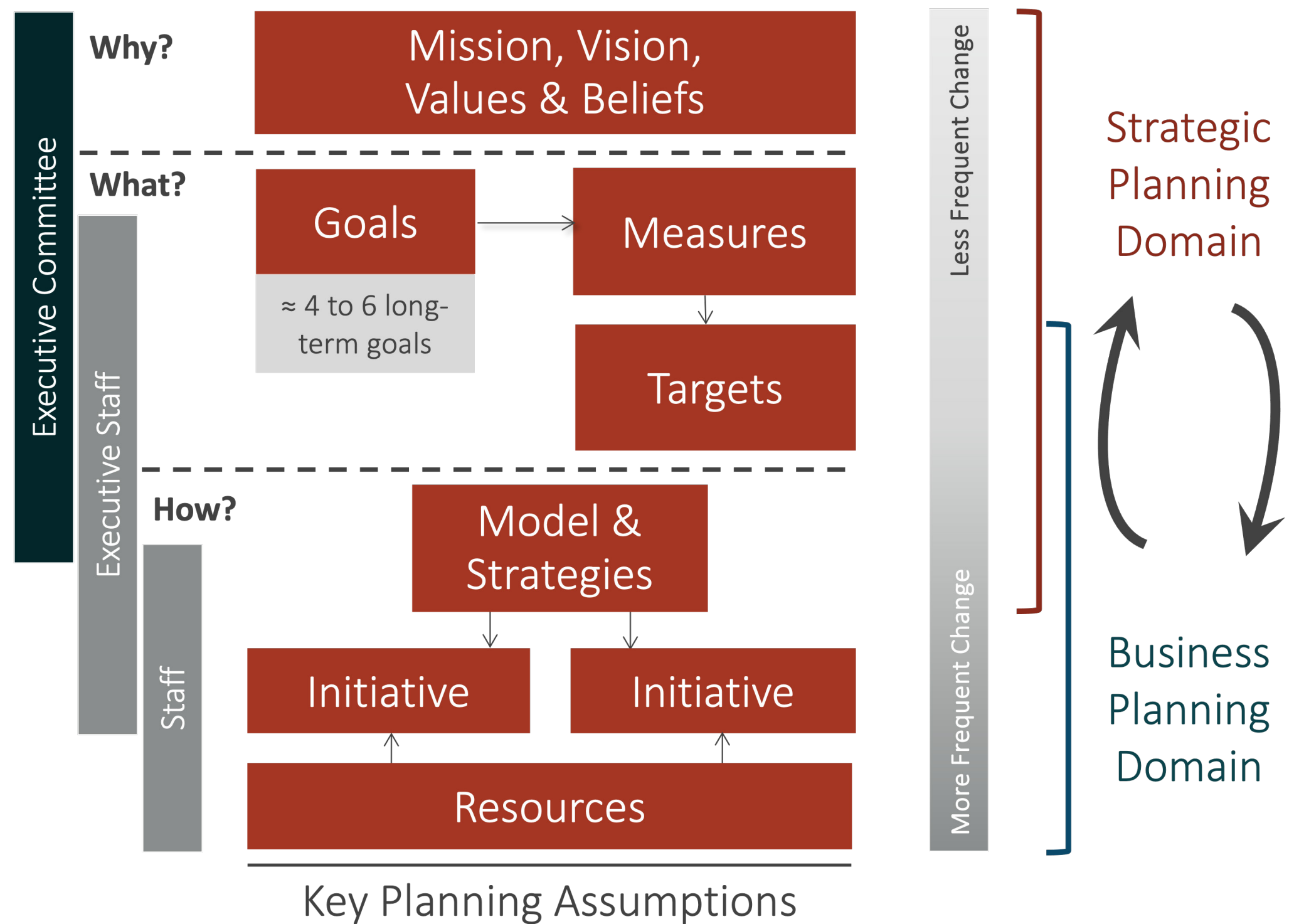
Damon Lewis, Community Member

Val Perkins, Board Member

Chris Seufert, Board Member

Lilly Machos, FOH Admin

Janet Davis, Planning Consultant





# Historic Hall. New Vision.

We envision a vibrant Franklin where the Opera House is the beating heart of a bustling downtown—alive every weekend with performances, community events, and the joyful hum of people gathering together. School groups, families, neighbors, and visitors alike fill the hall and the sidewalks, supporting local businesses that stay open late because something exciting is always happening here.

We envision a time when people ask, “What’s going on at the Franklin Opera House this weekend?”—because they know it’s worth the trip. We will not only reopen, we will emerge stronger, more connected, and more essential than ever. Through meaningful partnerships and steadfast community support, we’ve become a hub of creativity, collaboration, and celebration.

We envision a community where everyone knows your name, and The Franklin Opera House helps hold this community together. The whole city will say with pride: *We didn’t give up. We made something extraordinary.*





# Mission

It is the mission of Franklin Opera House, Inc. to provide wholesome community entertainment, foster expansion of arts awareness in all ages, and create a cultural hub and center for social interaction in an historic and attractive setting.



## **We Believe in the Power of Connection**

We speak to members of the community, call them by name, and take the time to be friendly, humble, and curious. We value relationships—because the people who cross our path aren't just part of the show, they are the reason for it.

## **We Strive with Heart and Imagination**

We meet challenges head-on, knowing creativity opens many doors. Even mistakes become opportunities—because in art, there are no problems, only opportunities to create.

## **We Take Responsibility and Make Things Better**

When we need to step in, we do. We show up, follow through, and leave things better than we found them. For every action—or inaction—we know there is an impact, and we choose to make a difference.

## **We Practice Generosity in Every Form**

We give praise freely, offer service when others aren't looking, and do unto others as we would have done to us. Generosity is our rhythm—whether through words, presence, or the act of creating and sharing art.

## **We Believe Art Heals, Uplifts, and Belongs to Everyone**

Theater, art and music are our healing alternative. They're the soul's medicine, the community's heartbeat. We create space for beauty, bravery, messiness, and magic—because no matter how hard the day, there's always a chance to begin again.

# Values & Beliefs

# Plan Framework Assumptions

## Multi-Year, Multi-Phase

The Financial Plan for the Franklin Opera House is structured over four fiscal years represented throughout this document as Y1, Y2, Y3, Y4 respectively. It is assumed, but not yet finalized, that Y1 is FY2026, which began in July of 2025 and runs through June of 2026.

The Phases of the Plan are organized into three phases, which are designed to straddle fiscal years, and are not date-dependent, but rather milestone dependent:

Phase 1 = Pre-Construction

Phase 2 = Construction

Phase 3 = Grand Opening and Beyond.

# Building a Season

Assessing  
our reality

Optimizing  
resources



## 2025 Year-at-a-glance

January						
S	M	T	W	T	F	S

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February						
S	M	T	W	T	F	S

						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March						
S	M	T	W	T	F	S

						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April						
S	M	T	W	T	F	S

		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May						
S	M	T	W	T	F	S

				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June						
S	M	T	W	T	F	S

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July						
S	M	T	W	T	F	S

		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

August						
S	M	T	W	T	F	S

					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September						
S	M	T	W	T	F	S

	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October						
S	M	T	W	T	F	S

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November						
S	M	T	W	T	F	S

						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December						
S	M	T	W	T	F	S

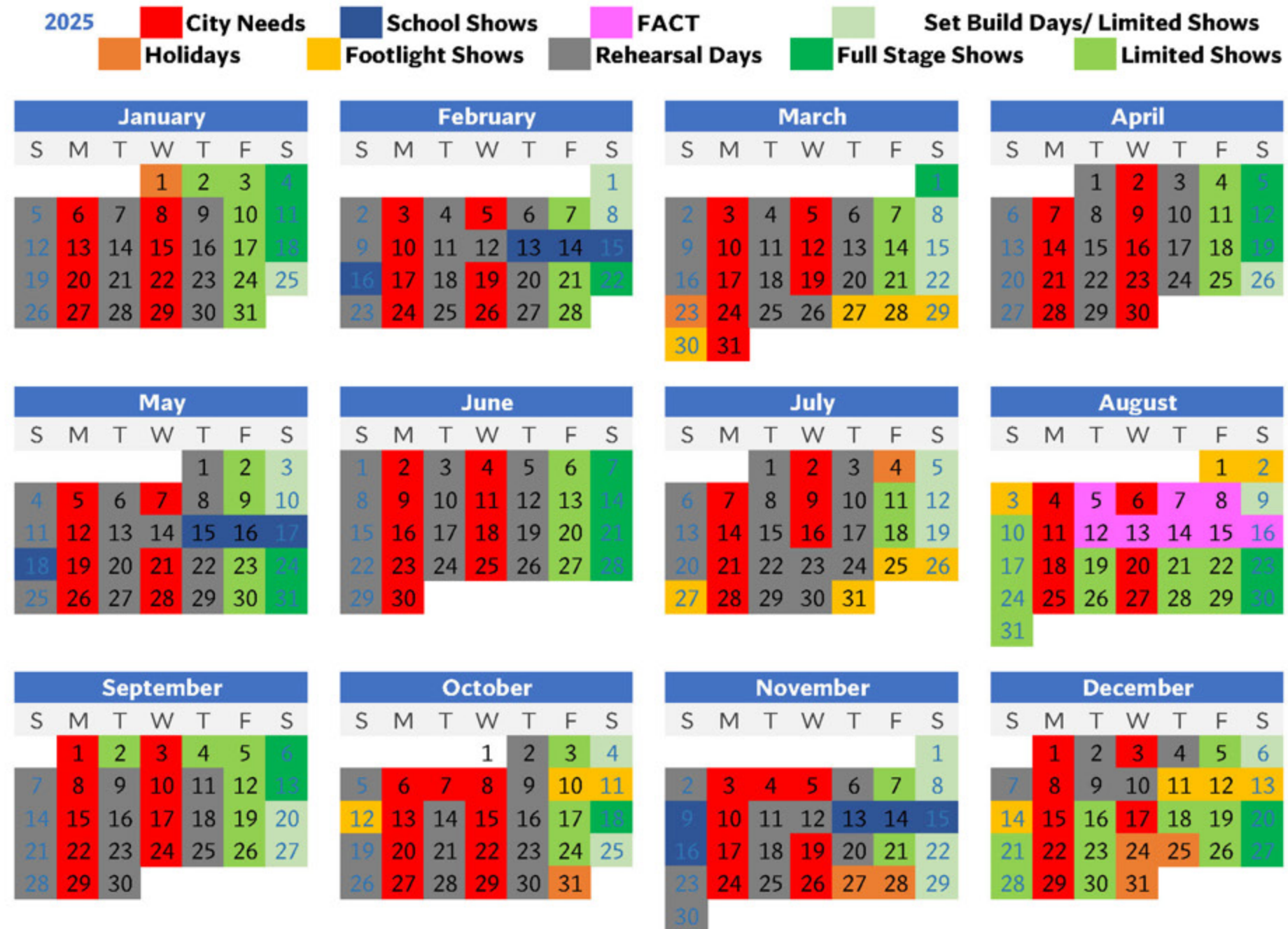
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



# Building a Season

Assessing  
our reality

Optimizing  
resources





# Goal 1: Provide Wholesome Entertainment

Deliver high-quality and inclusive presentation, production, and educational offerings that consistently attract diverse, multi-generational audiences, and reinforce the Franklin Opera House as a cultural destination.

Success Indicator	Target
Consistently full audiences representing a broad age range	Meet Capacity Targets by end of Y <sub>3</sub>
High rate of return attendance by families and individuals	70% Repeat attendance/Series Renewals by end of Y <sub>4/5</sub>
Widespread community awareness and anticipation of events	Website and social media exceed industry vertical expectations
Broad community representation at performances, ensuring cultural relevance and appeal	Street-level data analysis demonstrates diversity of neighborhood attendance
Diverse and regularly updated programming that reflects a broad artistic spectrum	Audience surveys reflect 80% positive response to suite of programming opportunities

# Goal 2: Foster Expansion of Arts Awareness

Expand public understanding, appreciation, and participation in the arts by actively increasing awareness of cultural offerings, deepening engagement across Franklin and the broader region.

Success Indicator	Target
A dynamic marketing strategy that drives awareness, attendance, and community	Marketing Plan Complete at End of Y1.
Regular, well-attended educational and enrichment arts and cultural programs for all ages that draw attendance from visitors outside the Franklin community	Meet Student Enrollment Targets by end of Y3.
Increased first-time arts experiences for audience members	Increase from 10% first-time attendance to 50% first-time attendance
Audience and donor feedback indicating greater awareness and appreciation of the Opera House's role in a thriving community	90% of community members rate FOH as Very Important to Franklin way of life
Stronger interest from individuals and businesses in supporting programming	Meet Contributed Revenue sponsorship targets by end of Y3.
Community curiosity and engagement with new art forms, genres, and creators	New series sell at capacity target by end of Y4.

# Goal 3: Strengthen the Organization

Build a resilient, well-managed organization with the facilities, infrastructure, leadership, staff and volunteer resources necessary to support long-term impact, growth, and artistic excellence.

Success Indicator	Target
Timely and effective completion of Comprehensive Campaign	100% of commitment target reached by the end of Y3, 100% of collections complete by the end of Y4
Well-maintained, fully equipped facilities that support a wide range of programming and uses	FOH raises the capital necessary not only for its commitment to the City plans, but also for the enhancements necessary for full plan implementation
Strong financial position with diverse revenue streams and healthy balance sheet	12-18 months cash on hand, bookings 12-18 months out, 75% earned revenue, 25% contributed revenue
A talented, mission-driven staff team with appropriate compensation and professional development opportunities	Full team as outlined in the operating plans with 90% retention rate. Competitive benefits package.
Efficient, user-friendly administrative systems and operational procedures	Plan-driven SOPs, Enterprise systems in place by and of Y2
Strong representation in the new Corporate Partners Organization	75% of businesses in Franklin are members by end of Y4
A strategic, thoughtful leadership transition	Smooth transition to new Executive Director by Grand Opening



# Goal 4: Engage the Community

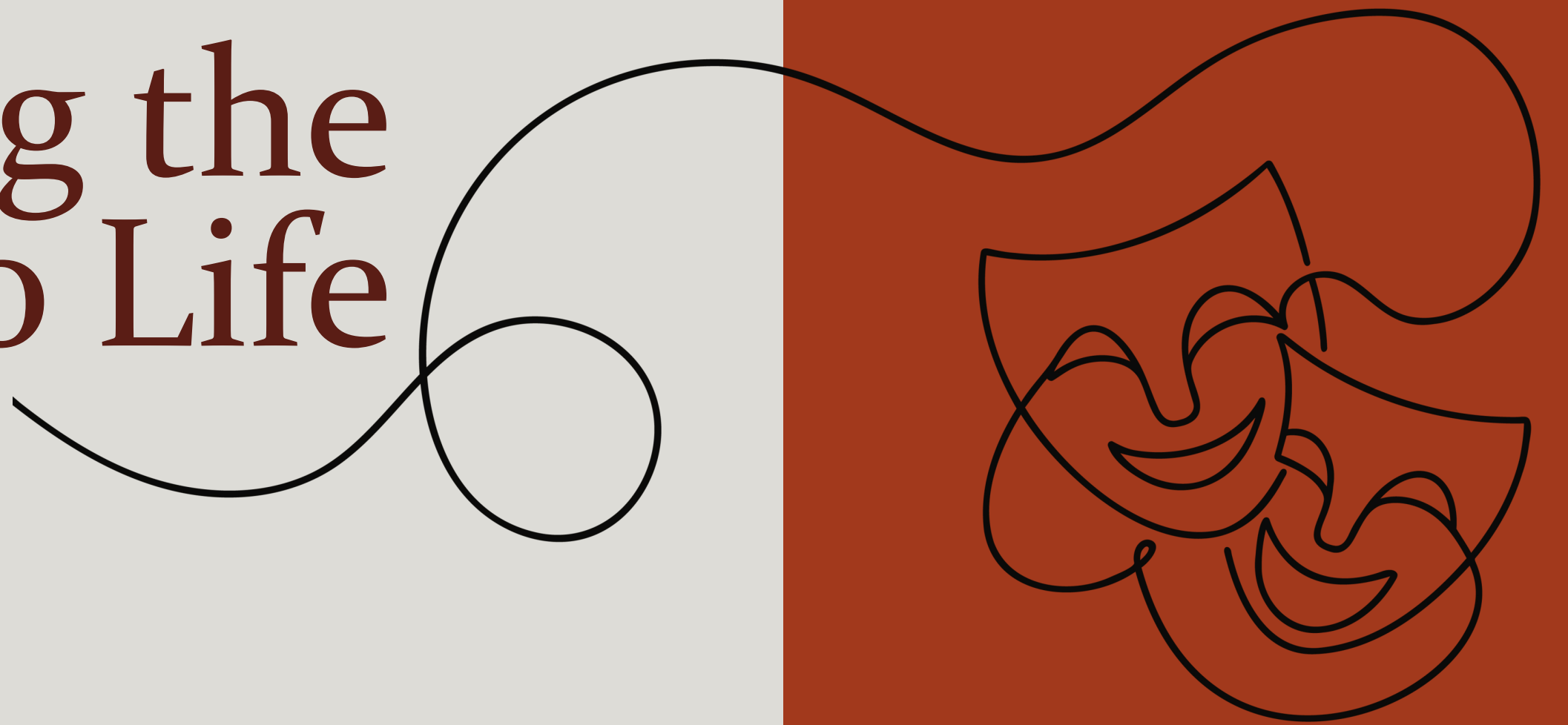
Deepen community connection and pride by making the Franklin Opera House a place people seek out—whether to attend, perform, volunteer, give, lead, or simply be part of something meaningful.

Success Indicator	Target
Clear governance practices and an engaged, strategic Board of Directors	Governance assessment and plan complete by the end of Y1
Creation of an active and effective volunteer Auxiliary	Auxiliary created by end of Y1, functioning with membership meeting revenue targets by end of Y2
Overflow interest in volunteering on the Board and Auxiliary	2-3 year wait list to serve on the Board, 1 year wait list to serve on leadership team of Auxiliary, chairs identified and in place as vice chairs 1 year in advance of beginning of term
Increased spontaneous and unsolicited donations from community members	Renewal rate for donations 70%. Acquisition rate = 2% of leads
Healthy, productive relationship with City leadership	City leadership understands and can speak to as well as advocate for FOH as a critical part of City life
Regular attendance by civic leaders, including city officials	100% of City Officials attend at least one FOH show per season
High demand for rentals, collaborations, and event bookings	Rentals meet revenue targets by end of Y2

	Strategic Goals			
Initiatives	Provide Wholesome Entertainment	Foster Expansion of Arts Awareness	Strengthen the Organization	Engage the Community
A. Develop a Diverse and Profitable Calendar of Productions and Presentations	✓			
B. Establish Regionally-Celebrated Education Program	✓			
C. Build Contemporary Marketing and Communications Plan		✓		
D. Broaden Access to Non-Arts Audiences		✓		
E. Create Strategic Ticketing, Subscription, and Membership Strategy		✓		
F. Conduct Comprehensive Campaign (Capital, Capacity Building, and Endowment)			✓	
G. Review and Improve Administrative Capacity and Systemization			✓	
H. Launch Corporate Partners Program				✓
I. Become a Destination Board				✓
J. Conceive and Activate an Effective and Efficient Auxiliary			✓	✓
K. Thoughtfully recruit and On-Board new Executive Director			✓	✓
L. Deepen Relationship with City Officials and Employees				✓

Phases &  
Participants

Bringing the  
Plan to Life





## Phase I: Setting the Stage

From Plan Completion to Groundbreaking

- Campaign
- Operating updates
- Education program design
- Community presence
- Pop-Up/Exploratory programming
- Brand building

## Phase II: Behind the Curtain

From Groundbreaking to Construction Completion

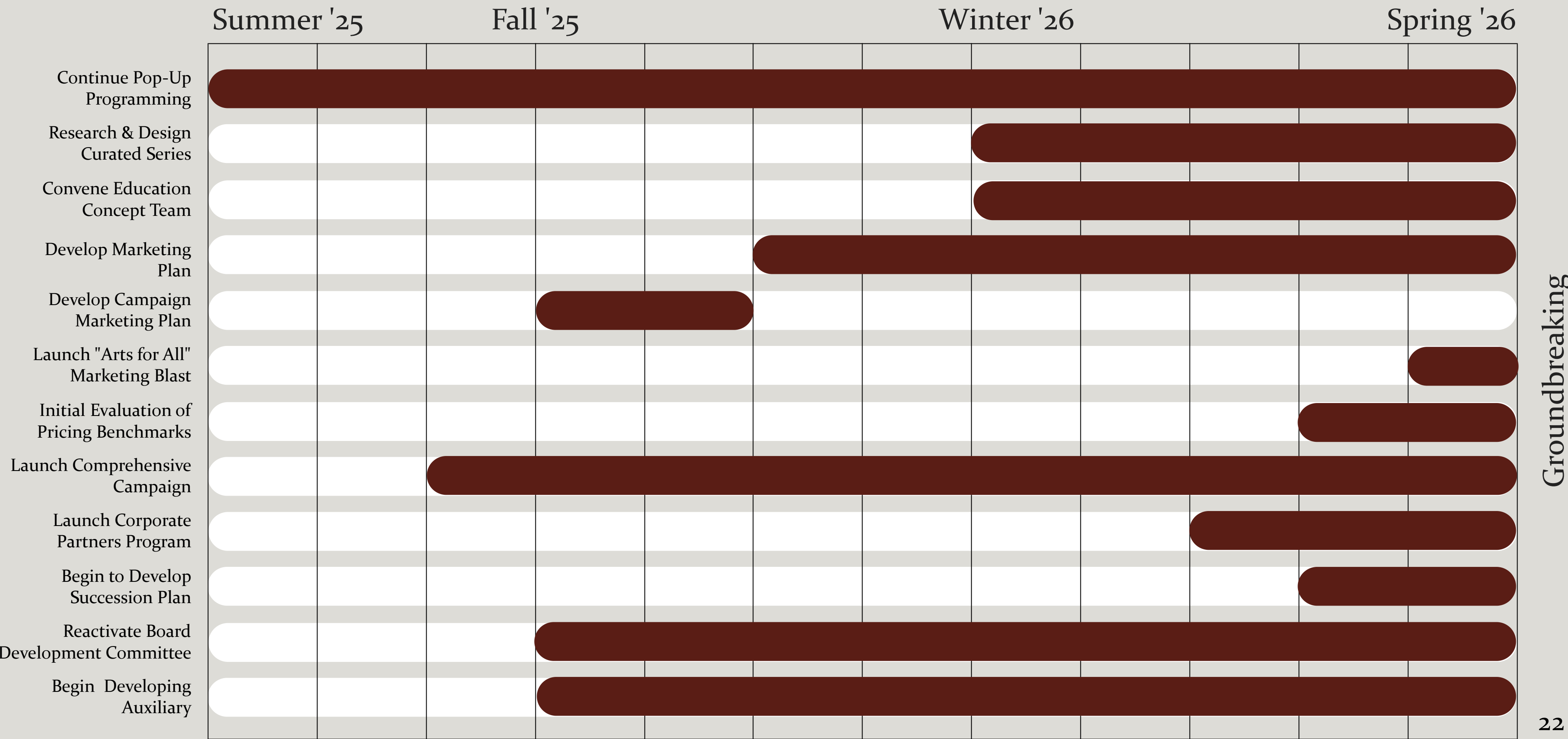
- Represent FOH in construction planning
- Expanded pop-ups
- Book inaugural season
- Admin infrastructure growth

## Phase III: Opening!

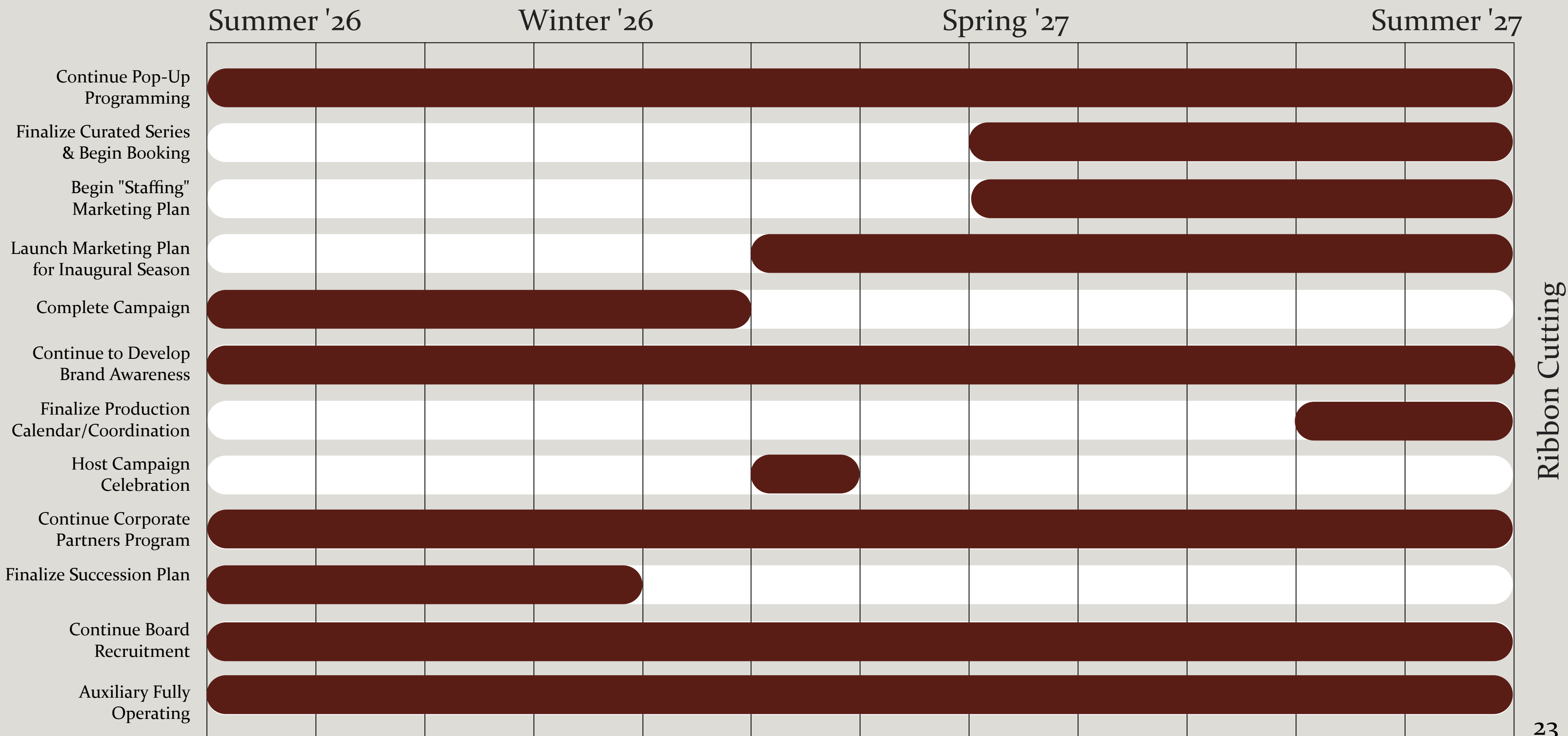
From Move-In to Sustainable Growth

- Inaugural season
- Rentals and programs
- Grand opening
- Impact reporting & strategic refresh

# Phase I Activities: Setting the Stage



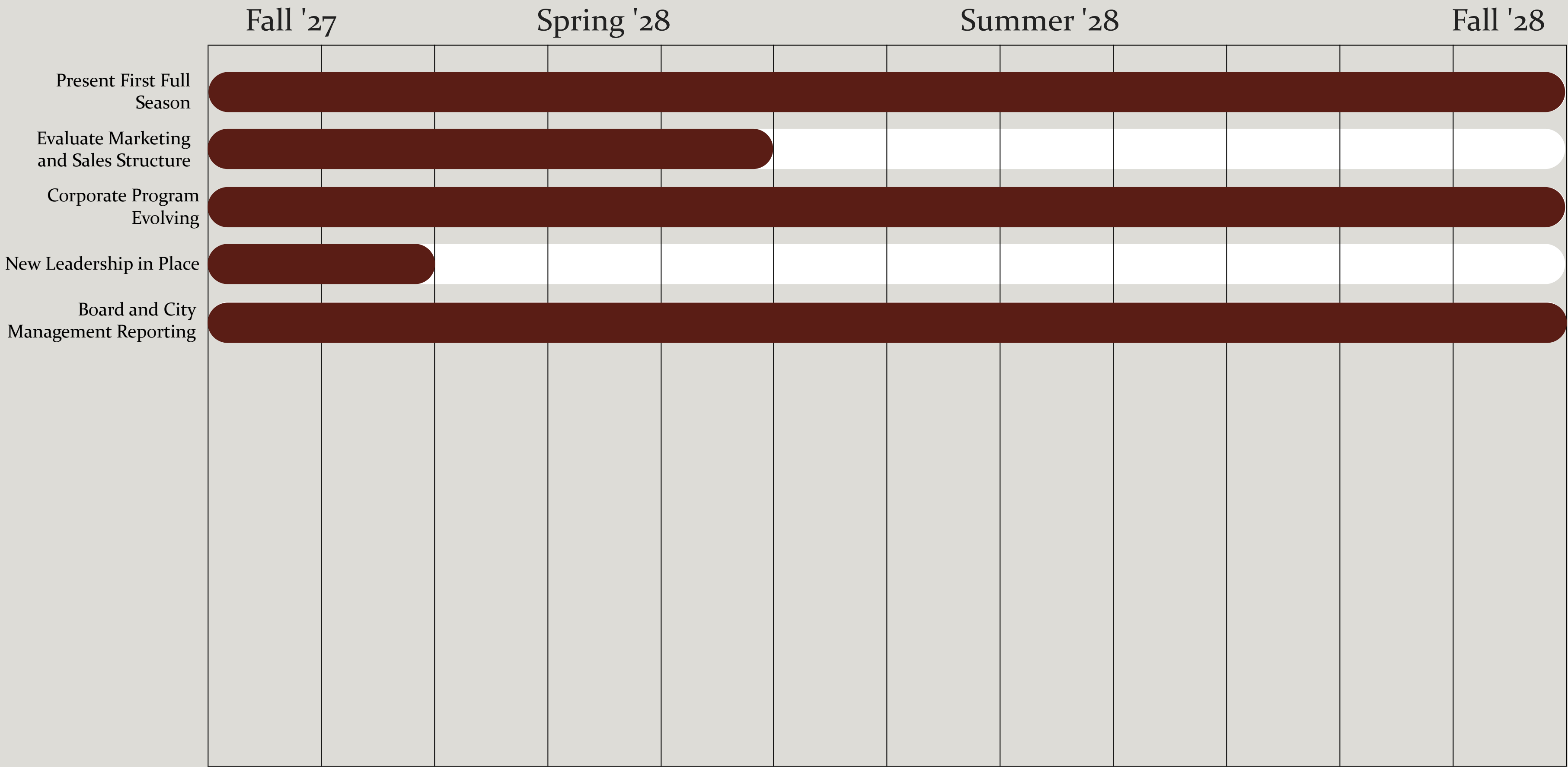
# DRAFT Phase II Activities: During Construction



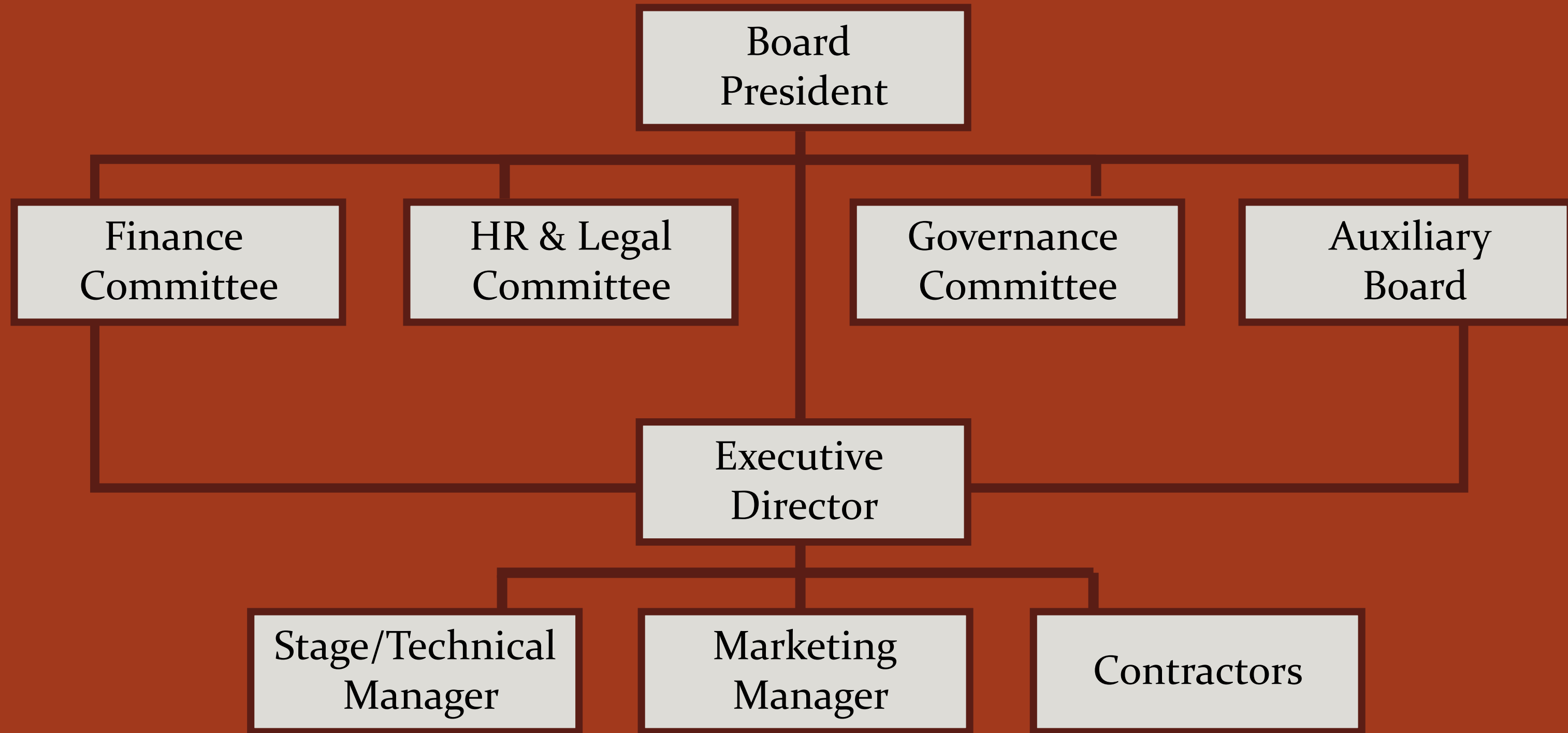
Ribbon Cutting



# DRAFT Phase III Activities: Move-In and Thrive



# Organizational Chart



# Governance: Ten Basic Responsibilities of Nonprofit Boards

<b>Responsibility</b>
Determine Mission
Select Chief Executive (ED)
Support & Evaluate Chief Executive (ED)
Ensure Effective Planning
Build and Sustain a Competent Board
Monitor Performance
Provide Legal/Ethical Oversight
Protect Assets & Provide Financial Oversight
Enhance Public Standing



# Auxiliary Development

The Franklin Opera House Auxiliary is a volunteer-led support organization committed to advancing the mission and vitality of the Franklin Opera House. This dynamic group of community members serves as cultural ambassadors, champions for the arts, and stewards of special projects, fundraising efforts, and audience engagement. As the Memorial Hall undergoes its historic transformation, the Auxiliary will be instrumental in bridging the past and future — helping to ensure a successful reopening and a thriving artistic home for all.

Whether lending their time to events, fundraising, marketing, or hospitality, Auxiliary members are passionate advocates for the role of the arts in community life. Participation in the Auxiliary offers meaningful ways to contribute skills, build friendships, and share in the story of revitalization at the heart of Franklin.

# Marketing Summary Timeline: SUGGESTED DRAFT\*

## Year 1

- Launch Formal FOH Presents
- Monthly E-news & Social Posts
- Co-Promotions with Local Businesses
- Season Ticket/Membership Bundles & PR Push

## Year 2

- Countdown to Curtain Campaign
- Mini Docuseries on History and Future
- Auxiliary Broad Launch
- Milestone Gala and Education Partnerships

## Year 3

- Six-Month Season Opening Reveal
- Regional PR Blitz
- VIP "First-Look" Tours
- Opening Gala & Subscription Launch

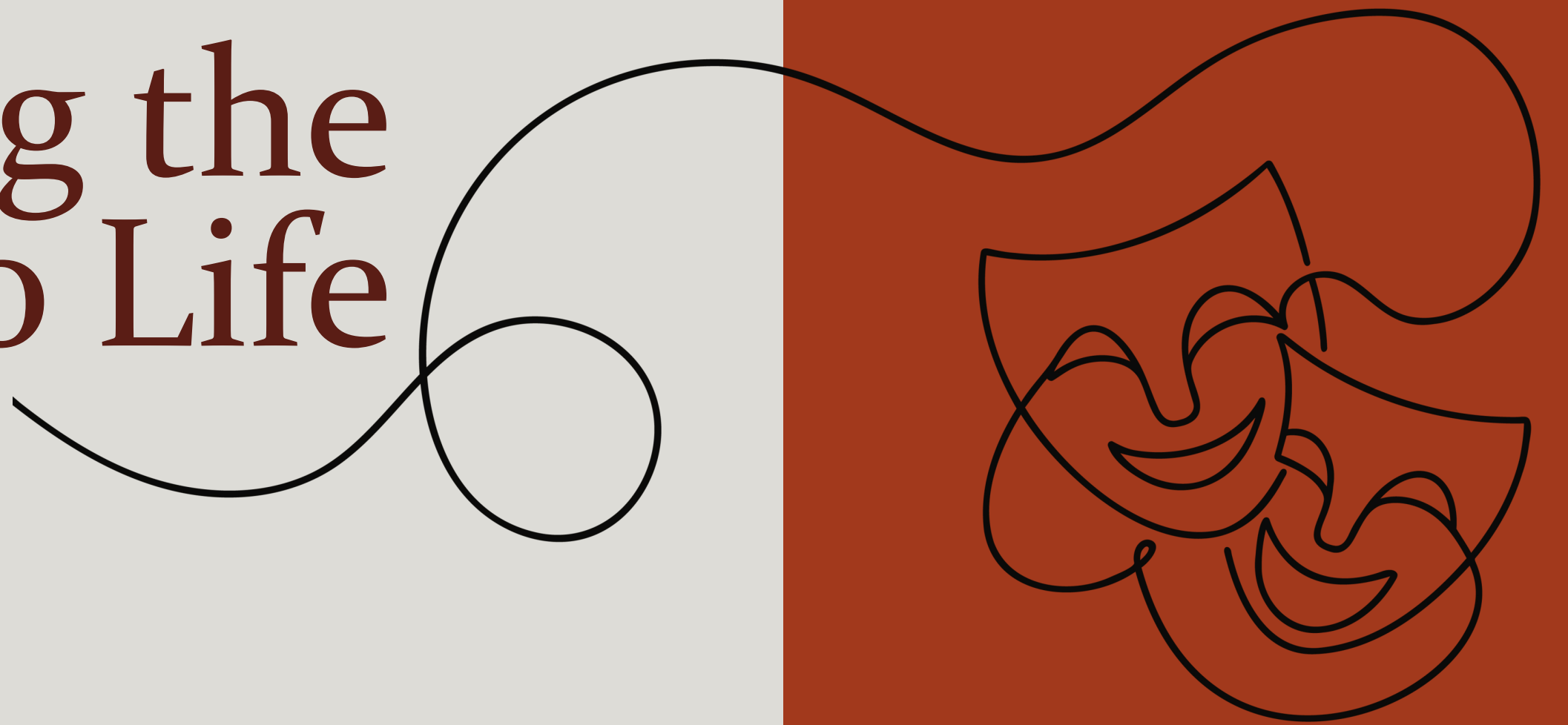
### Notes on Resources

- Staffing: Without a marketing manager, rely on a Marketing Task Force of Auxiliary members, volunteers, and partner organizations until a hire could be made in Year 3.
- Budget Priorities: Focus early spending on content creation, PR, and targeted event promotion; shift to paid media in the lead-up to reopening.
- Technology: Leverage email automation, online ticketing, and social scheduling tools to maximize limited staff capacity.

*\*Full timeline will be available in Supporting Documents*

Financial  
Model

Bringing the  
Plan to Life



# \$850,000 Comprehensive Campaign: Uses and Sources of Cash

Franklin Opera House					
Proforma Financial Analysis - Cash Basis					
Schedule 2 - Sources & Uses of Campaign Cash					
Campaign Goal:	\$ 850,500				
Uses of Cash	Amount	Sources of Cash	Amount		
Facilities		Capital Campaign Proceeds			
Freight Lift and Rear Stairs/Storage Addition	\$ 275,000	Prior to Y1 Campaign Commitments/Collections	\$ 363,000		
Balcony Reconstruction	\$ 135,000	Y1 Tax Credit Sales/Individual Commitments	\$ 210,938		
Balcony Seating	\$ 85,000	Y2 Tax Credit Sales/Individual Commitments	\$ 139,063		
LED Stage Lighting System	\$ 120,000	Y3 Tax Credit Sales/Individual Commitments	\$ 68,750		
Digital Scenery Videowall	\$ 35,000	Y4 Tax Credit Sales/Individual Commitments	\$ 68,750		
Other	\$ -				
Total	\$ 650,000				
Operating Working Capital					
Capacity Building (People, Tech, Marketing, etc.)	\$ 75,000				
	\$ -				
Total	\$ 75,000				
Total Endowment/Reserve Fund					
Total Endowment/Reserve Fund	\$ 125,000				
Total Campaign Uses of Cash	\$ 850,000	Total Campaign Sources of Cash	\$ 850,500		



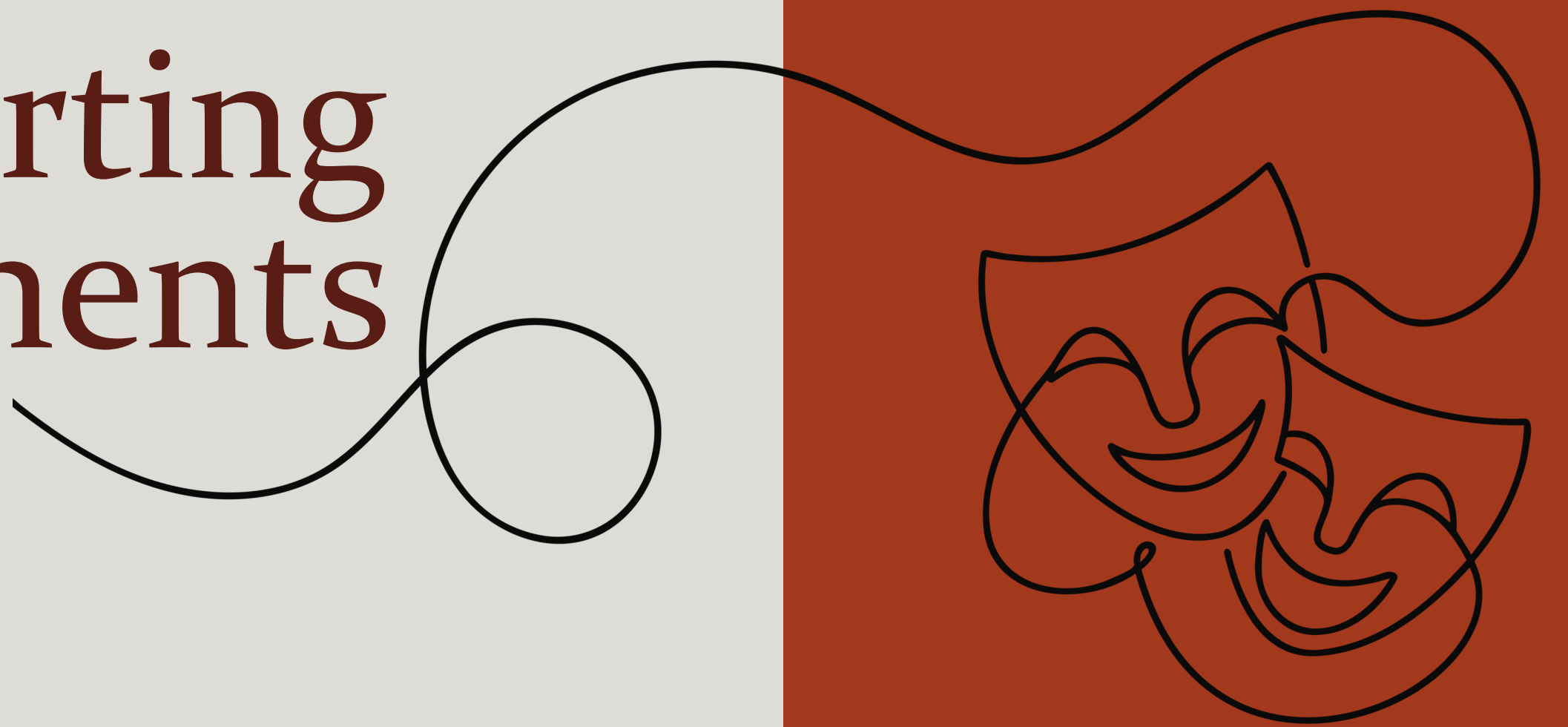
# Annual Operations: Five-Year Growth

				Move-In		
		Phase I	Phase II	Phase III		
		Y1	Y2	Y3	Y4	Y5
Expenses						
	Total Business	\$ (796)	\$ (1,050)	\$ (3,000)	\$ (3,000)	\$ (3,075)
	Total Contract Services	\$ (22,020)	\$ (12,260)	\$ (32,681)	\$ (32,681)	\$ (33,498)
	Total Facilities and Equipment	\$ (906)	\$ (921)	\$ 12	\$ 12	\$ 12
	Total Fundraisng	\$ (5,033)	\$ (6,835)	\$ -	\$ -	\$ -
					\$ -	
	Total Insurance	\$ (4,435)	\$ (4,850)	\$ (5,400)	\$ (5,400)	\$ (5,535)
	Total Operations	\$ (4,084)	\$ (5,275)	\$ (4,200)	\$ (4,200)	\$ (4,305)
	Total Other Expenses	\$ (946)	\$ (25)	\$ -	\$ -	\$ -
	Total Payroll	\$ (41,728)	\$ (76,750)	\$ (131,976)	\$ (131,976)	\$ (135,275)
	Total Program	\$ (31,130)	\$ (36,300)	\$ (192,896)	\$ (192,896)	\$ (197,718)
	Total Travel and Meetings	\$ (341)	\$ (350)	\$ -	\$ -	\$ -
TOTAL EXPENSES		\$ (111,419)	\$ (144,616)	\$ (370,141)	\$ (370,141)	\$ (379,395)

Note: Full Pro-Forma with all schedules available in appendix

	Phase I	Phase II	Phase III		
	Y1	Y2	Y3	Y4	Y5
Operations Account Analysis (Cash Basis)					
Starting Balance	\$ -	\$ 29,285	\$ 17,247	\$ (3,834)	\$ 166
Earned Revenue					
Ticket Sales: FOH Presents	\$ 19,200	\$ 20,000	\$ 144,000	\$ 144,000	\$ 147,600
Ticket Sales: Box Office for Footlight	\$ 14,172	\$ 15,000	\$ 41,850	\$ 41,850	\$ 42,896
Ticket Sales: Box Office for SAU	\$ 12,227	\$ 13,000	\$ 36,270	\$ 36,270	\$ 37,177
Ticket Sales: Box Office for FACT	\$ 1,389	\$ 1,500	\$ 4,140	\$ 4,140	\$ 4,244
FACT Tuition	\$ 3,950	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,100
Concessions Sales	\$ 4,559	\$ 4,500	\$ 21,000	\$ 21,000	\$ 21,525
FOH Merchandise	\$ -	\$ -	\$ -	\$ -	\$ -
Ads and Sponsors	\$ 13,000	\$ 20,000	\$ 25,250	\$ 25,250	\$ 25,881
Rentals	\$ 1,200	\$ 1,200	\$ 10,624	\$ 10,624	\$ 10,890
Total Earned Revenue	\$ 69,698	\$ 79,200	\$ 287,134	\$ 287,134	\$ 294,313
Contributed Revenue					
Grants					
FACT Grants	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,375
Other Grants	\$ 46,000	\$ 35,000	\$ 15,000	\$ 15,000	\$ 15,375
Total Grants	\$ 46,000	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,750
Direct Public Support					
Annual Giving	\$ 310	\$ -	\$ 7,500	\$ 7,500	\$ 7,688
Membership (This becomes Auxiliary Membership in Y1)	\$ 8,469	\$ 15,000	\$ 18,000	\$ 22,000	\$ 22,550
Events	\$ 14,864	\$ 15,000	\$ 18,500	\$ 18,500	\$ 18,963
Total Direct Public Support	\$ 23,643	\$ 30,000	\$ 44,000	\$ 48,000	\$ 49,200
Indirect Public Support					
Day of Giving	\$ 1,200	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,125
Hannaford	\$ 145	\$ 145	\$ 150	\$ 150	\$ 154
Paypal	\$ 15	\$ 15	\$ 20	\$ 20	\$ 21
UK Giving Foundation	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Total Indirect Public Support	\$ 1,363	\$ 2,663	\$ 5,173	\$ 5,173	\$ 5,302
Total Contributed Income	\$ 71,006	\$ 82,663	\$ 79,173	\$ 83,173	\$ 85,252
TOTAL REVENUE	\$ 140,704	\$ 161,863	\$ 366,307	\$ 370,307	\$ 379,565

# Supporting Documents



# Additional Information Available On File

Financial Pro Forma  
Strategic Initiatives: Detail  
Auxiliary Description & Materials  
Education Concept Team Description  
Marketing Plan Framework & Timeline



A stack of newspapers is visible on the left side of the slide. The top newspaper prominently displays the words "BREAKING NEWS" in large, bold, black capital letters. Below this, the word "Exclusive" is partially visible in a smaller font. The stack of newspapers is slightly offset, showing multiple layers of the same headline.

# Next Steps

- Listening Sessions Prior to Plan Presentation
- Plan Presentation (August 20)
- Board Approves the Plan (August 20)
- Present the Plan in Public Forum (August 27)
- Launch Plan Communication Activities
- Convene Governance/Board Development Small Group
- Convene Auxiliary Planning Committee
- Initiate Marketing Planning Process
- Complete Campaign Readiness Activities
- Begin Campaign (Sell Tax Credits)



# Franklin Opera House

**Dan Darling**  
Executive Director  
603-934-1901

[www.franklinoperahouse.org](http://www.franklinoperahouse.org)

