

Joel Hall Dancers & Center (*Chicago City Theatre Company*) **Organizational Achievements: July 2014 to January 2016**

Since the beginning of Fiscal Year 2014, the Board & Staff of the Chicago City Theater Company (CCTC) — *dba Joel Hall Dancers & Center* — has been successfully and methodically leading the organization through a strategically-phased business plan that stresses overall Stability, Refinement & Growth.

This plan included the engagement of a new Executive Director in July 2014 to manage day-to-day business affairs of the organization — and to develop and initiate a comprehensive Organizational Change Management strategy that has helped to rapidly reposition the 40-year old non-profit as a more business-focused operation, on firmer financial footing.

We are working hard to achieve a better understanding among the entire JHDC community of the overall organizational economy, as well as striving to attain a greater balance between our earned & donated revenue sources. We're also now on a solid path toward creating an overall "Culture of Philanthropy" among our Board of Directors and various patrons & audiences.

Governance & Fiduciary Accountability

Successfully obtained **retroactive reinstatement of the CCCT's 501(c)3 status** from IRS.

Completed long-delayed **FY: 2013 & FY: 2014 independent audits** of financial information (*... and are currently adding this info to the CDP database.*)

Posted on time to the IRS the CCCT's **FY: 2015 990-tax returns** (*... and will soon begin formal Audit process, followed by CDP entry to bring all publicly reported financial info fully current.*)

Reduced long-term organizational debt in calendar-year 2015 by over 92.3% — from a starting balance of \$126,718, to a year-ending balance of \$9,816 — this was achieved through a diligent combination of outright repayment, loan restructuring & granted forgiveness.

Completely revised & updated **CCCT Organizational Bylaws**. Highlights include:

- **"Conflict of Interest"** Policy
- **"Document Retention & Destruction"** Policy
- **"Whistleblower"** Policy
- Comprehensive **"Diversity"** Policy
- More structured & better defined **"Board Standing Committees"**
- Formal **"Give/Get" Policy** for Board Members to compel personal financial engagement & accountability with the organization.
- **"Term-Limits"** for Board Members & Executive Committee Officers — plus the implementation of an "Honorary Board" to recognize long-time Board service.

Elected new Board Chair, Debbie Chanel, in March 2015.

Created **"Functional Organizational Chart"** to better define overall organizational roles & reporting responsibilities — and developed formal **"Job Descriptions"** to better support interview and hiring process.

Fundraising & Development

Deployed robust **web-based Fundraising platform** from Salsa Labs to better maintain ongoing Donor Relations.

- The new platform also enables more relevant and targeted communications to an array of segmented audiences to help enhance engagement with JHDC ... and provides real-time data tracking and actionable business intelligence.

Initiated first-ever fully orchestrated **“EOY” Fundraising Appeal** in December 2015 to unified database — including participation in #GivingTuesday.

Developed a formal **Business Partner Program** — to aid with seeking Corporate Community sponsorships for JHDC’s programming & performances.

Marketing & Visibility

Efforts to improve JHDC’s visibility to the community at large Included implementing a re-conceived **Integrated Marketing Communications Strategy** with a new website, robust social media integration, and more unified brand efforts.

The overhauled **joelhall.org website** dramatically enhanced overall user experience & site viability... and included a total rebuild on the easier to use WordPress Content Management System, which enables easy & rapid content updating. Other significant features include:

- More User-Friendly & streamlined **Content Map** — allowing for easier site navigation.
- **Responsive Design** — which enables the site to be optimized automatically for proper display on desktop computers or tablet/handset devices, across any browser platform.
- **Dynamic Calendar of Events** — linked to online ticketing solutions and other relevant information.
- Enhanced **“Support” Tab** with links to donation pages and additional info for Individual, Corporate & Institutional donors.
- **Homepage Blog** — to help enhance overall site SEO.

Revised & Expanded Media List and revised PR practices for more robust and unified Public Relations efforts.

- This strategy has already yielded major features in *The Chicago Tribune*, *Chicago Sun Times*, *Chicago Defender*, *DNAInfo.com*, *Windy City Times* and many more traditional and interactive outlets ... plus “on-air” appearances at Fox-32 TV and WVON radio, among others.

Honored by Chicago City Council & Mayor with **“Honorary Joel Hall Dancers Day”** proclamation — Saturday, November 21, 2015 — in honor of JHDC’s 40th anniversary and commitment to community service.

Performances & Community Outreach

Presented a financially successful **“Nuts & Bolts: 2014”** Holiday spectacular at the Ruth Page Center in fall of 2014, including a completely “sold-out” performance.

United with Congo Square Theatre to create award-winning choreography for the celebrated **“Twisted Melodies: Donny Hathaway Story.”**

Mounted **“Anja: The Unexpected”** at the Logan Center for the Performing Arts — an ambitious production featuring 3 local headliners in a live on-stage fusion of jazz music & dance.

Created one of the world’s largest kick-lines with a “flash-mob” for **Ravinia Festival’s** “Marvin Hamlisch Celebration.”

Partnered with the Auditorium Theater to create the critically hailed culminating gala performance of the Billy Strayhorn Centennial Celebration: **“Lush Life.”**

Partnered with the **Center on Halsted & After School Matters** to create an innovative program of dance education targeting LGBT homeless youth — and culminating in the standing-ovation performance of “Progressions” on the COH stage.

Expanded JHDC’s existing **Chicago Public Schools** satellite footprint by helping Hawthorne Academy secure a \$10K grant from the Creative Schools Fund — with a new dance program slated to begin at the school in February 2016.

Facility & Infrastructure Enhancements

Retrofitted the JHDC Edgewater Studio environment for a more **enhanced overall guest experience & better use of available space.**

Upgraded and rewired the **IT infrastructure** at the JHDC Studio — including **new telephone system** and the installation of a new **10x faster WiFi** service throughout the entire facility. *This was a pro-bono donation of Steve Gustafson, Tech Support Inc.*

Replaced all the lights in the JHDC Edgewater Studio with **energy efficient “green” lighting** — *this was a pro-bono donation from the Global Generation Group: Energy/Utility.*

Completed additional **JHDC Studio enhancements** with the aid of a SBIF Grant from the City of Chicago — these improvements, including a new entryway, have particularly helped to improve the facility’s energy efficiency and significantly lower the cost of utility bills.

Repaired broken **HVAC system** and replaced **hot water heater.**