



Passage

T H E A T R E C O M P A N Y

Strategic Plan
FY 2026-2028

Message from the Executive Director

Dear Interest holders,

Beginning in the spring of 2025, I worked alongside our Board developing a strategic plan to guide our next three years of programming and operations. We just celebrated Passage Theatre's 40th season and we are diligently mapping a direction for the next 40 years.

This is my first strategic plan as Executive Artistic Director here at Passage. I believe that a strategic plan is vital not only to the company's visioning, but to our day-to-day operations. I look forward to guiding and being guided by the vision laid out here for Passage Theatre.

This is not an aspirational document, it is a powerful statement of where we will go. We commit to these goals and objectives for our planning and decision-making. This Strategic Plan will shape our Annual reviews, will be expressed in my programming decisions, and will inform and guide the company's budgeting for the next three years.

Brishen Miller

Brishen Miller



Mission

To create and produce socially-relevant plays and arts programming that deeply resonate with our communities.

Vision

We strive to be a nationally recognized model of radically inclusive storytelling.

Values

Empathy, Inclusion, Community, Excellence

Who is Passage Theatre?

The Passage Theatre Company developed from a 1985 initiative to create a professional theater in Trenton. The effort to mount a production of nationally known Trenton playwright William Mastrosimone's new play, ***The Undoing***, was a continuation of collaborative work developed through the Trenton Coffeehouse, Trenton Theater Guild, and the Trenton Artists Workshop Association. Trenton resident Dan Aubrey acted as the company's first producer. The success of the project allowed the original organizers to establish a new nonprofit organization and continue producing new works by regionally and nationally recognized playwrights.

Forty years later, Passage Theatre continues as Trenton's only professional theatre to present socially relevant works in the Mill Hill Playhouse in downtown Trenton.

The Passage Theatre company now organizes programs into three Passage Pillars:

TRENTON PREMIERES

TrentonPREMIERES: Passage showcases mainstage performances, including new works and classic tales, never before seen in our city that speak directly to the heartbeat of the people of Trenton and the surrounding area.



TrentonMAKES: Passage creates and develops new work in order to advance and diversify the art-form and our collective culture, affording emerging and established playwrights a platform for sharing diverse perspectives on complex and important issues that the people of Trenton think about every day.



TrentonPRESENTS: Passage Theatre is proud to open the doors of the Mill Hill Playhouse and showcase theatre from our communities. We choose to share our space so others can benefit, we PRESENT live performances for those in need of an artistic home.

Goal 1

Passage Theatre incubates bold theatre that shapes and elevates our communities.

Objectives

- Build our audience's awareness of and attendance at new productions by presenting extant plays that resonate with Passage's mission.
- Increase the number of plays in the Passage season.
- Establish Passage as a training site for theatre professionals and as a staging ground for new theatrical works.

Key Activities

- Explore options such as increased runs for each show, adding another show, or increasing cast size for one show per year.
- Form an in-house ensemble company to support new play development.
- Premiere a newly written play every two to three years.
- Develop a strategy for moving a production to a larger venue or disseminating new works to other theatre companies.

Goal 2

Passage Theatre presents arts programming that reflects our community's creative spirit.

Objectives

- Establish Passage as a regionally recognized performing arts center that encourages a broad range of performances, including theatre, spoken word, music and dance.
- Build the **TrentonPRESENTS** as a program that both "presents" programming and also "rents" to local organizations and programs that align with the Mission and Vision of Passage.

Key Activities

- Maximize community access to non-Passage events in the Playhouse.
- Develop a system for planning **TrentonPRESENTS** programming.
- Fully commit to WORD on FRONT as an annual program with a staged reading of a new play each year.
- Strengthen and stabilize connections with other performance groups.

Goal 3

Passage Theatre stabilizes funding while prioritizing growth of local support.

Objectives

- Increase local community support for Passage.
- Diversify funding sources to support Passage's programmatic expansion.

Key Activities

- Cultivate relationships with individual donors, local businesses, and philanthropic organizations.
- Create opportunities to partner with local businesses for event sponsorships, donation drives, and cross-promotions.
- Build regional awareness of the breadth of performances at Passage to increase attendance at events.
- Develop a comprehensive sponsorship and grant application strategy to secure new funding opportunities.
- Diversify earned income.

Goal 4

Passage Theatre represents our communities in every aspect of our work from hiring to programming.

Objectives

- Approach every program and department with the intention of drawing on local talent to the greatest extent possible.
- Ensure all offerings are accessible physically, financially, and intellectually to diverse community members.
- Regularly evaluate the diversity and inclusivity of programming, staffing, and Board.

Key Activities

- Increase the base of local designers, artists, actors, and technicians through outreach to, partnerships and collaborations with local programs at Institutions of Higher Education.
- Establish regular forums, focus groups and surveys with community members to gather input on theater programming.
- Increase awareness of sliding scale ticket options.
- Provide an accessible venue and inclusive performances (e.g., with ASL interpretation or accessible productions for neurodivergent audiences).
- Develop outreach initiatives to attract candidates from underrepresented communities.
- Implement inclusive hiring policies and unconscious bias training for staff and hiring committees.

Leadership

Passage Theatre Board

Caroline Wylie, *President*
Vance Smith, *Vice President*
Christopher Martin, *Treasurer*
Sheree Campbell, *Secretary*
Beth Reddy
Brian Joyce

Cheri Hennessy
Darren "Freedom" Green
Elvin Montero
Jim Gordon
Leticia Williams
Marcia Jaffe

Passage Theatre Staff

Brishen Miller, *Executive Artistic Director*
Monah Yancy, *Director of Advancement*
Jamel Baker, *Lead Producer*
Peter Fenton, *Marketing Associate*

Ava Weintzweig, *Box Office Manager*
Kellie Murphy, *Content Strategist*
Scott Hoskins, *Technical Director*
Ashley Pillsbury, *Assistant Technical Director*

For more information about this strategic plan, reach out to Brishen Miller,
Executive Artistic Director, at brishen@passagetheatre.org