

Equity, Diversity & Inclusion

2023 Goal: *Overture will clearly demonstrate that it values and embraces institutional frameworks that promote sustainable equity, diversity and inclusion, setting the standard of excellence for how to successfully embed diversity and inclusion into organizational structures.*

2018 Objective: *Leverage organizational resources to implement high-impact initiatives that are the foundation for cultural change toward a more equitable, diverse and inclusive Overture Center.*

2018 Progress Indicators What will progress look like?	Leverage organizational resources to implement high-impact initiatives that are the foundation for cultural change toward a more equitable, diverse and inclusive Overture Center.		
How will we track & measure?	Staff, Board, and Community Partners are aware of major D&I initiatives Clear metrics and data exist to measure progress towards identified goals and objectives Projects are aligned with Overture Mission/Vision/Values All stakeholders are aware of specific roles and responsibilities in reaching D&I goals and objectives		
Staff Lead	Director of Diversity & Inclusion (Ed Holmes)		
Action Items	Deliverables	Others Involved	Timeframe/Dates
1 Create opportunities for young people of color to get involved in Arts Administration	Internship/Apprenticeship opportunities at Overture are created for diverse candidates	MATC, Edgewood College, Madison Media Institute, others Overture Dept. Heads	Programming begins SEP 2018 Planning begins immediately
2 Leverage Community Advisory Board around Diversity & Inclusion	Leadership, priorities, roles & responsibilities of CAB are realigned to include outreach and engagement of diverse communities	CAB, Overture CEO, Beth Racette, Alanna Medearis, Tim Sauers, Diane Ballweg	Immediate, ongoing
3 Improve communication with internal and external stakeholders	Regular bi-monthly D&I update (newsletter) distributed to highlight and promote initiatives	Staff, Board, CAB, Res Orgs, Community Partners	JAN 2018 - indefinitely
4 Assign value for PACs to D&I efforts through metrics and data collection	Metrics and best practice models for data collection are identified	Wisconsin Center for Evaluation Research, Overture Team	JAN 2018 - JAN 2020 (2-year agreement)

5	Outreach continues to diverse communities	New communities are engaged in exceptional experiences at Overture, 5 new community partners and 5 new individuals; Collaboration/Partnership with existing community partners is maintained	CAB, Bolz Fellow, Overture Staff, Community Engagement and Marketing Depts.	Immediate, ongoing
6	Embed D&I training and workshops for Overture Staff and Board	A deeper understanding of what it means and what it will take to be a fully equitable, diverse and inclusive organization is gained	Staff, Board, R2E Change Team, CAB	SPRING 2018 APR 2018 - JUN 2018
7	Identify and bring in resources for D&I work	Donor opportunities and grants are successfully pursued; \$100K per year raised	Development Department	Immediate, ongoing
8	Expand Overture's footprint/presence in the community	Diverse communities are engaged where they live with broader spectrum of programming and communication. Recognition, understanding and awareness of Overture is increased.	Community Engagement, Marketing, Programming Depts., Local artists	FALL 2018
9	Continue to support Racial Justice work in the community	Overture maintains visibility around social justice and works with community partners to conduct community-based programming that serves diverse audiences	R2E Change Team, Community Partners, Executive Team, Board	Ongoing
10	Remove barriers of access to Overture and retain diverse members of the organizations	Policies, procedures and practices that pose barriers are identified/adjusted, as well as new ones are created that promote access	Executive Team, HR Director, CEO	Immediate, ongoing

Market Research & Audiences

2023 Goal: <i>Overture Marketing will primarily be electronic and digital, supporting a sustained Broadway subscriber base of 8,000 and membership (a donor with benefits) base of 2,500 or more.</i>				
2018 Strategic Objective: <i>Marketing will research, identify and market to new audiences through significant database analysis and expanded digital marketing.</i>				
2018 Progress Indicators What will progress look like?		Completed Research Designated Market Area Opportunities Increase in new customers from identified areas		
How will we track and measure?		Full database evaluated; market opportunities identified; sales growth in those areas; maintain 75% rate of renewal or higher		
Staff Lead		VP of Sales and Marketing (Lex Poppens)		
Action Items		Deliverables	Others Involved	Timeframe/Dates
1	Research Modules	New audience locations, segments	Mail House, ticket office	October, 2017
2	Focus Groups	Venue reputation, brand effectiveness	Development, Programming, Marketing	May, 2018--September, 2018
3	Electronic Surveys	Customer data, preferences, retention information	Development, Programming, Marketing	June, 2018, ongoing
4	Audience/Subscriber Retention Campaigns	Lower subscription costs annually	Ticketing, Marketing, Programming	October, 2017 and ongoing

The Endowment

2023 Goal: Overture will have established a \$50MM endowment that addresses the current and long-term preservation of our iconic building by providing a steady stream of income to maintain a world-class performing arts center that impacts our community, presents the very best in live performances, and enriches the lives of everyone in our region.

2018 Strategic Objective: To identify, cultivate, and inspire Overture audiences to provide financial support for the endowment and annual fund program ensuring the long-term sustainability of the organization.

2018 Progress Indicators What will progress look like?	<ul style="list-style-type: none"> • Meeting and increasing yearly goals • Momentum building with the involvement of the Board and Campaign Cabinet members • Tracking/Measurement –i.e., gifts received; new donors identified; KPIs established for Team • Finalized campaign materials 			
How will we track and measure?	* Number of engaged donor - 1,000+; Number of individual visits -- 625+ ; Increased annual and major gift support -- TBD -- new staff members.			
Staff Lead	VP of Advancement (Glenda Noel-Ney)			
Action Items	Deliverables	Others Involved	Timeframe/Dates	
1	Identify and engage top 600 prospects	300 prospects -- 2018 300 prospects -- 2019	DeVo Team/Committee Board/Cabinet	December 2017 - 2019
2	Finalize Endowment and DeVo marketing collateral	Pieces that will appeal to community/savvy and high-end donors	DeVo Team/Endowment Team/Marketing/Agency – Khrome	Winter 2017 -- Winter 2018
3	Actively engage and begin cultivation and solicitation	Closed gifts and commitments	Endowment & DeVo Team	Winter 2017 to June, 2019
4	Creation of recognition & acceptance policies	Internal plan -- at all levels	Endowment & DeVo Team	Winter 2017 to Fall 2018
5	Specific strategies to reach goal around Annual/Planned Giving/Corporate that could provide opportunities to further endowment	Incorporated into written plan	DeVo Team	Winter 2017 and ongoing

Finance - Minding the Gap

2023 Goal: Overture will be able to financially sustain its aspirations through a mission based business model supported by the community which is shielded from risk with an endowment and a growing operating reserve.

2018/19 Strategic Objective: Develop an organizational practice to find offsets to the increasing cost to operate Overture. The objective for fiscal 18.19 is to find non-programmatic methods to mind the gap.

2018 Progress Indicators What will progress look like?	Annual increases in operating expenses of \$250k - \$350k would be offset by finding savings in out of pocket expenses, building more revenue streams, increased pricing, increasing fees, etc.		
How will we track and measure?	The initiative begins the year before the next fiscal year's budget process begins. Measure annual progress against this goal with a simple spreadsheet. The cycle repeats after the budget for the next fiscal year is approved.		
Staff Lead	CFO (Kevin Sweeney)		
Action Items	Deliverables	Others Involved	Timeframe/Dates
1 Annual review of pricing	May or may not increase pricing For 18.19 increase Resident Company rent by 3%. Review the entire price list for possible increases.	Appropriate department heads/Financial Analyst	October to December annually.
2 Annual review of fees	May or may not increase fees. For 18.19 Facility and Convenience fee increases are being evaluated.	Appropriate department heads/Financial Analyst	October to December annually.
3 Annual review of expenses	May or may not find methods to decrease expenses. For 18.19 Re-contract phone services with TDS and Sprint contract for savings. A better experience rate on WC claims should decrease premium.	Appropriate department heads/Financial Analyst	July to December annually.
4 Alternative revenue sources	May or may not find alternative revenue services annually. For 18.19 review arrangement with Catering a Fresco to increase commission revenues.	Appropriate department heads/Financial Analyst	July to December annually.
5 Process review	May or may not find annual savings from process review. Markeing is evaulating the use of outside agencies to reduce expenses related to design.	Appropriate department heads/Financial Analyst	July to December annually.

Organizational Culture and Planning

2023 Goal: *Overture demonstrates that it values our viable, diverse talent, retaining and energizing employees through our inclusive nature, inspiring mission, innovative work, improving systems, informed employees and incredible leaders. Overture is one of Madison’s Best Places to Work.*

2018 Strategic Objective: *Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.*

2018 Progress Indicators		Employees are aware of priorities and projects - MEASURE through survey response		
What will progress look like?		An understanding of resource usage is established - MEASURE workload distribution metric		
		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		
		Positive, culturally aligned behavior is reinforced - MEASURE through survey response		
How will we track and measure?				
Staff Leads		HR Director (Lyra Trapp) and Planning Coordinator (Nancy Birmingham)		
Action Items		Deliverables	Others Involved	Timeframe/Dates
1	Develop & implement a proactive, unified approach to identifying and executing priorities	Establish buy-in & accountability, method to align unit goals	Executive Team	Nov 2017- Mar 2018
2	Develop and implement a process for collaborative planning and project implementation	Intake forms, timeline, workflow guidelines, define the “how it gets done”, etc.		Jan 2018- Mar 2018
3	Develop and implement communication structure for information sharing	Employee intranet, newsletter, more frequent All-Staff meetings	Information Technology	Jan 2018- Mar 2018
4	Establish a culture and corresponding behaviors that support coaching and collaboration. Drive accountability through performance feedback.	Values definition and realignment. Modified performance reviews that highlight corresponding behaviors	Executive Team	April 2018- Sept 2018
5	Establish vehicle for quarterly check-in meetings to assess and report on progress	Progress report templates	Board liaison	Jan 2018 - indefinitely

Final Draft

Programming, Education and Engagement

2023 Goal: <i>Overture's programming (including engagement and education) is relevant to community interests and needs, and supported by the organization</i>				
2018 Strategic Objective: <i>Determine the right programming mix across all programs that will influence programmatic strategic initiatives</i>				
2018 Progress Indicators What will progress look like?		Program staff will be visibly engaged in the process and will complete detailed reports for each of their program areas. Strategic Planning process will be agenda item for each department meeting. Community input will be included through focus groups and surveys.		
How will we track and measure?		Successful completion of action items and their deliverables. Staff strategic planning responsibilities will be incorporated into their work plans and performance goals. Strategic planning initiatives discussed and reported on at program department, executive team and board meetings.		
Staff Lead		VP of Programming and Engagement (Tim Sauers)		
Action Items		Deliverables	Others Involved	Timeframe
1	Poll new OV Presents, Broadway and promoter audiences to determine their interests in programming, reasons for attending, and psychographics.	Survey results Focus group outcomes Audience profiles	VP of Programming, Director of Programming and Program Coordinator (Emily), Marketing Department	Oct 2017 - Jun 2018 and ongoing?
2	Analyze each program's audience and participant list to determine strategies to retain loyalty and obtain new audiences and participants	Each program will have determined strategies incorporated within program goals to retain loyalty and obtain new audiences. These strategies incorporated into annual program action plans.	Director of Education, program & marketing staff	Oct 2017 - May 2018
3	Evaluate artists and programs and recommend continuation, expansion or deletion based on validity, relevance, quality, financial feasibility and response to goals and mission; collect and assimilate ideas and models for improvement and innovation.	Determined program matrix for next 3 fiscal years. Each program will have 3 year goals and action plans. Action plans and budgets for potential new programs	Program Department	Jan 2018- Jan 2019 Jan-Feb 2019

4	Integrate the promoter business within the program department and its position within the organization; evaluate its financial and programmatic role in the organization.	<p>Promoter business policies, procedures, documents and communications integrated within the organization</p> <p>Budgeted projections for next 3 fiscal years</p> <p>Diversified mix of promoters</p> <p>Promoter business reported at All Staff, Executive Team and Program Department Meetings</p>	VP of Programming, Director of Programming and all program staff	<p>Nov 2017-Jun 2018</p> <p>Jan-Feb 2019</p> <p>July 2018-Jun 2019</p> <p>Jan 2018-Jun 2019</p>
5	Collaborate more effectively with Community Advisory Board to better meet Overture's mission and programming goals	<p>Updated roles and responsibilities document and approved new charter</p> <p>Increased attendance at quarterly meetings with meeting structured determined in collaboration with Overture staff and CAB</p> <p>CAB report more effectiveness for the organization</p> <p>Overture reports concrete examples of how CAB has assisted organization in reaching goals</p>	Director of Education, Director of Diversity & Inclusion, Program Coordinator (Beth) and CAB	<p>Dec 2017 – May 2018</p> <p>Dec 2017 – Sep 2019</p> <p>Mar 2018-Sep 2019</p> <p>Mar 2018-Sep 2019</p>

The Building & Operations

2023 Goal: <i>Overture's CapEx budget is integrated into the 5-year rolling budget to keep the building well maintained, operationally sound and state-of-the-art. Staffing, security and room usage is at appropriate and sustainable levels.</i>			
2018 Strategic Objective: <i>Identify, budget and create a timeline for Capital Expenditure projects, develop plans and systems for defining how to best use our spaces and resources, and knowing when we are at capacity.</i>			
2018 Progress Indicators What will progress look like?	Building is clean and well maintained. Building and theatrical mechanical systems are maintained, repaired and replaced. Employee and departmental efforts align with strategic priorities. Capacity levels are established and respected.		
How will we track and measure?	Customer surveys and general feedback. Akita Box maintenance scheduling and reports. Absence of unexpected catastrophic system failures, incidences or security failures. Event revenues, EBMS booking calendar, EBMS generated reports.		
Staff Lead	VP of Operations (Jacquie Goetz)		
Action Items	Deliverables	Others Involved	Timeframe/Dates
1 Complete CapEx budget; review and adjust regularly.	Staff is flexible and responsive to needs, stays on budget, and projects are scheduled throughout the season. Information is used for the "Bridge" endowment campaign.	CFO, Facility Director, Technical Director	February 2018, and ongoing
2 Complete activity logs.	Reports inform future operations.	Finance, Activity Log Committee	December 2017, and ongoing
3 Develop plan for defining building and staffing capacity.	Maximum capacity levels for the building and staff are established. Deferred maintenance is reduced. Overtime and hourly expenses are reduced. Employee satisfaction increases.	Facility Director, Technical Director, Events Team, HR	January 2018 - plan April 2018 - levels established
4 Integrate Director of Security	Improved safety and security.	Director of Security, HR, Facility Director, Technical Director, Events Team	December 2017, and ongoing

Sample Work Plan
Key Strategic Area: Organizational Culture and Planning

2018 Objective: Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.

Action Item #1: Develop & implement a proactive, unified approach to identifying and executing priorities

Deliverable	Timeline/Deadline	Resources Needed (Staff, IT, \$\$\$, etc.)	Anticipated Outcome Progress measures	Comments, Next Step	Status
Establish buy-in & accountability	Nov 2017- Mar 2018	Executive Team	Employees are aware of priorities and projects. survey response		
Establish method to align unit goals	Nov 2017- Mar 2018	Executive Team	Employees are aware of priorities and projects. survey response		

Sample Work Plan
Key Strategic Area: Organizational Culture and Planning

2018 Objective: Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.

Action Item #2: Develop and implement a process for collaborative planning and project implementation

Deliverable	Timeline/Deadline	Resources Needed	Anticipated Outcome Progress measures	Comments, Next Step	Status
Intake Forms	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		
Timeline	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		
Workflow guidelines	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		
Define "How It Gets Done"	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		

Sample Work Plan
Key Strategic Area: Organizational Culture and Planning

2018 Objective: Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.

Action Item #3: Develop and implement communication structure for information sharing

Deliverable	Timeline/Deadline	Resources Needed	Anticipated Outcome Progress measures	Comments, Next Step	Status
Employee Intranet developed and implemented	Jan - Mar 2018	IT			
Staff newsletter	Jan - Mar 2018	Marketing			
More frequent All Staff meetings	Jan - Mar 2018		Regular meeting schedule is established and communicated		
Distribution of notes from Board and Executive Team meetings	Jan - Mar 2018			Method?	

Sample Work Plan
Key Strategic Area: Organizational Culture and Planning

2018 Objective: Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.

Action Item #4: Establish a culture and corresponding behaviors that support coaching and collaboration. Drive accountability through performance feedback.

Deliverable	Timeline/Deadline	Resources Needed (Staff, IT, \$\$\$, etc.)	Anticipated Outcome Progress measures	Comments, Next Step	Status
Values Definition and Alignment	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		
Modified performance reviews that highlight corresponding behaviors	Jan - Mar 2018		Projects reflect strategic priorities - MEASURE approval process assesses strategic alignment		

Sample Work Plan
Key Strategic Area: Organizational Culture and Planning

2018 Objective: Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.

Action Item #5: Establish vehicle for quarterly check-in meetings to assess and report on progress

Deliverable	Timeline/Deadline	Resources Needed (Staff, IT, \$\$\$, etc.)	Anticipated Outcome Progress measures	Comments, Next Step	Status
Progress report templates	Jan 2018 – indefinitely	Board Liaison, steering committee			

DRAFT

Overture Strategic Plan 2018-2023

DRAFT as of 12.12.2017

Summary of Action Plan Activity 2018-2019

Reporting Date: 1/23/2018

Key Strategy Area 6 - Programming and Education

2023 Goal: Programming (including engagement and education) is relevant to community interests and needs, and supported by the organization.

2018 Objective. Determine the right programming mix across all programs that will influence programmatic strategic initiatives.

Action Item #1: Poll new OV Presents, Broadway and promoter audiences to determine their interests in programming, reasons for attending, and psychographics

Anticipated outcome:

Current Anticipated Completion Date: **6/30/2018**

Process Owner: **Tim Sauers**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

Action Item #2: Analyze each program's audience and participant list to determine strategies to retain loyalty and obtain new audiences and participants.

Anticipated outcome:

Current Anticipated Completion Date: **5/30/2018**

Process Owner: **Tim Sauers**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

Action Item #3: Evaluate artists and programs and recommend continuation, expansion or deletion based on validity, relevance, quality, financial feasibility and response to goals and mission; collect and assimilate ideas and models for improvement and innovation.

Anticipated outcome:

Current Anticipated Completion Date: **1/30/2019**

Process Owner: **Tim Sauers**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

Action Item #4: Integrate the promoter business within the program department and its position within the organization; evaluate its financial and programmatic role in the organization.

Anticipated outcome:

Current Anticipated Completion Date: **multiple**

Process Owner: **Tim Sauers**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

Action Item #5: Collaborate more effectively with Community Advisory Board to better meet Overture's mission and programming goals

Anticipated outcome:

Current Anticipated Completion Date: **9/30/2019**

Process Owner: **Tim Sauers**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

Key Strategy Area 2 - Market Research and Audiences

Goal: Overture Marketing will primarily be electronic and digital supporting a sustained Broadway subscriber base of 8,000 and a membership (donor with benefits) base of 2,500 or more.

2018 Objective: Marketing will research, identify and market to new audiences through significant database analysis and expanded digital marketing.

Action Item #1:

Anticipated outcome:

Current Anticipated Completion Date: **6/30/2018**

Process Owner: **Lex Poppens**

Update on: **1/23/2018** *Reporter:*

Staff Comment:

Steering Committee Comment:

And continuing with action items for all seven Key Strategy Areas.

Diversity & Inclusion
Executive Summary
(August 10, 2017)

Introduction

The Overture Center's diversity and inclusion initiative was inspired by the Race to Equity report issued by the Wisconsin Council of Children and Families in 2013. The report detailed the disparities in opportunity and access in all major quality of life indicators for African Americans and other people of color in Madison and its surrounding communities.

Overture's commitment to diversity and inclusion stems from a strong philosophical base with its mission to enrich the lives of individuals in the community by creating, encouraging, and catalyzing extraordinary arts experiences for all members of the community it serves.

As a result, Overture Center Foundation conducted a series of meetings with staff and community leaders to propose a plan to address the needs of underserved populations in Madison (see: Overture Center Foundation, Racial Equity Initiative, adopted - October 2014 - Executive Summary)

Since that time Overture has developed and funded a position to directly address equity, diversity, and inclusion initiatives at Overture Center. Ed Holmes, Overture Center's first Director of Diversity and Inclusion, is completing his first year and has worked extensively to build a baseline of information to determine future direction for Overture Center's diversity and inclusion initiative.

Current Position

Please refer to the SWOT analysis for references in this area. While there has been a great amount of progress made in providing access to Overture through outreach efforts such as race to equity subsidized tickets, On Stage, Club 10, Group sales, promotional portals, co-sponsored events and the like there still remains challenges in communication with all stake holders from diverse communities.

There are challenges with creating metrics and data sets that accurately measure the quality and quantity of the work.

There are challenges in the organization becoming more diverse through current hiring practices as well as recruitment and retention of volunteers.

While we continue to make progress it is imperative that we continue to find ways to include all members of the Overture organization and its stake holders in this important Diversity and Inclusion Initiative.

Major Strategic Areas

1) Creating a new diverse, inclusive, and equitable organizational culture.

This means bring more diverse members to our staff, volunteer pools, patron base, and board. We have to become more culturally aware, culturally competent, and responsive as the organization becomes more diverse.

2) Opportunities & access for engagement of diverse groups, communities and individuals.

While we have made great strides in this area there is much more that can be done in terms of outreach and connecting groups and individuals to programming and opportunities offered at Overture. One example is bilingual promotional material to reach non English speaking communities.

This coupled with sustainability of what currently exist is critical for the future of diversity and inclusion at Overture.

3) Understanding that diversity and inclusion as a concept is only accomplished by involvement of everyone at all levels of the organization.

This key area is self explanatory. The question that will arise is, what can I do? The answer to that question will be an integral part of our discussion on the 22nd.

Critical Levers

1. Financial implications

Funding the Director of Diversity and Inclusion position beyond 3 years. It is at least a 5 year initiative.

2. Communicating and Messaging

Consistent internal and external messaging about key priorities for diversity and inclusion to staff and community stakeholders.

3. Interdependencies

Diversity and Inclusion interfaces with every area of the organization so identification of what that interdependency looks like and how it will work is critical.

Conclusion

The critical points of interest in this area are:

- Getting organizational engagement
- Sustainability
- Communication
- Metrics and data
- Hiring of diverse staff
- Recruitment and retention of volunteers from diverse backgrounds

Additional Materials in Dropbox

- 2014 Overture Center Foundation Racial Equity Initiative

Programming and Audiences
Executive Summary
(August 10, 2017)

Introduction

Programming and Audiences focused on the areas we are currently serving and where we may be missing opportunities. While we have strong attendance to Broadway and Community Engagement events, Overture Presents product still seems to struggle. Reaching out to new, younger key audiences, retaining these audiences while continuing to link programming with Marketing, Community Outreach and fundraising is an attainable goal.

Current Position

Overture is poised to grow. The addition of the Director of Programming will enhance our popular culture programming and its profit margin. An evaluation of our current database will reflect who we are currently serving. The same evaluation of our DMA will indicate whom we are missing.

Major Strategic Areas

- Target audiences
 - Who are we currently serving?
 - Where are our opportunities
- Programming Mix
 - What is the right balance of programming?
 - We're growing but how do we want to grow?
 - Are we using our venues to capacity?
 - What we gain/lose in prioritizing "space?"
- Customer Retention & Acquisition
 - What are we doing that works?
 - How do we measure success?
 - Where are we lacking and can improve?

Critical Levers

1. Financial implications: It is important to maintain the current strength of Broadway and increase net margin on Overture Presents shows. More shows with higher paid audiences means more service fees.

2. Communicating and Messaging:

Building on current channels/practices:

- Expand publicity to reach regional or national audiences
- Expand services on web site

Addressing gaps, barriers or misperceptions:

- APP needs developing
- Bilingual elements of marketing, customer service and experiences

3. Interdependencies:

- Stage time is a critical issue. What is the value of stage time for a presentation versus an outreach program versus an event in the lobby and how do we prioritize these?
- Membership and donations increase as audiences grow in size and diversity. Are we reaching these audiences?
- Marketing and Development are interconnected for friend raising and fundraising. Do we know the “value” of our friends and our donors?
- Customer loyalty is dependent on customer service. Does our marketing mix include customer related benefits? Are we customer friendly at all levels of Overture?
- Equity in diversity and inclusion. Are we just programming to specific audiences or enticing different cultural and ethnic audiences to experiment with new programming?

Conclusion

Growing the Overture Audience base, expanding loyalty and retention provides a sustained customer base and donor base.

Additional Materials

- August 22 Wall Posters
- Broadway Across America Programming Survey Results
- Census bureau statistics for Dane County
- Database analysis with segmentation results will be available in October

Development/Advancement
Executive Summary
(August 10, 2017)

Introduction

Overture Center for the Arts is the largest gift to the Arts in the State of Wisconsin. Development staff, working closely with Overture's leadership and the Development Committee, have successfully raised \$9,563,955.41 since the 2013/14 season, consistently exceeding goal by as much as 20%.

Current Position

Development has had strong goal-focused leadership over the past five years. New additions to the Development team bring additional expertise to the department in the areas of Annual Fund, Major Gifts and Event Management. High staff turnover, which is common in Development, reached a new high in the 2016/17 season. New team members have the experience to make a difference, but need time to develop relationships and strengthen portfolios. Opportunities abound for Development in terms of better utilization of technology; refining and implementing new and improved stewardship opportunities; changing "membership" to a "donor-centric" shop; bringing on new major gifts officers, a strong grant writer/researcher, well-established Director of Development for Corporate; and finally working with DonorSearch to delve deeply into our donor-base for better prospect management that will positively affect our endowment campaign, major gifts, corporate, annual and planning giving work.

Major Strategic Areas

- Donor Engagement and Retention
Overture is moving from a "Membership" focus for our \$50 and below contributors to a "Donor" classification.
 - How will we implement this transformation in the minds of our donors?
 - How will we assess the results?
 - How will we change from a "transactional" relationship to a "transformational" relationship with our donor base?
 - How do we tell the story to our Board members that this is the building block for our major and planned giving programs?

- Tessitura
Tessitura is the database utilized by Overture Center for the Arts. This powerful tool has not been totally embraced by everyone daily in Development.
 - What capabilities are we overlooking?
 - How will we turn all Development staff into superusers?
 - How will we better integrate with other areas i.e., Marketing, volunteer usher scanning capabilities, etc.?

- **Endowment**
Overture is quietly beginning planning for a \$50 MM campaign for the building that may grow to encompass programming based on a donor-centric approach.
 - How can we better involve the Board in this process?
 - How will we identify, develop, nurture and encourage transformational giving?
 - How will we grow a pool of transformational donors without cannibalizing the annual program?
 - What roles will staff play in administering, stewarding, reporting to Endowment donors?

- **Major Giving**
Overture has a strong annual fund program. Our major gifts are growing. With the opportunity to add more major gifts officers to the Development team. We see great opportunities for the organization.
 - How can we move the Board from “Take the Stage” level involvement to major gifts involvement?
 - What will our prospect management team look like at Overture?
 - How will we measure success – dollars/meetings/involvement? All three?
 - How do we integrate planned giving into the overall department?

Critical Levers

1. Financial implications: Success in Development is success for Overture. Adding more staff, should translate into greater revenue for the organization. However, we must have realistic expectations of new staff members. You must spend money to make money in this industry. Donors should be stewarded in ways they are accustomed to in their daily lives. Development is moving from transactional relationships to transformational relationships that will lead to increased major giving for the organization.

2. Communicating and Messaging:

Building on current channels/practices:

- Increased communications with lower level donors
- Enhanced engagement through donor lounge opportunities and access to special events
- Digital newsletter and behind-the-scenes opportunities
- Making our donors at all levels feel like insiders

Addressing gaps, barriers or misperceptions:

- Greater turnaround in donor acknowledgments that is impacted by Finance and our own workload
- Greater care given to stewardship opportunities
- Better communication with our higher-level donors
- Informing our subscribers and the Madison community and beyond that we are a not-for-profit organization with a tremendous impact in our community
- Creation of an “elevator speech” about support for Overture

3. Interdependencies: How does this work intersect with or affect other areas?

- Development benefits every area of the organization. Every area of the organization benefits Development. From Operations to Programming, there should be constant communications between each area to ensure that we are all fully informed of new programs, major needs/issues, etc.
- Marketing is essential for Development. The two areas should see the opportunities for partnership to promote and support our donor community.
- Development and Finance should review processes to streamline and create financial efficiencies.
- R2E support is important for Overture and the Madison community. Great funding opportunities abound nationally.

Conclusion

This is a great turning point for Development. We have proven the validity of our 2013 plan by building greater engagement with our donor-base to support Overture. With more experienced staff members, we have a great opportunity to build a stronger annual and major gifts program as well as begin work on establishing an endowment to preserve the great gift of Overture to the State of Wisconsin.

Additional Materials

- Development results from 2013/14 to 2016/17
- Development numbers in comparison to PACs in our area
- Other materials -- TBD

Finance
Executive Summary
(August 10, 2017)

Introduction

I would suggest you refer to the analysis I created as a primer for those not accustomed to reviewing Overture's finances. It contains a fair amount of historical data and analysis.

Current Position

The 17.18 year is going to be the most challenging since 13.14 to maintain the unblemished streak of surpluses. 18.19 through 20.21 appear to be better years financially, but are highly dependent on multi week runs of Broadway blockbusters and increasing goals for fundraising. Costs to operate Overture continue to increase and other sources of operating revenue excluding the Broadway product are not keeping pace. The dependence on Broadway, fundraising and the city grant is increasing.

The surpluses used mainly to fund capital expenditures have been and will be far short of what is needed to keep the building well maintained and up to date. The capital endowment meant to address this gap delayed for years is still years from being funded. In the meantime, the condition of the building now close to its fifteenth year in operation will continue to deteriorate.

Major Strategic Areas

- Staffing Study
 - To identify needs and associate costs with functions
 - Using the results to create a statement of subsidy
 - Discover the true cost of an event

- What is Capacity?
 - Determine how many events is best for the building
 - What event mix supports the strategy

- Financial Statement Presentation
 - Mission based reporting
 - Fund accounting of restricted resources
 - KPI's
 - Executive summary

- Close the increasing gap between operating expenses and operating revenue working with other departments to:
 - Decrease expenses
 - Increase efficiencies
 - Build more revenue streams
 - Increase pricing

- Optimize product mix
- Increase programming & rental dates
- Increase fees

If the above can be achieved, Overture will be better positioned to make more informed choices on product and product mix, have more transparent and meaningful financial statement reporting, and keep the growing expense of operations in abeyance. Of course, this is just the start of the strategic planning process and there will be more. I know Greg is thinking “Where is enterprise risk management?”. I look forward to the coming discussions.

Organizational Development
Executive Summary
(August 10, 2017)

How do we operate? What decisions are made collaboratively? How are deviations handled? What do you have to ask permission to do? What do we do to be more inclusive? How are employees recognized?

The answers to these questions define our organizational culture. This culture informs our behaviors, defines our processes and impacts our human capital.

Introduction

In 2012, Overture became a freestanding, private, nonprofit organization. In many ways, Overture's culture is still in the "birth" stage of organizational growth. Until now, we have not analyzed how our culture impacts recruitment, retention, achievement or productivity.

What can we do, deliberately, to positively influence our organizational culture?

Current Position

Employees value the mission of Overture, feel connected to Overture's role in the community, find work interesting and have a sense of pride in what we do. With organizational culture in its infancy; employees recognize the need for change.

Overture lacks a unified approach. Often, projects and information are not communicated outside of division level. Many staff refer to this issue as the "silo" problem. This becomes especially painful when resources from multiple divisions are absorbed or input is omitted at critical points. Priorities in one division are not the priorities of another. This causes issues when divisions compete for resources including time and talent. Creating a culture where everyone is working together to achieve the same goal is vital.

Incongruence exists within Overture culture. We promote innovation, but don't make room for mistakes. We say that we want to create an extraordinary experience for staff, but our managers don't have enough time to encourage, mentor or correct issues. Accountability is uneven and is frequently dependent on personalities and time availability. Creating an environment where staff are empowered, held accountable and appreciated for their talents will go a long way in improving morale.

Communication issues detract from productivity and lead to frustration and confusion. Leadership is inconsistent with the information they share. Lack of transparency contributes to lack of trust. We have identified that this may be a perception issue, and realize the need to better manage staff expectations. Clarification on process, deliverables and expectations will go a long way to address this issue.

Major Strategic Areas

1. Values (Identity & Behaviors)
2. Practices (Internal Process, Management Style, & Decision Making)
3. People (Talent Management, Human Resources Cornerstones, Interpersonal Relationships, Diversity and Inclusion)
4. Physical Space (What workstyle does our environment promote?)

Critical Levers

1. Financial implications
2. Time and Personnel
3. Accountability & Behavioral Reinforcement
4. Communication and Messaging
5. Interdependencies

Conclusion

Organizational culture is a vital component to making Overture run smoothly. It has been difficult to make deliberate contributions to culture, especially when there are resource and time constraints.

In the coming years, it will be important for Overture to make sure that we are growing the right way. To do this, we will need to utilize resources from all facets of the organization. Improving culture will need to be part of everyone's job. Failure to create a healthy culture will result in continued turnover, poor morale, difficulty with recruitment, low productivity, decreased efficiency, and missed opportunities.

Focusing on the values, people, practices, and environment will help us nurture and optimize our talent.

Additional Materials in Dropbox

- Aug 22 Wall Posters
- Best Places to Work Survey
- Employee Listening Sessions
- Volunteer & Variable Staff Survey Results
- Turnover Metrics
- Exit Interview Metrics
- Best Practices
- Organizational Culture Assessment

The Building
Executive Summary
(August 10, 2017)

Introduction

Overture Center for the Arts was a gift from a single donor. The original financial plan when the building opened was for the center to receive approximately \$1 million from investments annually for building maintenance and capital needs. There was no call for aggressive fundraising or an endowment. The plan fell apart in the 2008 downturn and although the building was paid for, there was no money for operations. Compounding the challenges is that the building was constructed using many custom, high-end, hard-to-find and expensive finishes, materials and equipment. It is difficult and costly to maintain and replace items. Additionally, the donor is still involved and prefers that the original quality be upheld and not replaced with less expensive versions.

Current Position

Overture Center is recognized as an asset to Madison, with a beautiful, state of the art facility, an enviable reputation and brand identity, and excellent customer service. However, capital projects have been kicked down the road since we opened and one day will all come due unless we plan. We have a CapEx working budget through 2030, but it has been subject to available dollars and not all projects have been funded or completed.

We work on a very lean staffing model with small margins and little depth. Increased turnover due to burnout or more attractive workplaces is a threat. The increase in violent incidences in our industry and new and evolving cyber security threats have created the need for an expanded security department and a more comprehensive safety and security plan.

Activity continues to increase, straining resources and increasing competition for space:

- New event sales position, working on commission, with high revenue goal
- New Director of Diversity and Inclusion position responsible for increasing activity
- New programming position to increase promoter relationships and activity
- Expanding education and community programming
- Increase in resident organization activity

Major Strategic Areas

- Facility – The physical building itself, including its mechanical and theatrical systems. Without it, we are not in business.
- Safety and Security – Ensuring the safety and comfort of patrons, artists, and staff is paramount. We also must safeguard our financial records and other data.
- Operations – How to use this building, its physical and human resources to best serve audiences, event attendees, artists; maintain employee morale; and maximize revenues.

Critical Levers

1. Financial implications:

- Not spending money is not an option. Building systems will eventually fail and paying customers will go elsewhere if the place is shabby and worn, or our customer service levels lag behind competitors.
- Building an endowment is critical but is not the immediate answer. We need to find a bridge solution for financial needs to cover the next 5-10 years.

2. Communicating and Messaging:

Addressing gaps, barriers or misperceptions:

- We don't have an established plan or method to communicate, or to organize our messaging.
- The donor is not always going to bail us out.
- Who was Overture built to serve? Resident Companies? Broadway? Local artists and community groups?
- Donors prefer to give to more appealing programs that support free and low cost events and children's programming.

3. Interdependencies: How does this work intersect with or affect other areas?

There is overlap with every one of the other five themes:

- **Financial Position and the Endowment:** This is an expensive facility to maintain and operate. It is long past time to come up with an alternative to the failed original financing plan.
- **Programming and Audiences:** Determining how Overture is staffed and rooms utilized most efficiently will depend on what kind of events and performances are coming into the building, and when.
- **Vision and Messaging:** Achieving the highest, best use of the building depends to great extent on what Overture is supposed to be and what it means to the community.
- **Organizational Culture:** Successful, profitable operations rely on a motivated, trained and well-equipped staff in all areas, including but by no means limited to mechanics, custodians, security officers, events, theater technicians and stagehands.
- **Diversity and Inclusion:** Additional programming means more pressure on spaces and staff.

Conclusion

Overture is an amazing building, an asset to the community, an economic windfall to the downtown area, and a magnificent gift. We want to honor the building and the organization by ensuring that the needs of the facility are met; that our audiences, guests, customers, staff, performers and partners are safe and happy; and that we establish priorities, capacities and shared goals so that we are all working towards the same excellence.

Additional Materials in Dropbox

- Wall posters that will be up on August 22: What Do We Want To Be?, How Do We Get There From Here?, Critical Levers
- Capital expenditure schedule through 2030. This document needs updating but gives a good overview of major building projects, their costs and how much needs to be done and has not been done.
- Booked Events by Month Fiscal 2015-16 shows inventory and usage patterns and levels of the various rentable venues in the building.

Vision and Message **Executive Summary**

Introduction

The Frautschi's intention was for Overture to be a place for the Resident Groups and to be enjoyed by the entire community. Jerry Frautschi funded the building construction with cash and a mortgage, and provided an endowment for the building's annual operating deficit and long-term capital maintenance funding. Pleasant Rowland Frautschi provided the Great Performance Fund (GPF), a separate endowment fund whereby Resident Groups raised matching funds with the intent to pay for their additional cost of use Overture.

Overture was operated by the City in the same manner as the Civic Center, except the building would be owned by Overture Development Corporation, a 501(c)(3) (the board currently appointed by OCF). Overture staff continued to program a few educational and miscellaneous arts events to compliment/fill in gaps of Resident Group programming (Overture Presents), but also added major Broadway programming to the mix.

The original number of resident groups expanded to ten in number since Overture opened, some of whom did not have their own endowment created from the earlier matching GPF fund drive.

Jerry's building endowment was lost during economic downturn of 2008-09, requiring a negotiated agreement with banks use the endowment to pay off remaining mortgage with additional private funding; at that point the building was debt free, but there was no longer an endowment to support annual operations or fund long-term capital expenditures. The private sector also negotiated a "Structural Agreement" with the City for the newly formed Overture Center Foundation (OCF) to assume responsibility of managing the building beginning January 1, 2012.

At this point in the history of Overture the business model changed to depend more on revenue from touring Broadway, to depend upon individual, corporate and foundation support annually, and for the City to follow through on their annual grant commitment

Current Position

In the first five years of managing Overture, OCF has been financially successful, albeit in varying degrees each year depending upon the success of Broadway and other programming, expansion of a significant educational program, adoption of a more meaningful community engagement program inspired by a new diversity and inclusion initiative, a broadening base of subscribers and donors, and a stronger relationship with the City. As will be reported in the financial summaries, Overture is in a better, ever-increasing cash position, has finished each fiscal year with net positive results, has received consistently positive financial audits, and is in more confident position to fund more capital projects than before and to borrow money for much larger projects such as the replacement of the sound system in Overture Hall. By accomplishing and exceeding many expectations, OCF has earned the confidence from subscribers, donors, civic and community leaders, taxpayers, the press, and most importantly in itself. This places Overture in a position of reflection rather than crisis to

step back in this strategic planning process and determine what's next. This is like a moment of a space expedition to another planet where there is the time for a mid-course correction rather than a moment of crisis management. Many Overture programs, whether they be revenue generating or mission-based, deserve an honest review, refinement or possibly replacement. Our diversity initiative has many facets that require further investment in stronger relationships, plus time and money in order to increase Overture's relevance to a broader community.

We know that many aspects of what we do can benefit from our collective desire for improvement. The building with each of its performance and exhibit spaces needs to be scheduled efficiently so that we can maximize activity and revenue. Several spaces, even though already close to capacity, could be scheduled better. Everyone realizes we are vulnerable to successfully maintaining the building over the next twenty five years without creating a new endowment for capital needs. Our employees have worked hard to achieve a multitude of accomplishments, but we need ensure they are provided an environment to work in that is supportive. And even though articles about Overture have been all positive in recent years, we always need to find ways to tell our story better.

Finally, Overture needs to continue to manage its future business now rather than let the future dictate. Further discussion about how to plan for Overture's future when Frank Productions opens its new performance space in 2018 is both a threat and an opportunity. And although Overture has been successful in its fund raising efforts in recent years, the competition for contributed revenue will only increase in a highly philanthropic community. Again, a review of mission based activities will determine to what extent we can fund the programs Overture thinks it should be doing.

Major Strategic Areas

- Overture's role as steward of the building & the organization in use and maintenance
 - Relates to the scheduling of spaces, revenue derived from use, and the short/long-term maintenance and capital improvements/replacement
 - Continuing to be fiscally responsible and forward-planning
- Overture's role as a leading arts organization
 - Relates to being a role model among arts organizations, a leading proponent of quality along with its resident organizations, a leading presenter of professional touring Broadway, and a leading advocate for the arts and arts education
- Overture as a gathering place
 - They way in which Overture thinks about, relates to through its programs, and welcomes a diverse and an inclusive entire community
- Overture's role as an impactful contributor to a social and economic quality of life both locally and regionally
 - The way in which Overture is recognized for its critical part to ensure the City and region has the highest quality of arts programming for its citizens, making this a desirable place to live, visit, invest in property, open a business, recruit a diverse workforce, move to, raise a family, and/or retire.

Critical Levers

1. Financial implications
2. Communication and Messaging
3. Interdependencies

Conclusion

Overture is not a typical nonprofit or arts organization with a single focus. Rather, it is an extremely complex organization with many moving parts, all interdependent. Overture in many ways is seen as all things to all people, serving many constituencies with many expectations.

We look for this planning process to answer basic questions of a still, relatively new entity. Are we doing the right things, are we doing enough, do we have the right balance, and are we doing too much? To what extent in this point in time do we need to tweak or modify the business model in order to continue or success and meet expectations?

Discussion of the other five key areas will help inform the future vision and mission of Overture.

Additional Materials

- Overture's 2013 Strategic Planning Mission and Vision

Overture Key Strategy Areas

Strategy Area	2023 Goal	Why is this important	2018 Objective	Progress Indicators
Equity, Diversity & Inclusion	By 2023, Overture will clearly demonstrate that it values and embraces institutional frameworks that promote sustainable equity, diversity and inclusion, setting the standard of excellence for how to successfully embed diversity and inclusion into organizational structures.	<i>Creating Institutional structures that produce a diverse patron base, volunteers, and candidates for employment puts Overture in position to build and sustain a diverse and inclusive organization.</i>	Leverage organizational resources to implement high-impact initiatives that are the foundation for cultural change toward a more equitable, diverse and inclusive Overture Center.	Staff, Board, and Community Partners are aware of D&I initiatives Metrics and data exist to measure progress towards identified goals and objectives Projects are aligned with Overture Mission/Vision/Values Stakeholders are aware of roles and responsibilities in reaching goals and objectives
Market Research & Audiences	By 2023 Overture Marketing will primarily be electronic and digital supporting a sustained Broadway subscriber base of 8,000 and membership (a donor with benefits) base of 2,500 or more.	<i>Evaluating our current audiences and identifying the untapped buyers on our DMI will increase success in sales, fundraising and brand awareness.</i>	Marketing will research, identify and market to new audiences through significant database analysis and expanded digital marketing.	Full database evaluated; market opportunities identified; sales growth in those areas; maintain 75% rate of renewal or higher
The Endowment	By 2023 Overture will have established a \$50MM endowment that addresses the current and long-term preservation of our iconic building by providing a steady stream of income to maintain a world-class performing arts center that impacts our community, presents the very best in live performances, and enriches the lives of everyone in our region.	<i>The endowment will ensure that Overture has financial flexibility, and will enhance Overture's credibility in our community. Overture will have a reliable source of income in perpetuity. It will also provide a vehicle for our donors to make a significant investment for the future of an institution that supports their values and priorities.</i>	To identify, cultivate, and inspire Overture audiences to provide financial support for the endowment and annual fund program ensuring the long-term sustainability of the organization.	<ul style="list-style-type: none"> • Meeting and increasing yearly goals • Momentum building with the involvement of the Board and Campaign Cabinet members • Tracking/Measurement –i.e., gifts received; new donors identified; KPIs established for Team • Finalized campaign materials
Finance- Minding the Gap	By 2023 Overture will be able to financially sustain its aspirations through a mission based business model supported by the community which is shielded from risk with an endowment and a growing operating reserve.	<i>Keeping operating revenues and expenses growing at the same rate will lessen the dependence on fundraising to make up any negative difference and permit more funds to become available for capital purchases and the operating reserve.</i>	Financially sustain Overture's aspirations through a mission based business model supported by the community which is shielded from risk with an endowment and a growing operating reserve.	Annual increases in operating expenses of \$250k - \$350k would be offset by finding savings in out of pocket expenses, building more revenue streams, increased pricing, increasing fees, etc.
Organizational Culture & Planning	By 2023 Overture demonstrates that it values our viable, diverse talent, retaining and energizing employees through our inclusive nature, inspiring mission, innovative work, improving systems, informed employees and incredible leaders. Overture is one of Madison's Best Places to Work.	<i>An engaged, proactive culture promotes loyalty, larger candidate base, reduced defects (customer complaints), and greater profitability.</i>	Put systems in place to align priorities amongst divisions, facilitate effective communication and reinforce positive, culturally aligned behavior.	Employees are aware of priorities and projects An understanding of resource usage is established Projects reflect strategic priorities Positive, culturally aligned behavior is reinforced
Programming, Education & Engagement	By 2023 Overture's programming (including engagement and education) is relevant to community interests and needs, and supported by the organization	<i>Programming, education and engagement in the arts build futures audiences and retains loyal ones, and creates a community that prospers culturally, socially and economically</i>	Determine the right programming mix across all programs that will influence programmatic strategic initiatives	Program staff will be visibly engaged in the process and will complete detailed reports for each of their program areas. Strategic Planning process will be agenda item for each department meeting. Community input will be included through focus groups and surveys.
The Building & Operations	By 2023 Overture's CapEx budget is integrated into the 5-year rolling budget to keep the building well maintained, operationally sound and state-of-the-art. Staffing, security and room usage is at appropriate and sustainable levels.	<i>A well-managed and funded Cap-Ex budget will help ensure the integrity of the building and equipment, so that Overture continues to be the first choice for customers, patrons, guests and artists. Data gathering will be critical to informing our choices as an organization to ensure that our activity is mission-based and revenue generating.</i>	Identify, budget and create a timeline for Capital Expenditure projects, develop plans and systems for defining how to best use our spaces and resources, and knowing when we are at capacity.	Building is clean and well maintained. Building and theatrical mechanical systems are maintained, repaired and replaced. Employee and departmental efforts align with strategic priorities. Capacity levels are established and respected.