



Strategic Plan Executive Summary (2018-23) January 23, 2018

INTRODUCTION

Jerry and Pleasant Frautschi's vision was for Overture Center to be a world-class venue for the entire community. The building opened in 2004 under City management and enjoyed initial success, but the economic downturn of 2008 prompted a change, and an agreement was reached with the City of Madison calling for a new organization to manage Overture beginning January 1, 2012.

After six seasons, Overture's strong programming, increased ticket sales, and expanded donor base have improved our fiscal position. Inspired by our diversity and inclusion initiative, we have expanded our educational and community programming. We have earned the confidence of subscribers, donors, community leaders, arts organizations, taxpayers, and the media. Overture's board and staff are committed to develop and grow our programs, our engagement with the community, our revenues, our audience and our donor base. To do so thoughtfully, we have developed this plan.

A priority during 2018/19 will be developing, implementing, and refining our processes. We will use this initial period of evaluation, analysis, and research to establish baselines for our goals. By August 2018, staff and board will be able to develop specific metrics by which we will track our progress towards success.

MISSION AND VISION

Vision: Extraordinary Experiences for All

Mission: Elevate our community's creative culture, economy and quality of life through the arts

To serve our Mission, we are committed to:

- Be the first choice for audiences, employees, artists and donors
- Present a diverse spectrum of high-quality programming
- Maintain a world class facility
- Steward our resources
- Be inclusive and accessible for our diverse community
- Provide outstanding customer experiences
- Support the success of resident companies, local artists, promoters, businesses and community groups
- Develop audiences through education and engagement
- Advocate for the arts and serve as a national model

KEY STRATEGY AREAS

Equity, Diversity & Inclusion

2023 Goal: Overture values and embraces institutional frameworks that promote sustainable equity, diversity and inclusion, setting the standard of excellence for how to 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.

Market Research & Audiences

2023 Goal: Overture Marketing is primarily 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.

Endowment

2023 Goal: Overture's \$50MM endowment 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.

2018 Objective: 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.

Finance

2023 Goal: Overture financially sustains 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 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.

Organizational Culture & Planning

2023 Goal: Overture values our diverse talent, retaining and energizing employees through our inclusive nature, inspiring mission, innovative work, and exceptional leaders. Overture is one of Madison's Best Places to Work.

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

Programming, Education & Engagement

2023 Goal: Overture's programming (including engagement and education) is relevant to community interest and needs and is supported by the organization.

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

The Building & Operations

2023 Goal: Overture's capital expenditures keep the building well maintained, operationally sound and state-of-the-art. Staffing, security and room usage are at appropriate and sustainable levels.

2018 Objective: Identify, budget and create a timeline for capital expenditures. Develop plans and systems for defining how best to use our spaces and resources, and knowing when we are at capacity.

CONCLUSION

This Strategic Plan is a living document. As goals are reached, we will take time to evaluate the process and reflect on the results, always looking for ways to improve. A review of the Plan will take place quarterly and progress will be reported to staff, board, and the public. Its objectives will be integrated into Overture's budget; calendar of activities; and performance evaluations. We bring to this planning process a creative perspective and a passion for what we do. There is much to do, and we look forward to the opportunity.