

CALIFORNIA PRESENTERS 2024–2027 STRATEGIC PLAN

VISION STATEMENT

California Presenters envisions a connected, diverse performing arts community in which every individual in California and surrounding regions has access to experience the performing arts.

MISSION STATEMENT

California Presenters connects, engages, and develops professionals from presenting performing arts organizations.

EQUITY STATEMENT

California Presenters recognizes the need for systemic change within the performing arts—both on and off our member stages. As a membership organization, it is our responsibility to lead by example, and to also encourage our members to hold themselves accountable, to transform our organizations into equitable spaces. Racism, gender bias, ableism, and homophobia are just a few of the issues embedded deep within our society; the arts are not immune to these issues and California Presenters knows that to create a more inclusive, diverse, equitable, and accessible performing arts field, we need to set measurable goals and take intentional actions. Intentional actions will need to be taken and measurable goals will need to be made.

For more information on CP’s commitment to equity, visit [our website](#).

STRATEGIC PLAN OVERVIEW

The California Presenters (CP) 2024–2027 strategic plan positions CP for future sustainable growth, relevance, and continued success. It sets the direction for CP for the next four years. This plan is intended to be a living document that is reviewed and updated regularly as circumstances change.

The three stated goals for 2024–2027 are equal in priority and importance. They are intended to intersect. Implementation of these goals will guide CP's operation as we support diverse performing arts professionals from a broad range of presenting organizations and offer innovative professional experiences.

Reflection and Context

CP's previous strategic plan (2020–2023) was created in 2020 during great upheaval in our industry and society at large. The closures of the COVID-19 pandemic in March of 2020 dimmed the lights on our stages for an unknown period. Artists and performing arts staff were furloughed or unemployed; institutions faced dire scenarios of which some did not survive. Sustainability of our field was top of mind.

CP worked to serve this new landscape over the course of four years as the industry navigated the challenges of COVID-19 : darkened stages, new business practices, furloughs, unemployment, and venue closures.

Simultaneously, as racial justice in the United States leapt to the forefront of national conversations in this time, CP looked to aid arts and cultural organizations which were being called to action. Some four years later, CP is continuing our Inclusion, Diversity, Equity, and Accessibility work, acknowledging that this is a lasting endeavor. As a service organization, we aim to support the industry as it makes changes to better reflect the diverse nature of our communities and to lift the stories of those less engaged by our work historically. CP continues to diversify and educate our membership body, as well as advocate for diversity, equity, access, and inclusion.

The challenges of the previous four years persist as we see lasting effects of the pandemic, such as national trends in the field with struggling ticket sales and audience engagement, and continued racial unrest coupled with many organizations moving beyond their equity initiatives.

2024–2027 Strategic Plan Process

The Board of Directors began work on the 2024–2027 Strategic Plan in September 2022, with active review of the organization's previous plan. Over the following months, the Board completed a SWOT analysis, identifying key strengths, weaknesses, opportunities, and threats of the organization. The Board continued discussions and identified an ad hoc committee to organize the Board's overarching sentiments into a cohesive plan. The plan was presented to the full Board for review and approval.

As the Board analyzed our 2020-2023 plan, we noted our own struggles with executing strategies within the goals. Often we spent too much time in the planning phase and were overly optimistic in what could be accomplished by a volunteer-led organization in the midst of such industry turmoil; we did not devote enough time or resources to execution of our goals and strategies.

The mission and values of the organization remain and we want to highlight these strengths. In this next phase, the Board has opted for fewer, and more easily measured goals with intersecting strategies. CP's Board and committees will execute these strategies throughout the course of the Strategic Plan's term, while remaining nimble and allowing for innovative ideas and approaches.

2024–2027 KEY STRATEGIC GOALS

GOAL: Increase membership and engagement through a cohesive cultivation strategy and member benefits.

OUTCOME: By 2027, increase the number of members by 5% from 2023 cohesive cultivation strategy and member benefits. and

STRATEGIES:

- Evolve member benefits
- Develop a communication strategy and marketing plan for member recruitment
- Collaborate with IDEA committee on member recruitment plan
- Identify potential member organizations beyond California
- Engage membership through:
 - Year-round professional development offerings
 - Facilitating site visits
- Deepen and develop partnerships with other arts organizations
- Focusing on cultivating future stakeholders for the organization while enhancing our pipeline to leadership and board cultivation
- Identify and target lapsed members for re-engagement
- Investigate and consider opportunities to automate membership renewals, through either an annual or monthly recurring charge to a credit card or ACH
- Examine membership structure, consider adding membership levels for individuals (consultants) or reorganizing existing levels to encourage new/lapsed members to return

GOAL: To shape investments of the organization, solidify financial policies, and diversify revenue streams.

OUTCOME: By 2027, California Presenters will create and execute a quality investment and financial policy document(s) and procure three new sponsorships and two new grants.

STRATEGIES:

- Establish a finance committee
- Explore investment strategies rather than depending on savings account interest earnings

- Increase earned revenue income streams while also taking advantage of new contributed revenue opportunities
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GOAL: To integrate Inclusion, Diversity, Equity & Access (IDEA) across all organizational strategies and continue to support member organizations' IDEA goals and education, meeting people where they are.

OUTCOME: As an integral goal to the organization, our desired outcome is to see this ongoing work evolve with the organization and the industry at large, staying on the forefront of IDEA initiatives. By 2027, the IDEA committee reviews all member-facing initiatives and organizes at least one professional development session at the annual conference and one mid-year training opportunity.

STRATEGIES:

- Collaborate with the membership committee on recruitment plan
- Ensure IDEA committee reviews all member-facing initiatives
- Actively meet membership organizations where they are in the IDEA journey, understanding the pace is different for each organization; provide training to the membership catering to different stages in this work
- Seek out opportunities to share that IDEA is a strength of California Presenters internally and externally
- Deepen involvement with industry organizations, being part of multiple conversations on these topics
- Identify path for IDEA beyond day-to-day functionality
- Implement semi-annual or quarterly reminders of the equity statement
- Revisit the equity statement each year and update based on industry climate