



STRATEGIC PLAN

FY 23-25

JUNE 2022

PRESENTED BY



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
ASSESSMENT + ANALYSIS + RECOMMENDATIONS	6
OPERATIONS + STAFFING	
FUNDRAISING + REVENUE GENERATION	
BOARD + ADVISORY COMMITTEE	
COMMUNITY PARTNERSHIPS + PROGRAMS	
COMMUNICATIONS	
CONCLUSION	23



EXECUTIVE SUMMARY



The Bushwick Starr (BWS) is an Obie Award winning not-for-profit theater that is defined by the creativity and diversity of the artists it produces and the community in which it resides. Since 2007, BWS has grown into a thriving theatrical venue and vital neighborhood cultural institution rooted in its founding mission to nurture artists to create their most ground-breaking work. BWS provides a springboard for emerging professional artists to make career-defining leaps, and provides a sanctuary where established artists come to experiment and innovate. BWS embodies the idea that equal access to creating and experiencing art can transcend boundaries of class and culture with live performance playing an essential role in connecting and engaging diverse individuals in the present moment.

The last few years have seen many challenges for NYC-based performing arts organizations from pandemic closures to the calls to take a deeper look at how well organizations are managing commitments to authentically adapting principles of inclusion, diversity, equity, and access (IDEA) into all aspects of their work. The Bushwick Starr successfully grappled with an additional challenge during this difficult time when they lost the lease to their home.

In 2020, the consulting firm, P.S.314 worked with BWS to create a capital campaign strategy that began as a plan to raise funds to support a new lease and the costs associated with moving into and outfitting a new space and pivoted to a plan to purchase and build out BWS' own new home. In February 2022 BWS engaged P.S.314 once again to guide

them through the process of developing a strategic plan for FY23 - FY25. This plan focuses on the period during which BWS transitions from construction of its new home in FY23 to FY24 - 25 when BWS is fully-operational in the new space and beginning to take advantage of the myriad opportunities it can provide..

Before exploring future goals, we began the planning process by taking stock of how BWS is positioned in FY22. P.S.314 facilitated bi-weekly meetings of key staff and board members to discuss the opportunities and challenges presented by BWS' current nomadic situation and future new home. While the construction of BWS' new home proceeds, the organization is producing work in off-Broadway venues across the city. We initially discussed what opportunities this affords BWS with regard to audience and board development as well as the creation of future partnership opportunities.

For the strategic plan we focussed on the most pressing needs required by the new space and set goals related to operations, particularly with regard to changing staffing needs, board development and developing a broader base of revenue for ongoing operations. The FY23-FY25 plan seeks to build on the following activities already in progress:

Success in fundraising efforts resulted in raising \$1.2m for space acquisition (out of \$8m+ pledged to date towards \$10m comprehensive goal). Explore how the organization maximizes the opportunities presented by this success.

As BWS puts down roots in its community, it will need to understand what this means for programming, partnerships as well as audience and board development.

BWS Board has been engaged in a process to revise existing and develop new corporate governance documents and has created a skills matrix that prioritizes the skills most needed in new board members.

The organizational response to issues raised by "We See You White American Theater," included the creation of a joint board - staff committee charged with analyzing the authenticity and success of BWS' approach to IDEA.



**ASSESSMENT +
ANALYSIS + RECOMMENDATIONS**



We sought to identify and prioritize the goals that are essential to the sustainability and growth of BWS and to map out actions and strategies that can be employed between now and the end of FY25 to achieve these goals. Discussions centered around; understanding the operational and staffing needs of the new space; a review of current programs as well as the need to prioritize ideas for new programs; and staff and board capacity to execute goals that will be identified during the planning process.

Over the next three years as BWS prepares to shift from being a temporarily itinerant theater organization to a producer responsible for owning and maintaining its own theater space, it will focus on developing capacity and sustainability in operations and staffing, fundraising and revenue generation, development of both a strong board and other volunteer committees, meaningful and mission-driven community partnerships and programs, and communications.

OPERATIONS + STAFFING

As the organization plans to build its own new, larger space, it is beginning to address corresponding staffing and operational needs.

★ GOAL

Creation of efficient and cost effective staffing structure in order to take maximum advantage of the opportunities presented by BWS' new home and need to develop increased sources of revenue (charitable and earned).



FY 23 ACTIONS New Organizational Chart

STRATEGIES/RECOMMENDATIONS

- Analyze staff skills against organization's developing requirements.
- Understand what the new facility will require for staffing, including a facilities manager and box office staff.
- Review current positions and how they will change as BWS heads into the building opening.
- Formulation of new positions with an eye to supporting existing roles.
- Setting clear job expectations and transparency around employee capacity, especially in respect to working artists on staff.

RESPONSIBLE PARTIES

- Executive Leadership
- Department Heads

OPERATIONS + STAFFING



FY 23 ACTIONS Assess Current Education + Community Programs

STRATEGIES/RECOMMENDATIONS

- Analyze for redundancies and mission drift. What can be achieved through partnerships without adding more responsibilities to existing staff?

RESPONSIBLE PARTIES

- Executive Leadership
- Department Heads



FY 23 ACTIONS Increase Financial Management Capacity

STRATEGIES/RECOMMENDATIONS

- Assess current capacity to determine where change/growth is needed.
- Create an Investment Policy Statement that includes a policy to invest reserves for growth.

RESPONSIBLE PARTIES

- Executive Leadership
- Board



FY 23 ACTIONS

Codify IDEA plan for staff, hourly hires and artists that addresses recruitment and retention as well as health and retirement planning. Review and revise annually

STRATEGIES/RECOMMENDATIONS

- Review staff interview process, does it fully meet IDEA standards?
- Develop an onboarding plan for all new staff and artists.
- Work with staff to develop an annual review process that is useful to staff as a learning tool and supervisors as an evaluative tool.
- Extend training to non-full time staff (anti-harassment, anti-racism) and create a continuing education plan as well as ways to convey BWS' commitment to IDEA when bringing on interns and over-hires.
- Annual Staff retreat to facilitate a discussion of issues pertaining to the organization's culture.

RESPONSIBLE PARTIES

- All staff

OPERATIONS + STAFFING



FY 24 ACTIONS

Assess the two grant-funded artistic/producing positions to determine if these should and can be incorporated into the FY25 budget

STRATEGIES/RECOMMENDATIONS

- Look at each position separately, define the benefits and disadvantages of appointing these positions
- Evaluate how well the positions allowed Executive management to free up time to focus on institutional visioning and development.
- Determine which programs and activities are dependent on these positions.
- Assess if the responsibilities and/or reporting structure need to be adjusted in any way to function well within the organization and to be incorporated into the operating budget.

RESPONSIBLE PARTIES

- Executive Leadership with Board



FY 24 ACTIONS

Map the expansion of the paid internship program for future years

STRATEGIES/RECOMMENDATIONS

- Plan for building show-based internships into budgets.
- Rethink "intern" is there a different term with a more positive connotation?
- Create an alumni program with a multi-pronged engagement plan.

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned

OPERATIONS + STAFFING



FY 24 ACTIONS

Prepare to have at least two full time staff working in Development by the end of FY25

STRATEGIES/RECOMMENDATIONS

- Determine if these new full time staff members may support the development department in its relationship development and management of the growing donor community.

RESPONSIBLE PARTIES

- Development Director and Executive Leadership

FUNDRAISING + REVENUE GENERATION

★ GOAL

By the end of FY25 fully implement a plan to reduce dependence on BWS' small group of substantial contributors by adding \$250,000 to \$500,000 in annual income to be derived primarily from charitable sources with some exploration of new and enhanced non-contributed revenue.



FY 23 ACTIONS

Grassroots Membership Campaign

STRATEGIES/RECOMMENDATIONS

- Develop strategy to bring into the fold non-BWS audience members who attended BWS productions off-site during FY22 - FY23 and determine a percentage that can be converted to donors.
- Develop a plan to involve BWS artists in annual fundraising efforts.
- Create "Moves Management Plan" from ticket buyer to board member.

RESPONSIBLE PARTIES

- Development Director with support from Board, Advisory Council and Executive Leadership

FUNDRAISING + REVENUE GENERATION



FY 23 ACTIONS

Leverage campaign milestone events to serve as “Gala” activities

STRATEGIES/RECOMMENDATIONS

- Use as the end of the campaign and opening of the new space to engage existing and new members of the BWS community.

RESPONSIBLE PARTIES

- Development Director with support from Board and Advisory Committee



FY 24 - 25 ACTIONS

Diversify sources of contributed income, generally, and operating support, specifically.

STRATEGIES/RECOMMENDATIONS

- Grow list of Institutional funders. Research who supports similar organizations, but not BWS, and funders who may respond to specific programs in the new space.

RESPONSIBLE PARTIES

- Development Director in consultation with Executive Leadership, Board and Advisory Committee



FY 24 - 25 ACTIONS

Grassroots Membership Campaign

STRATEGIES/RECOMMENDATIONS

- Analyze progress and measure against intended financial goals.
- Determine what other funding levels and donor sectors require increase

RESPONSIBLE PARTIES

- Development Director

FUNDRAISING + REVENUE GENERATION



FY 24 - 25 ACTIONS

Plan for IDEA (Inclusion, Equity, Diversity and Access) informed, multi-channel fundraising that continues to develop clear metrics for determining success/failure

STRATEGIES/RECOMMENDATIONS

- Engage advisors with expertise in IDEA informed communication to assist with this activity.

RESPONSIBLE PARTIES

- Development Director in collaboration with staff and board



FY 24 - 25 ACTIONS

Re-imagine the idea of an annual Gala

STRATEGIES/RECOMMENDATIONS

- Seek opportunities to create events that engage with new and existing audiences and partners.

RESPONSIBLE PARTIES

- Development Director



FY 24 - 25 ACTIONS

Develop Major Gifts Program

STRATEGIES/RECOMMENDATIONS

- Analyze results from the Campaign to fund the building and capacity growth.
- Integrate successful strategies and tactics into the major gift program that served to successfully recruit new donors and elevate the levels of support of current donors

RESPONSIBLE PARTIES

- Development Director

FUNDRAISING + REVENUE GENERATION



FY 24 - 25 ACTIONS

Develop a plan for new sources of non-contributed revenue

STRATEGIES/RECOMMENDATIONS

- Explore mission and values aligned revenue generating opportunities that will serve to increase BWS' non-contributed revenue while providing new opportunities to manifest BWS' mission and vision.

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned

BOARD + ADVISORY COMMITTEE

★ GOAL

Increase the number and level of engagement of all board members and ensure that the board contains and provides the skills and knowledge required by the Starr.



FY 23 ACTIONS

Establish clear recruitment procedures

STRATEGIES/RECOMMENDATIONS

- Codify the steps involved in recruitment procedures to evaluate, recruit, and onboard new members

RESPONSIBLE PARTIES

- Board and relevant subcommittees with input from Executive Leadership and Joint Inclusion Committee

BOARD + ADVISORY COMMITTEE



FY 23 ACTIONS

Codify board member responsibilities, conduct and term processes

STRATEGIES/RECOMMENDATIONS

- Codify requirements for board membership including, but not limited to aligning with the BWS Code of Community and requiring each board member to serve on a minimum of one committee.
- Develop concrete on-boarding and off-boarding processes.
- Commit to annual review of board job descriptions for leadership and members.
- Prepare and approve a collaborative workflow for board active participation in fundraising activities, specifically give and/or get commitments as part of the board recruitment process.

RESPONSIBLE PARTIES

- Board and relevant subcommittees with input from Executive Leadership



FY 23 ACTIONS

Complete development of board governance documents, procedures and committee structures.

STRATEGIES/RECOMMENDATIONS

- Establish key committees and appoint chairs as needed
- Create and approve charters for committees as needed

RESPONSIBLE PARTIES

- Board and relevant subcommittees with input from Executive Leadership

BOARD + ADVISORY COMMITTEE



FY 23 ACTIONS

Term evaluations of individual board members and the board as a whole.

STRATEGIES/RECOMMENDATIONS

- Develop procedures and codify:
 - Who will conduct the evaluations?
 - How will the information be conveyed?
 - What type of negative evaluation or performance or behavior Would result in a board member not being invited to continue to the next term?

RESPONSIBLE PARTIES

- Board and relevant subcommittees with input from Executive Leadership



FY 23 ACTIONS

Intra-board engagement

STRATEGIES/RECOMMENDATIONS

- Create opportunities for the board to socialize and bond.
- Regular facilitations and training to align with organizational IDEA.
- Plan for ways to onboard new board members that involve socializing and a board buddy or mentor component.
- Annual board retreat to facilitate a discussion on progress, assess prior goals, create new goals.

RESPONSIBLE PARTIES

- Board and relevant subcommittees with input from Executive Leadership

BOARD + ADVISORY COMMITTEE

★ GOAL

Create a dynamic Advisory Committee with the potential to serve as a conduit to board membership and enhance BWS' role in the community.



FY 23 - 24 ACTIONS Clarify role of Advisory Committee Recruit members

STRATEGIES/RECOMMENDATIONS

- Create/revise mission statement and vision for the members of the Advisory Committee.
- Create job descriptions for Advisory Committee leadership and members.
- Determine which board committees can include Advisory Committee members.
- Create skills and IDEA matrix, for advisory committee and determine maximum number of members.
- Determine the process for both appointment and retirement
- Discuss and determine how former board members will continue to engage with and support (i.e. Emeritus Committee)
- Revisit annual schedule for the Advisory Committee

RESPONSIBLE PARTIES

- Board and relevant subcommittees in conjunction with Executive Leadership

★ GOAL

Cement The Bushwick Starr's role as a vibrant, active member of, and resource for, the greater Bushwick community.



FY 23 - 25 ACTIONS

Explore more opportunities for meaningful, authentic partnerships with a range of different organizations and stakeholders and develop clear metrics to be able to evaluate success/failure.

STRATEGIES/RECOMMENDATIONS

- Targeted recruitment of Advisory Committee and Board members who authentically reflect the community in which The Starr lives.
- Look for opportunities for programming partnerships among peer organizations, service organizations, educational institutions and area businesses.
- Develop education and community program alumni engagement/cultivation plan for potential training and employment opportunities.
- Develop partnerships from the off-site productions to future onsite productions.
 - Develop Education & Community partnerships w/these theaters
 - Making connections thru production & other staff. More opportunities for interpersonal relationship building.
- Create relationships with mission aligned, private sector companies for potential sponsorship of a production fellowship program to begin after reopening.
- Feature local businesses in eblasts/social media
- Build on, and continue to develop, partnerships with local government officials such as providing space for town halls and other opportunities for the community's voice to be expressed.
- Explore ways to incorporate more Bushwick artists in season programming as well as more opportunities for Bushwick-centered programming.

RESPONSIBLE PARTIES

- Executive Leadership, Education + Community staff, and staff to be assigned

COMMUNITY PARTNERSHIPS + PROGRAMS



FY 23 ACTIONS

Create a meaningful, programmatic approach to land acknowledgement

STRATEGIES/RECOMMENDATIONS

- Authentic partnerships to learn from relevant indigenous organizations.

RESPONSIBLE PARTIES

- All Staff.

COMMUNICATIONS

★ GOAL

Broaden the base of awareness of BWS among both Bushwick residents and New York City theater audiences.



FY 23 ACTIONS

Development of new audiences from off-site presentations during FY22/FY23

STRATEGIES/RECOMMENDATIONS

- Integrate box office information from off-site performances.
- Cultivate relationships with audiences attending The Starr's Bushwick-based off-site programs
- Encourage patrons who are used to coming to other venues to come to BWS by creating a range of experiences and activities that will encourage them to attend productions at BWS in Bushwick.
- Continue to offer ticket discounts for first-time buyers.
- Analyze data on different show schedules, especially performance times (matinees)
- In advance of reopening at Eldert St, send E-blast/social media posts celebrating all the partners who welcomed BWS into their spaces while we built out our new home.
- Rotating representation of the staff at each performance, greeting & talking to audiences.
- Affinity group nights, led by the artists & their preferences. Added experience based on each affinity group, eg food, discussions, social events.

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned



FY 23 ACTIONS
Deepen Media relationships

STRATEGIES/RECOMMENDATIONS

- Create a plan to bring attention to both the BWS model and vision for the new space that include maximizing social media engagement opportunities, including influential Bushwick stakeholders.
- Public relations offensive to build excitement and momentum for the opening of the new space.
- Maximize use of press and other contacts, and continue to develop new media relationships particularly with culturally-specific and or global-majority publications, writers, critics, photographers, videographers
- Create a media engagement strategy and determine if there is a role for board members in this process.

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned



FY 23 ACTIONS
Revisit and revise institutional language to reflect the current scope of BWS, particularly regarding the organization’s mission and vision, efforts to achieve transparency and commitment to IDEA

STRATEGIES/RECOMMENDATIONS

- Look for opportunities to test clarity and resonance such as focus groups with artists, funders, community partners.
- Commit to ensuring that all forms of communications are vetted through an IDEA lens.
- Annual review of “elevator speech” to ensure it is easily internalized by staff and board.
- Create and use language that reflects transparency around how BWS works, how shows get programmed etc.
- Develop language and opportunities that encourage visitors who are inspired by both cultural tourism and creative placemaking.

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned

COMMUNICATIONS



FY 24 ACTIONS

Ongoing efforts to develop deep relationships with Bushwick-based audiences

STRATEGIES/RECOMMENDATIONS

- Create a wide range of opportunities to use the new space to benefit the local community.
- Explore new ways to partner with and engage Bushwick businesses, organizations and residents
- Articulate and clarify audience procedures on Eldert St in respect of neighbors and safety (ie parking, noise control, etc.)

RESPONSIBLE PARTIES

- Executive Leadership and staff to be assigned



CONCLUSION



With this plan, The Bushwick Starr is fortified with the critical tools needed to begin formalizing and building staff and board infrastructure that will support and help to leverage the opportunities made available by BWS' new permanent home in Bushwick. We recommend that staff and board create space to allow for a quarterly assessment of their progress in carrying out the suggested strategies and activities designed to help BWS achieve the goals outlined in this plan. In addition, we recommend the creation of annual Board and Staff retreats where the organization assesses its progress toward achieving its FY23 - 25 goals, engages in a discussion of any challenges incurred and commits to reevaluating its goals as needed.

This plan focused primarily on staff and board infrastructure and did not include an examination of how the organization's vision may have shifted since its founding in 2007 or how it may still shift once it takes up residence in its new home. We encourage the Bushwick Starr to consider engaging in a strategic planning process in FY26 or FY27 that focuses on mission, vision and program alignment.

The success of the Bushwick Starr's fundraising campaign to build a new space, during a global pandemic, is a clear indication of the organization's strength and the depth of commitment of its current supporters. By pursuing the goals highlighted in this plan BWS puts itself on course to expand its role as a significant resource to performance makers in Brooklyn and beyond as well as a committed partner and resource for the Bushwick community.



WWW.PS3ONEFOUR.COM



@PS3ONEFOUR