Five-Year Strategic Plan Framework

Approved by ESTA’s Board of Directors on October 26, 2019

MISSION

To create a safer, stronger entertainment industry through connection, education, and empowerment.

VISION

A thriving, inclusive industry strengthened by standards, safety, and shared knowledge.

GOAL PILLARS

• Program growth and innovation
• Diversity and breadth of membership
• Communication, visibility and branding
• Organizational infrastructure
• Financial sustainability
GOALS AND STRATEGIES

**Program growth and innovation**
- Expand ETCP’s number of participants and its reach
- Integrate systemic innovation into the Technical Standards Program by creating structures that foster new ideas and creativity
- Grow the PERG and Rental Guard programs
- Nurture strategic program partnerships with ESA, USITT, IA locals, etc.
- Increase networking and mentorship opportunities that deliver greater value for members
- Establish a new program development process to reach new markets and members

**Diversity and breadth of membership**
- Increase membership diversity through strategic recruiting, networking, and promotion
- Intentionally cultivate the next generation of ESTA leaders through mentorship and engagement
- Curate and recruit the Board of Directors to reflect the members and markets ESTA wants to reach
- Raise ESTA’s visibility at trade shows and industry events

**Communication, visibility and branding**
- Increase ESTA’s visibility and awareness through new marketing initiatives
- Increase networking opportunities that raise ESTA’s profile
- Equip and assign ESTA ambassadors to tell the brand story to current and potential members and donors
- Deepen the brand recognition ESTA receives from its programs and publications (ETCP, TSP, PERG, Protocol, etc.)
- Build and strengthen relationships with a wide range of venues

**Organizational infrastructure**
- Upgrade and standardize technology for staff, members, and program delivery
- Assess and adjust the staff structure and training needed to support this strategic plan
- Develop sustainability practices that ensure smooth staff and board transitions and succession
- Assess office and physical space needs
- Identify and review opportunities for organizational mergers or acquisitions

**Financial sustainability**
- Increase earned revenue from dues, tuition, registrations, and partnerships
- Develop financially beneficial new strategic partnerships and sponsorships
- Expand contributed revenue by broadening the donor pool and increasing the dollars raised