

THE RISING TIDE PROJECT

AN EXPLORATION LED BY 2ND STORY
SUPPORTED BY THE ARTS WORK FUND

2022/23 IMPACT REPORT



"THE RISING TIDE PROJECT PROVIDED CONGO SQUARE WITH PURPOSEFUL SPACE TO REVIEW AND ASSESS HOW PAY EQUITY ALIGNS WITH HOW WE MANAGE, GROW, AND PRESERVE OUR FISCAL ASSETS WHILE STAYING TRUE TO OUR CREATIVE GOALS AND MISSION."

ERICKA RATCLIFF

ARTISTIC DIRECTOR, CONGO SQUARE THEATRE COMPANY

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INTRODUCTION

The Rising Tide Project is rooted in creating a framework to achieve pay equity, investigating new models of care, and imagining what it means for arts workers to thrive (as opposed to just survive).

At 2nd Story, we have been engaging in a multi-years long dialogue rooted in achieving pay equity for artists AND arts administrators alike. Internally, we have been grappling with the following questions:

- How does pay transparency reinforce pay equity initiatives?
- How do we convince someone to say “Yes!” to a career in the arts?
- What does pay equity for artists and arts administrators really look like?
- How do we move from a minimum wage to a living wage to a thriving wage?
- How can we leverage what we have learned from implementing pay equity initiatives at 2nd Story for sector-wide change?
- Can we create a framework for other leadership teams looking to realize pay equity within their organizations?
- How does radical imagination play a role in this work?

Year One of The Rising Tide Project included the following:

- Establishing The Rising Tide Project Cohort
- Producing four Radical Imagination Town Halls
- 2nd Story's own internal financial modeling and ideating

Year One of The Rising Tide Project was made possible with generous support from the Arts Work Fund and their Explore Grant.

TIMELINE

JANUARY 25, 2022

Radical Imagination Town Hall: What Does It Mean to Thrive?

FEBRUARY 1, 2022

Application Launch

MARCH 2, 2022

Applications Due

MARCH 9 - 29, 2022

Interviews

APRIL 11, 2022

Radical Imagination Town Hall: Pulling Back the Curtain on Pay Transparency

APRIL 12, 2022

Cohort Invitations

JUNE 1, 2022

First Full Cohort Meeting: Goals and Expectations

JULY 2022

1:1 Meetings: Artistic and Financial Analysis

SEPTEMBER 29, 2022

Full Group Meeting: Understanding Your Common Threads

NOVEMBER 7, 2022

Radical Imagination Town Hall: Care for the Caregivers

JANUARY 2023

Dialing In Meetings: The Pay Triangle

JANUARY 30, 2023

Full Group Meeting: Establishing A Compensation Philosophy

MARCH 27, 2023

Radical Imagination Town Hall: Getting Your Board On Board with Pay Equity

APRIL 26, 2023

Final Cohort Meeting: Arts Worker Care Plan Presentations

2ND STORY INTERNAL WORK

Running concurrently with the facilitation of the cohort and the Radical Imagination Town Halls was 2nd Story's own internal work towards centering arts worker care in all artistic and administrative operations.

Year One Goals:

- Establish an internal organization-wide understanding of the distinction between pay transparency and pay equity, how we define and think about each of these terms, how we want to manifest each of them over time, and how they intersect with one another.
- Fulfill year two of the Leap To 15 and establish a minimum rate of \$15/hour for Season 21/22.
- Increase minimum rate to \$17.50/hour for Season 22/23.
- Complete three years of financial forecasting, with the goal of building into a \$25/hour minimum (or more, pending research and projections tied to the work of this project).

At the completion of year one of The Rising Tide Project, 2nd Story accomplished the following:

- Publishing a Pay Equity Policy
 - 2nd Story's Pay Equity Policy can be viewed [here](#).
- Examining Artist & Facilitator Compensation for FY24, FY25, and FY26
- Building a Financial Transparency section on 2nd Story's website.
 - 2nd Story's financial documents can be viewed [here](#).
- Crafting a Living Our Values section on 2nd Story's website.
 - 2nd Story's Values in Action can be viewed [here](#).
- We adjusted our thinking around the term "pay equity," and came to the conclusion that the phrase "arts worker care" more fully encompasses the goals of this project and of our organization.

"THE RISING TIDE COHORT IS GETTING US OUT OF 'SURVIVAL MODE' AND INTO 'THRIVING MODE' SO THAT WE MAY ROLL UP OUR SLEEVES AND GET TO WORK BUILDING A FOUNDATION WHILE ALSO HAVING STRONG PLANS FOR BUILDING THE COMPANY UP. BEING ABLE TO SHARE WITH THE COHORT HUMANIZES THE BUSINESS OF THEATRE AND ENTERTAINMENT IN A WAY THAT FEELS AS IF WE ARE ACTUALLY WORKING TOWARDS MORE THAN FINDING FOOTING FOR OURSELVES. I DO BELIEVE THE WORK WE ARE DOING TOGETHER WILL PROVIDE A MUCH NEEDED ROAD MAP FOR OUR COMMUNITY."

LORENA DIAZ

CO-ARTISTIC DIRECTOR, TEATRO VISTA

THE COHORT

As part of The Rising Tide Project, 2nd Story partnered with 3 organizations within the arts sector to imagine and implement the radical changes needed to build an equitable and exceptional arts landscape. Members of the 22/23 cohort were: Congo Square Theatre Company, A Red Orchid Theatre, and Teatro Vista.



Congo Square Theatre Company is an ensemble dedicated to producing transformative work rooted in the African Diaspora. We are a haven for artists of color to challenge and redefine the theatrical canon by amplifying and creating stories that reflect the reach and complexities of Black Culture.

For more information on Congo Square Theatre Company, visit CongoSquareTheatre.org.



A Red Orchid Theatre is an ensemble of artists dedicated to the proliferation of live theatre in the modern world. We believe that theatre is the greatest sustenance for the human spirit and approach our work with a palpable sense of social compassion, aesthetic rigor, and honesty. We aim to cultivate an artistic home for artist and patron alike where humanity is examined and celebrated in all its extraordinary intersections.

For more information on A Red Orchid Theatre, visit ARedOrchidTheatre.org.



Teatro Vista is a non-profit theater-based company dedicated to multidisciplinary artists of color whose artistic expression on stage and beyond is rooted in the transformative power of telling and owning our own stories. Since 1991, our intention has been to cultivate Latino/a/e artists and their works into mainstream theater by nurturing and presenting voices that explore the wealth and variety of the human experience from a Latino/a/e perspective.

For more information on Teatro Vista, visit TeatroVista.org.

COHORT MATERIALS

In collaboration with the first cohort, 2nd Story created several resources to guide organizations in having conversations about arts worker care, establishing practices for pay transparency, and building towards financial models where all artists are paid thriving wages. Those resources are:

- The Common Threads
- The Pay Triangle
- The Arts Worker Care Plan

These worksheets were used to guide the work of the first cohort and have been included in this report.

"THERE ARE NOT MANY FOLKS IN THE CHICAGO THEATRE COMMUNITY WHO ARE THRIVING. FOLKS ARE OFTEN COVETING THE JOBS AT UNIVERSITIES, BECAUSE THOSE JOBS OFFER THE FREEDOM TO FREELANCE. BUT ARE PEOPLE GETTING COLLEGE DEGREES TO DO A HOBBY? ARE WE DESCRIBING A REAL JOB? EVEN THE MOST SUCCESSFUL SCENIC DESIGNERS ARE TEACHING AT UNIVERSITIES TO MAKE FINANCIAL SENSE."

TOWN HALL ATTENDEE

RADICAL IMAGINATION TOWN HALLS

During the first year of The Rising Tide Project, 2nd Story hosted a series of Radical Imagination Town halls to explore curiosities, questions, and concerns surrounding pay equity and arts worker care initiatives.

Over the course of four town halls, 2nd Story engaged pay equity advocates, artists, industry professionals, nonprofit board members, and arts enthusiasts to

In Year One of The Rising Tide Project, 2nd Story produced the following town halls:

- What Does It Mean To Thrive?
- Pulling Back the Curtain on Pay Transparency
- Care for Caregivers
- Getting Your Board On Board with Pay Equity

We have included takeaways from each town hall in this impact report.

RADICAL IMAGINATION TOWN HALLS

RADICAL IMAGINATION: WHAT DOES IT MEAN TO THRIVE?

JANUARY 25, 2022

For our first town hall, we decided to begin with the end goal. Specifically: as we consider pay equity and what it means to take care of people, where are we trying to go? What are we trying to build towards?

We began with a conversation between 2nd Story Artistic Director, Amanda Delheimer, and pay equity organizer and [On Our Team](#) co-founder, Elsa Hiltner.

- This conversation set the foundation for what we mean when we say, 'pay equity.'
- Elsa also introduced the four questions that she and her team used as they interviewed ~50 arts workers to develop the [Pay Equity Standards](#), namely:
 - What is pay equity?
 - What would motivate you to start making changes towards better pay equity? How would it benefit you?
 - What are the barriers to pay equity?
 - What tools do you need to start the process?
 - You can view Amanda and Elsa's conversation [here](#).

In breakout rooms, we discussed the following:

- What does it look/feel like to THRIVE?
- What concrete action steps could be taken to move closer to this experience of thriving?
 - You can view the full notes from the breakout rooms [here](#).

Key Takeaways:

- Looking at the brainstorms together was an (unsurprising) gut punch.
- There is a real desire for pleasure, as we think about what it means to thrive.
- Time and Spaciousness.
- Thriving is not a one-size-fits-all model.
- The necessity of transparency, research, trust, and information

RADICAL IMAGINATION TOWN HALLS

PULLING BACK THE CURTAIN ON PAY TRANSPARENCY

APRIL 11, 2022

Our second town hall investigated some of the inherent reservations to implementing pay transparency policies. Guiding questions for this conversation were:

- What do we mean when we call for “Pay Transparency”?
- What’s scary about it?
- What can it advance for us, collectively?

We began with a conversation between 2nd Story Artistic Director, Amanda Delheimer, and 2nd Story Company Member Aimy Tien, who wears many hats: producer, writer, freelancer (i.e. sometimes she’s the decision maker/budget keeper, and sometimes she’s the person being hired).

- This conversation set the foundation for what we mean when we say, "Pay Transparency."
- We shared a working definition of “Pay Transparency.”
 - Pay transparency is the practice of sharing, openly and explicitly, information around compensation and/or benefits.
- Aimy shared some of how she thinks about pay transparency, as well as some examples of what she has found to be challenging and exciting about centering pay transparency as a part of her compensation philosophy.
 - You can view Amanda and Aimy's conversation [here](#).

In breakout rooms, we discussed the following:

- What about Pay Transparency is Empowering?
- What about Pay Transparency is Terrifying?
 - You can view the full notes from the breakout rooms [here](#).

Key Takeaways:

- Things that are terrifying can also be empowering.
- A backbone for conversations about pay is have something that can be shared and referred to.
- Part of what is terrifying is that the entire system is broken.
- When we begin to be transparent, there may be harm that is caused, or we might be embarrassed about revealing internal numbers.

RADICAL IMAGINATION TOWN HALLS

CARE FOR CAREGIVERS

NOVEMBER 7, 2022

Our third town hall in this series focused specifically on caregivers of all kinds, and explored the different ways arts organizations can provide care for these individuals. Guiding questions for this conversation were:

- How do we take care of people who are taking care of others?
- How can we build systems and organizations that support folks who are giving support?

We began with a conversation between 2nd Story Artistic Director, Amanda Delheimer, and three panelists:

- Dana Cruz (she/her), who is a mother of 4, a small business owner/operator, and an artist/performer who has largely left the field due to lack of supports for parents.
- Sadaf Ferdowsi (she/her), who brought the point-of-view of someone who is responsible for long-term care-giving for one of her parents.
- Whitney Hill (she/her), who is a Disabled caregiver-in-training, and her professional work is also within the Disabled community.
- Their conversation was framed by the following:
 - As a caregiver, what are the things that make you feel invisible / unseen?
 - What have you learned? (either philosophically or “pro tips”)
 - What are the “cultural norms” or “unwritten rules” that you’ve experienced?
 - You can view their conversation [here](#).

In breakout rooms, we discussed the following:

- What are barriers to participating in the arts for folks who are engaged in this type of caretaking?
- What kind of strategies/solutions/scaffolding can we create (individually or collectively or organizationally) to counteract these barriers?
 - You can view the full notes from the breakout rooms [here](#).

Key Takeaways:

- Understanding can go a long way.
- Cultural perspectives on caregiving can differ widely.
- Many of the barriers are infrastructural.

RADICAL IMAGINATION TOWN HALLS

GETTING YOUR BOARD ON BOARD WITH PAY EQUITY

MARCH 27, 2023

Our fourth town hall centered on the role that boards play in the larger conversation about pay equity and arts worker care. We want to note that, though the title and content focused specifically on Board members, the ideas we dove into apply to building solidarity around arts worker care with anyone.

We began with a conversation between 2nd Story Artistic Director, Amanda Delheimer, and 2nd Story board members Dana Britto and Jessica Wetmore.

- Both Dana and Jessica spoke about what they've seen/noticed/experienced during their tenure as 2nd Story has explored and built upon the goal of taking care of its arts workers (both artistic and administrative).
 - You can view their conversation [here](#).

In breakout rooms, we discussed the following:

- What are the obstacles we have encountered (or could imagine encountering) as we have thought about bringing people along in a conversation about arts worker care?
- What strategies can we employ to counteract these barriers?
 - You can view the full notes from the breakout rooms [here](#).

Key Takeaways:

- The "fear of the past" is a real thing.
- Tension exists between wanting to grow responsibly while avoiding deficit spending.
- It is important to weigh the risks together.
- Idea of a layer cake - there are different groups of people at different levels vetting an idea before it gets brought to a full group.

ACKNOWLEDGEMENTS

The Rising Tide Project would not be possible without the contributions from the following partners:

2nd Story Board
2nd Story Company
Carolyn Aguila
Audrey Billings-Stone
Dana Britto
Dana Cruz
Amanda Delheimer
Lorena Diaz
Ali Drumm
Sadaf Ferdowsi
Marcia Festen and the Arts Work Fund
Kirsten Fitzgerald
Whitney Hill
Elsa Hiltner
Travis A. Knight
Abigail Madden
Wendy Mateo
On Our Team
Ericka Ratcliff
Liz Rice
Charlique C. Rolle
Aimy Tien
Jessica Wetmore

We are grateful for your support.

RESOURCES

DEFINITIONS

Throughout this exploration, we have found it helpful to have a base understanding of key terms. Below is our current attempt at defining each term by what feels most appropriate to us right now. As we continue to learn, we anticipate that our definitions for these terms will evolve.

LABOR

The mental or physical effort exerted in order to achieve a result. 2nd Story uses the word “labor” synonymously with “work.”

LIVING WAGE

A living wage is the pay amount that an individual must earn to support themselves (and their families). Living wages typically assume full-time employment and can vary by location. We recommend using [MIT Living Wage calculator](#) to learn about your area's living wage. For example, as of 2023, the living wage in Chicago, Illinois is \$18.72* for 1 adult with 0 children. It's important to note that 1099 workers - which includes the majority of artists - are not required to meet minimum wage standards, and compensation for artistic work is often far below the Chicago living wage.

MINIMUM WAGE

A minimum wage is the lowest legal hourly pay that someone can be compensated according to federal, state, or local law. On July 1, 2021, a [\\$15 hourly wage was implemented](#) in Chicago, IL.

PAY

2nd Story defines pay as money given to an individual by a company, organization, or other entity in exchange for labor. This can include salaries, wages, stipends, honorarium, overtime, bonuses, commissions, vacation and holiday pay, insurance, and other similar benefits.

PAY EQUITY

2nd Story uses the following definition from [SHRM](#) when defining pay equity:

Pay equity includes issues relating to the fairness of compensation paid by employers to individuals or groups of employees. To effectively recruit and retain employees, an organization must have internal equity, where employees feel they are being rewarded fairly based on performance, skills and other job requirements. Organizations must also ensure external compensation equity with employers competing for talent in the same labor market. Understanding the legal obligations regarding pay equity allows HR professionals to evaluate the lawfulness of their organization's pay practices and identify necessary corrective action.

DEFINITIONS

PAY TRANSPARENCY

Pay transparency is the practice of sharing, openly and explicitly, any information around compensation or benefits. It's the ongoing practice of communication. Pay transparency can manifest in a few ways:

- Eliminating secretive or outdated compensation policies.
- Clear structure and strategy around compensation programs and plans.
- Informed discussions about the value of labor.

For contracted artists, 2nd Story provides stipend, rate of pay, and expected hours of commitment in every offer or job posting. For arts administrators, our job postings include salary and benefit information. Current employees revisit benefit and salary information at minimum, annually, and the 2nd Story staff is engaged in ongoing dialogue about providing more robust compensation as the organization continues to grow.

THRIVING WAGE

We believe the idea of a thriving wage is the antithesis of the suffering artist myth, and so a thriving wage is one that allows people to prioritize rest, well-being, work-life balance, and caretaking. Thriving means being able to afford going to the doctor when sick, support a family, purchase property, or pursue travel.

Frankly, there is no single magic number here. This is where the [radical imagination](#) of our community comes in - what does it mean to not only live, but to thrive? We expect this definition to evolve and change as our work continues.

WEALTH GAP

The wealth gap is the unequal distribution of economic resources. Those economic resources can include wages, homes, automobiles, personal valuables, businesses, savings, and investments. Overall wealth evaluates these resources against any debt or liabilities.

SWOT ANALYSIS

At the beginning of the cohort, we asked each organization to complete a SWOT Analysis. This tool was originally created by Albert Humphrey through the Stanford Research Institute (SRI) and served as a helpful tool to begin our work.

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

SWOT ANALYSIS

NOTES:

THE COMMON THREADS

Through individual conversations with each cohort member, several common themes and threads surfaced. Given the parallel challenges each organization was facing, we created The Common Threads worksheet to support these and other organizations in addressing potential barriers to implementing arts worker care practices.

MISSION, VISION, & VALUES:

- Are our MVV woven throughout our organization?
- Does our MVV reflect the full breadth of our work?
- Can everyone in the organization speak to our MVV?
- Is our MVV unique to our organization?
- Does our MVV include (philosophically) our pay equity efforts?

COMPENSATION:

- Does our staff compensation reflect our organizational values?
- Does our staff compensation adequately support retention and succession planning? (For example, how long can we “afford” to stay in a current position? Is there a subsidization at play that would hinder re-hiring a position?)
- How would we define our wages (minimum, living, thriving, poverty, etc)? What are we aiming for?
- How “equal” is pay across the organization?
- Do we have a compensation philosophy?

COMMUNICATION:

- Are we all on the same page about what we mean when we say “pay equity”? Do we have a common definition/understanding?
- Do our primary stakeholders (staff, board, artists, audience) understand this initiative, why it’s important, what it is, etc?
- How do we feel about transparency? Do we have a sense of what we are transparent about with whom and why/why not?

THE COMMON THREADS

STAFF STRUCTURE:

- Does our staff structure reflect our needs? Is it “unique” to our organization (as appropriate)?
- Is our staff structure sustainable?
- Do we have a vision for how our staff may need to grow/change/adjust to accommodate our dreams and goals?
- What is the cost of turnover?
- Does our staff need support? What does that look like?
- Are our job functions clear? Do we have a sense of who is responsible for what, who needs to be in on which communication/decision, etc?
- Do we have a sense of what our next steps for staff would be? Where a position would make the biggest impact on our current needs?

REVENUE:

- Do we have a good sense of where our revenue comes from?
- Does our revenue come from a wide range of sources, or are we dependent on a person/foundation/income stream/etc?
- Do we have the revenue necessary to meet the goals that are setting w/ regard to pay equity?

ORGANIZATIONAL CULTURE:

- Is there synergy between the different groups at our organization? (I.e. between staff, board, artists, etc)
- What is the level of trust like across the organization?
- How does our organization disagree with each other? How is that managed, how do we reach a resolution?
- Do we have methods in place to gather, respond to, and take action on thoughts, insight, challenges, and feedback?
- What is our organizational relationship to expectations around work/labor? Do our expectations lead to burnout? Do our expectations include rest and care?
- How is our organizational culture communicated? Are our expectations implied or explicit?
- Do we have a culture that increases the ability of folks to say yes? Are we saying yes to our people?

THE COMMON THREADS

CAPACITY & SYSTEMS (INFRASTRUCTURE):

- What is the hierarchy of limiting factors? (space, time, income, people, etc) Which is the greatest limiting factor, or how are they interdependent?
- Are we making staffing decisions based on what our capacity needs are right now?
- How are our organizational systems? What systems were created in crisis (or during a different era) and need to be reimaged? What systems do we not have that we need?
- How are we building for longevity? For succession planning?

LEADERSHIP & DECISION-MAKING:

- How would we describe our decision-making process?
- Does everyone understand how decisions are made and support the process?
- How effective are we at engaging folks across the organization? How invested do people feel in decisions and their voice being heard?
- Do we have time and space for deep thought and visioning? Who is responsible for this? How are other people brought along?
- How participatory is our decision-making process?
- Are decisions made one way in one area of the org and a different way in another area?

BOARD:

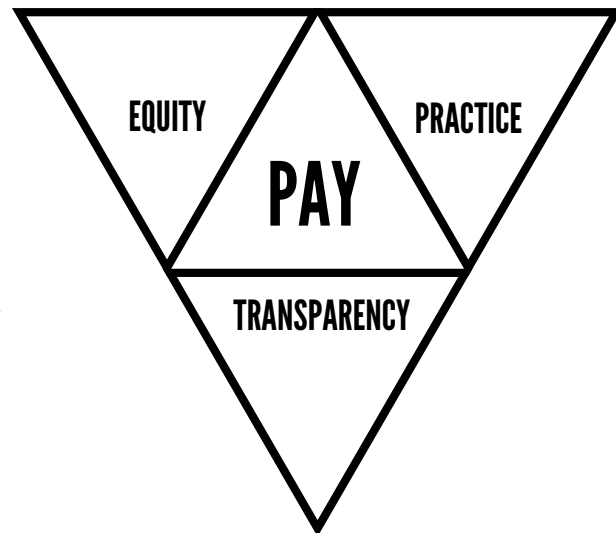
- Does our board understand non-profit finance?
- Is our board composed of the folks that we need to accomplish our dreams and goals?
- Is our board active?
- What size is our board? What size do we want it to be?
- How is our board organized/activated?
- Does our committee structure serve our needs and tap into their skills?

THE COMMON THREADS

NOTES:

THE PAY TRIANGLE

As we have investigated practices to build thriving arts ecosystems, we have deepened our thinking around care for arts workers. While pay equity is a critical part of this work, we believe that pay transparency and pay practice are also essential pieces of the puzzle. All three are required parts and, to achieve balance, no piece can be overlooked.



THE PAY TRIANGLE acknowledges that care for arts workers requires arts leaders and their organizations to be thoughtful about Pay Equity, Pay Transparency, and Pay Practice.

PAY EQUITY

- **DEFINITION:**
 - Pay Equity is compensating workers without discrimination, e.g. paying everyone the same amount for the same work.
- **STATUS:**
 - What is the wage difference between the highest paid worker and the lowest paid worker?
 - Are employees being rewarded fairly based on performance, skills and other job requirements?
 - How does external compensation (i.e. how individuals are compensated for similar work across the field) compare to internal compensation (i.e. how individuals are compensated at your organization?)
- **GOALS:**
 - What are your immediate goals to achieve pay equity? This can be conducting an internal audit, having a conversation with internal stakeholders, financial modeling, etc.
 - What is your timeline to achieve pay equity?
- **BARRIERS:**
 - What are the barriers to implementing pay equity? For instance, if there is no internal pay equity, how can you close the gap?
 - Is there a lack of understanding among organizational stakeholders?

THE PAY TRIANGLE

PAY TRANSPARENCY

- **DEFINITION:**
 - Pay Transparency is the practice of sharing—openly and explicitly—information around compensation and/or benefits.
- **STATUS:**
 - How would you currently describe pay? Is it transparent, outdated, secretive?
 - Is there a clear structure and strategy around compensation in place?
 - Do individuals know what their pay will be when they are offered work at your organization?
 - How are rates determined? Do workers understand how their rates are set?
- **GOALS:**
 - What are your immediate goals to implement pay transparency practices? This can include having conversations with staff, updating contracts to include compensation, building a pay policy page on your website, etc.
 - What is your timeline to achieve pay transparency?
- **BARRIERS:**
 - What are the barriers to implementing pay transparency?
 - Are obstacles to pay transparency driven by individuals or organizational culture?

PAY PRACTICE

- **DEFINITION:**
 - Pay Practice is the set of systems, policies, and processes related to pay that exist within an organization.
- **STATUS:**
 - How would you describe your practice of paying arts workers? Is it on-time, frequently delayed, or varied?
 - If delayed, how often does this happen?
 - How would you describe your compensation philosophy? Is it well known across the organization? Do your actions match the philosophy?
 - If you have achieved equity (i.e. the same pay for the same work), how do you plan to grow from there?
- **GOALS:**
 - What are your immediate goals around pay practice? This can be establishing a pay practice routine, investigating roles and responsibilities, having internal conversations about payment schedule, etc.
 - What is your timeline to establish a pay practice?
- **BARRIERS:**
 - What are the barriers to achieving thoughtful pay practices?
 - Does your organization lack the necessary infrastructure?

THE PAY TRIANGLE

NOTES:

ARTS WORKER CARE PLAN

Instructions: Towards the end of the cohort, we each developed an Arts Worker Care Plan. Below are the instructions provided, and on the following pages you will find a template of that Arts Worker Care Plan.

Before you begin creating an Arts Worker Care Plan, below are some things to consider/questions to ask yourself.

- General Questions
 - What are your long term goals? Take a second to dream before you worry about the plan—where do you want to go? What might this look like in 5, 10, 20 years? What would this look like with unbounded resources?
 - What are things that you could do without any financial resources? What are the simplest things you can do right now?
 - What goals will have the greatest impact? Where can you have the greatest impact for the fewest resources/in the shortest amount of time?
 - How might your pay equity goals align with your long term/strategic planning?
- People Questions
 - Does your current staff structure support your needs? Is it balanced in a way to support these goals? What changes might need to be made to align staff structure with pay equity goals?
 - What conversations are you going to have to have? What can you anticipate from those conversations? How can you set those conversations up for success? Where might your biggest curveball come from?
 - Which members of your organization are the most engaged? Who is going to be jazzed about this? How might you bring them into the process? How might they share the work with you?
- Organizational Questions
 - How might your artistic model need to change in order to support your plan?
 - What resources do you currently have access to?
 - What big plans/changes/needs will happen concurrently with this work (space, staff transitions, board attrition, etc.)?
 - What is your current organizational culture? How are folks feeling generally?
 - Are there any idioms/cultural norms that your organization upholds (i.e., “paying your dues” or “we do it for the love not the money”)

In addition to these questions, think back to the work you’ve done with the Common Threads, the Pay Triangle, and your current needs and priorities.

ARTS WORKER CARE PLAN

THEATRE TAGLINE

What is the tagline of your theatre?

VISION

What is your theatre's vision?

MISSION

What is your theatre's mission?

VALUES

What are your theatre's values?

THEATRE AT A GLANCE

PEOPLE

Who are the folks involved at your theater? Do you have an ensemble? A board and/or an associate board?

STAFF & BUDGET

What is your staff size? What is your current operating budget?

ARTISTIC MODEL

What is your artistic model? What does your artistic programming look like?

ARTS WORKER CARE AT THEATRE

PAY EQUITY

What is the state of pay equity at your organization?

PAY TRANSPARENCY

What is the state of pay transparency at your organization?

PAY PRACTICE

What does pay practice look like at your theatre?

ARTS WORKER CARE PLAN

THEATRE TAGLINE

VISION

MISSION

VALUES

THEATRE AT A GLANCE

PEOPLE

STAFF & BUDGET

ARTISTIC MODEL

ARTS WORKER CARE AT THEATRE

PAY EQUITY

PAY TRANSPARENCY

PAY PRACTICE

ARTS WORKER CARE PLAN

COMPENSATION PHILOSOPHY:

What is your compensation philosophy? It can be a work in progress!

GOAL:

Write down one goal related to arts worker care.

1 - 3 MONTH ACTION STEPS:

What needs to happen in the next 3 months to achieve this goal?

NOTES:

Are there meetings, conversations, etc. that have to take place? Who will you need to engage? Are there policies that need to be reviewed and updated? How will this impact your budget and operations?

3 - 9 MONTH ACTION STEPS:

What needs to happen in the next 9 months to achieve this goal?

NOTES:

Are there meetings, conversations, etc. that have to take place? Who will you need to engage? Are there policies that need to be reviewed and updated? How will this impact your budget and operations?

9 - 12 MONTH ACTION STEPS:

What needs to happen in the next year to achieve this goal?

NOTES:

Are there meetings, conversations, etc. that have to take place? Who will you need to engage? Are there policies that need to be reviewed and updated? How will this impact your budget and operations?

ARTS WORKER CARE PLAN

COMPENSATION PHILOSOPHY:

GOAL:

1 - 3 MONTH ACTION STEPS:

NOTES:

3 - 9 MONTH ACTION STEPS:

NOTES:

9 - 12 MONTH ACTION STEPS:

NOTES:

ARTS WORKER CARE PLAN

NOTES:

ARTICLES & RESOURCES

[The New York Times: When Paying Dues Doesn't Pay the Rent, How Does the Theater Survive?](#)

[American Theatre Magazine: How Do You Pay Your Dues When You Can Barely Pay Your Bills?](#)

[The Chronicle of Philanthropy - Nonprofits May Need to Spend a Third of Their Budget on Overhead to Thrive — Contradicting a Donor Rule of Thumb](#)

[Chicago Tribune: Artistic Chicago is hemorrhaging jobs: 'We are looking at the decimation of an industry.'](#)

[Forbes: 45% Of Nonprofit Employees To Seek New Jobs By 2025: Report](#)

[Be An Arts Hero: The Economic Impact of the Arts in the US](#)

[Rescripted: What I Did For Love, And How I Plan To Do Less](#)

[Current Affairs: It's Time for a New Labor Movement in the Performing Arts](#)

[OnStage Blog: The arts will not survive without extended unemployment benefits, and all of us should care](#)

[Chicago Magazine: Where Does Non Equity Theatre Go Next?](#)

[NPR: 'Gives Me Hope': How Low-Paid Workers Rose Up Against Stagnant Wages Minimum Wage Tracker](#)

[Non Equity Actor Compensation in Chicago - Results](#)

[On Our Team - Chicago Group Committed to Pay Equity and Labor Issues](#)

