

ANPF OPERATING PLAN 2015-2020

ANPF Strategic Plan Theme	Tactic	Timeline	Committee Responsible	Status
IMMEDIATE TIMELINE (first half 2015)				
<i>1. Play Solicitation and Playwright Relations</i>	<i>1.1 Issue personal invitation to high scoring, non winning playwrights of the last five years to resubmit plays at no charge and/or submit new plays for Festival 2016 consideration</i>	<i>Begin in 2015 and ongoing</i>	<i>Production Committee: Playwright Relations Sub-Committee/Artistic Director</i>	
<i>2. Readers and Play Selection Process</i>	<i>2.1 Create groups of 5 to 6 readers (with expanded training for all readers and application process for new readers) to read and discuss plays in Round One and recommend a specific number of plays to move into Round Two. Round Two plays are read and scored by all readers and discussed. The top scoring plays move to a Play Selection Committee which, in collaboration with the AD, chooses Festival plays</i>	<i>Began in 2014/continued in 2015</i>	<i>Reading Committee</i>	
	<i>2.3 Revise play selection and volunteer reader recruitment process, as needed, based on research and identified best practices</i>	<i>Begin in 2015 and ongoing</i>	<i>Reading Committee</i>	

<p>3. Development/Marketing Financial</p>	<p>3.1 Develop and implement a formal written marketing plan designed to increase attendance at each event to 50% or more and bring in new audience members</p>	<p>Begin in 2015 and ongoing</p>	<p>Development Committee: Marketing Sub-Committee</p>	
	<p>3.3 Budget for part time paid AD position</p>	<p>Begin in 2015 and ongoing</p>	<p>Finance Committee</p>	
<p>4. Infrastructure: Personnel and Space</p>	<p>4.1 Job Description and contract in place for Artistic Director that clarifies reporting relationship and responsibilities. Recruit and hire Artistic Director. Job description and contract in place for all paid professionals</p>	<p>By first half of 2015</p>	<p>Executive Committee</p>	
	<p>4.1 Recruit and maintain a visionary collegial board with specific skills needed to support ANPF activities (marketing, development, financial, legal, grant writing, etc)</p>	<p>Begin in 2015 and ongoing</p>	<p>Nominating Committee</p>	
	<p>4.7 Review and revise, as appropriate, board officer job descriptions</p>	<p>2015</p>	<p>Bylaws, Policies and Legal Affairs Committee</p>	
<p>5. Productions</p>	<p>Create annual production plan which includes Festival, Theatre Talks and stand-alone readings.</p>	<p>Begin in 2015 and ongoing</p>	<p>Artistic Director/ Production Committee: Theatre Talk/Festival/Events Sub-Committees</p>	

NEAR TERM (late 2015-2017)				
<i>1. Play Solicitation and Playwright Relations</i>	<i>1.2 Survey playwrights to understand what they want from ANPF and what would encourage them to submit plays. Use survey results to create a focused outreach effort to get the best new plays for ANPF.</i>	<i>Create and implement survey for playwrights first half 2015. Create and implement plan based on survey second half of 2015 and ongoing</i>	<i>Development Committee: Playwright Relations Sub-Committee</i>	
<i>2. Readers and Play Selection Process</i>	<i>2.2 Research other successful play festivals to identify best practices for play selection and volunteer reader recruitment. Consider revisions to ANPF process based on this research</i>	<i>Begin research in 2015</i>	<i>Reading Committee</i>	
<i>3. Development/ Marketing/Financial</i>	<i>3.2 Secure grant writer services (outside consultant or in house expertise) to develop a grant program including research and grant writing.</i>	<i>Create and implement plan in 2015 and ongoing</i>	<i>Development Committee: Grants Sub-Committee</i>	
	<i>3.4 Research, develop and implement effective Donor/Sponsor Program that will provide between 30 to 50% of annual budget requirements</i>	<i>Develop program and implement in 2015. Continue to improve program ongoing</i>	<i>Development Committee: Marketing/Donor/Sponsor Sub-Committees</i>	
<i>4. Infrastructure: Personnel and Space</i>	<i>4.2 Recruit Volunteer Coordinator responsible for developing pool of trained volunteers</i>	<i>First half 2015</i>	<i>Executive Committee</i>	
	<i>4.3 Recruit and maintain active Artistic Advisory Board</i>	<i>First half 2015</i>	<i>Executive Committee</i>	

	<i>4.4 Create and implement succession plan for professional and board positions</i>	<i>In place by end of 2015</i>	<i>Executive Committee</i>	
<i>5. Productions</i>	<i>5.2/5.3 Approve annual production plan</i>	<i>Begin with 2015 and ongoing annually</i>	<i>ANPF Board and Artistic Director</i>	
	<i>5.4 Identify other avenues for ANPF content (radio, local TV, newspaper, web streaming, etc)</i>	<i>Begin in 2015 and ongoing</i>	<i>Development Committee: Marketing Sub-Committee</i>	
<i>6. Strategic Partnerships</i>	<i>6.1 Develop database of West Coast ADs and invite them to attend annual Festival</i>	<i>Begin in 2015 and ongoing</i>	<i>Production Committee: Playwright Relations Sub-Committee</i>	
	<i>6.2 Develop association with local arts organizations for full production of ANPF play</i>	<i>Begin in 2015 and ongoing</i>	<i>Development Committee: Marketing Sub-Committee</i>	
MID TERM (2017-2019)				
<i>1. Play Solicitation and Playwright Relations</i>	<i>1.3 Coordinate with playwright(s) for performance of one or two high scoring, non-winning plays as stand alone events</i>	<i>Assess for 2016 production plan and ongoing</i>	<i>Production Committee: Playwright Relations Sub-Committee/Artistic Director</i>	
	<i>1.4 Solicit non-submitted play from ANPF winning playwright(s) for stand alone performance</i>	<i>Assess for 2016 production plan and ongoing</i>	<i>Development Committee: Playwright Relations Sub-Committee/Artistic Director</i>	
	<i>1.5 Develop working relationships with West Coast theatres, including OSF, resulting in ANPF performance of dramatic reading of new play from resident playwright</i>	<i>Assess for 2016 and ongoing</i>	<i>Development Committee: Playwright Relations Sub-Committee/Artistic Director</i>	

<i>3. Development/ Marketing/Financial</i>	<i>3.5 Apply for and receive capacity building grant providing funds for part time Executive/Development Director for at least three years.</i>	<i>Research and write grant in 2016 for funding in 2017-2020</i>	<i>Development Committee: Grants Sub-Committee</i>	
<i>LONG TERM (2019-2021)</i>				
<i>4. Infrastructure: Personnel and Space</i>	<i>4.5 Obtain dedicated office space</i>	<i>2019</i>	<i>Executive Committee</i>	
	<i>4.5 Determine need for professional services and contract as needed</i>	<i>2019</i>	<i>Executive Committee</i>	
	<i>4.6 Explore possibility of shared performance space; partner with City of Ashland and other organizations in creating and maintaining an Ashland Performance Arts Center</i>	<i>2020 and ongoing</i>		