

ASHLAND NEW PLAYS FESTIVAL STRATEGIC PLAN 2015-2020

Mission Statement:

Ashland New Plays Festival assists playwrights in the development of new works through public readings and offers an educational forum to the community through discussions and workshops.

Vision Statement:

Within five years, ANPF

- Will be recognized as one of the premier New Play Festivals in the country known for promoting the art form of dramatic readings, receiving and offering the best new plays by talented playwrights and assisting playwrights in the development of new work through a combination of dramatic readings by professional actors and critical feedback from skilled readers and sophisticated theater audiences.
- Will have an annual production plan which includes dramatic readings of new and established plays, theatre talks, workshops, performances, and that provides opportunities to be responsive for additional events as appropriate. The goal is to provide recognition of ANPF as an integral part of the Ashland cultural community.
- Will have strategic partnerships in place with other arts and theater education organizations both in Ashland and nation wide.
- Will have paid professionals to support ANPF events and programs – artistic, literary, marketing, development, production, operating
- Will attract and maintain a pool of volunteers, a cadre of skilled play readers and a group of supportive donors, sponsors and patrons for ANPF.

Current State of Organization

ANPF, a non profit organization, was founded in 1992 and is managed by a volunteer board of directors. The organization's mission is to encourage playwrights in the development of new works through dramatic readings. ANPF also offers educational opportunities to the community through discussions and workshops.

The organization's major event is a Play Festival Week in October in which four new plays chosen by volunteer readers and the Artistic Director/Play Selection Committee are presented as dramatic readings to the community. ANPF also does stand-alone readings and Theatre Talks during the year.

The past Artistic Director volunteered his time, there is no paid Managing or Executive Director and only a part time paid marketing professional. ANPF has reached the stage where contracted professionals are needed to advance the organization in terms of community presence and programming. A formal written marketing plan to bring in new audiences is needed along with a strong donor base to support increased activities and events. Fund raising is a major need as is dedicated office space.

Events That Do or Could Support ANPF Mission

- Annual Festival
- Spring Festival
- Student Festival
- Theatre Talk Interviews
- Theatre Education Workshops
- Dramatic Readings
- Partnerships with Artistic Communities and Organizations

Major Areas of Planning:

1. Play Solicitation and Playwright Relations
 - 1.1 2015-20: 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 consideration
 - 1.2 2015-16: Survey playwrights to understand what they want from ANPF and what would encourage them to submit plays to ANPF. Use survey results to create a focused outreach effort to get the best new plays submitted to ANPF annually
 - 1.3 2015-20: Select one or two high scoring, non winning plays to perform as stand alone events
 - 1.4 2015-20: Solicit new plays for stand alone performance from ANPF winning playwrights (plays not previously submitted)
 - 1.5 2016-20: Develop working relationships with West Coast ADs and playwrights resulting in ANPF performing dramatic readings of new plays from their affiliated playwrights (including OSF)
2. Readers and Play Selection Process
 - 2.1 2015: Create groups of 5 readers (with expanded training for all readers and application process for new readers) read and discuss the plays in Round One and recommend a specified number of plays to move into Round Two. Round Two plays read and scored by all readers and discussed. The top scoring plays move to a Play Selection Committee who, in collaboration with the AD, chooses the festival plays

- 2.2 2016-17: Research other successful play festivals to identify best practices for play selection and volunteer reader recruitment and consider revisions to ANPF process based on this research
 - 2.3 2017-20: Revise play selection and volunteer reader recruitment process, as needed, based on research and identified best practices
3. Development, Marketing and Financial
- 3.1 2015: Develop and implement a formal written marketing plan designed to increase attendance at each event by 50% or more and bring in new audience members.
 - 3.2 2015-16: Secure grant writing services resulting in a formal grant program including research and grant writing.
 - 3.3 2015-20: Budget for paid AD professional (part time)
 - 3.4 2015-20: Research, develop and implement effective Donor Program (including underwriting) that will provide between 30 and 50% of annual budget requirements.
 - 3.5 2016-20: Apply for and receive capacity building grant that will provide funds for part time Executive Director for at least three years.
4. Infrastructure
- 4.1 2015: Develop and implement contract for Artistic Director that clarifies reporting relationship and responsibilities. Recruit and maintain a visionary, collegial board with specific skills needed to support ANPF activities (marketing, fund raising, financial, legal, grant writing) Recruit a pool of volunteers to support ANPF events
 - 4.2 2015-20: Recruit paid AD, paid Executive Director (focus on Marketing & Development) and paid Office Manager (all part time). Contract with guest directors for specific plays. Maintain a strong core of trained volunteers led by Volunteer Coordinator.
 - 4.3 2015-20: Recruit and maintain an active Artistic Advisory Board
 - 4.4 2016-20: Create and implement a succession plan for professional and board positions
 - 4.5 2016-20: Obtain dedicated office space and expand professional services as needed.
 - 4.6 2020: Share performance space (partner with City of Ashland and other appropriate organizations in creating and maintaining an Ashland Performing Arts Center)
 - 4.7 2015: Review and revise, as appropriate, board officer job descriptions
5. Productions
- 5.1 2015-16: Present annual Festival, stand alone readings, Theatre Talks

- 5.2 2016-18: Present bi-monthly readings, Annual Festival, Theatre Talks, TT content and/or play readings featured on JPR
- 5.3 2018-20: Present bi-monthly readings, Spring Festival and/or Student Festival, Annual Festival, TTs, ANPF content featured on JPR radio
- 5.4 2020: Obtain local TV coverage of ANPF reading(s) and interviews

6. Strategic Partnerships

- 6.1 2015-20: Develop database of West Coast ADs and invite them to attend Annual Festival.
- 6.2 2015-20: Develop association with local arts organization for full production of an ANPF play (Camelot, Next Stage, etc)
- 6.3 2015-20: Develop working relationship with OSF, SOU, other local theater and arts organizations and the City of Ashland.
- 6.4 2018-20: Partner with SOU; consider producing a Student Festival in collaboration with theatre department
- 6.5 2018-20: Produce a 2 or 3 play Spring Festival
- 6.6 2018-20: Establish relationships with regional theaters resulting in staged presentations of ANPF's best plays

Current ANPF Standing Committees

Executive

Reading

Production: Theatre Talk, Festival, Events

Development: Donors, Sponsors, Grants, Marketing, Publicity, Playwright

Relations

Finance

Current ANPF Ad Hoc Committees

Nominating

Strategic Plan

Bylaws, Policies and Legal Affairs

Pending

Artistic Advisory Board