

*UPDATED FEBRUARY 16, 2022 – BY THE AACT STRATEGIC PLANNING TASKFORCE*



## 2019 – 2022 Strategic Plan: The Next AACT

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## Vision

*AACT aspires to be:*

- *The trusted and qualified resource for aiding all theatres and theatre community constituents in the United States*
- *The respected advocate for the largest, most inclusive national network of theatre organizations and practitioners*
- *The vibrant proponent of community theatre in the international theatre environment.*

## Mission

AACT pursues opportunities and experiences in theatre for every community across America helping theatre organizations and practitioners thrive

## Beliefs

- Participation in creative endeavors contributes to human development
- Theatre programming helps strengthen and build community
- AACT fully supports and promotes comprehensive equity throughout the theatre world. AACT is committed to providing an inclusive and welcoming environment for all.

## Core Values

- Creative expression
- Celebration of all races, genders, ages, religions, identities, and experiences
- Partnerships and relationships
- Community-building

# STRATEGIC PLAN INTENT

## THE FUTURE

*We envision AACT as...*

- *The trusted and qualified resource for aiding all theatres and theatre community constituents in the United States*
- *The respected advocate for the largest, most inclusive national network of theatre organizations and practitioners*
- *The vibrant proponent of community theatre in the international theatre environment.*

## STRATEGIC PRIORITIES

2019 - 2022

1

Strive for excellence, accessibility, and affordability of offerings that are in highest field demand

2

Increase AACT's visibility and deepen connectedness

3

Transition to a virtual operating structure bolstering AACT's ability to succeed and thrive

4

Fortify AACT's financial future

## SPECIFICS HOW...

- Amplify AACT's mission and core values in program, administrative, and governance policy and practice – *walk the talk*.
- Strengthen the portfolio of offerings increasing AACT's value to theatre providers at every level.

- Achieve – exceed - membership goals in every state.
- Strengthen relationships with theatre educators at every level.
- Implement a nationwide communication and networking strategy that expands and deepens AACT's connectedness with theatre providers and practitioners.
- Implement a year-round media strategy to increase AACT's visibility.
- Strengthen AACT's stature and value in the national and international theatre ecosystem.

- Learning from the successes of others, transition AACT to a virtual organization with even greater capacity to implement this plan.
- Invest in the technology, operating systems, and expertise AACT needs to implement this plan.
- More strategically focus the Board on AACT's future.
- Streamline and better coordinate committees.
- Expand Corporate and Advisory Partnerships essential to plan success.

- Expand and strengthen earned income.
- Develop and implement a comprehensive contributed income plan.
- Grow the endowment and establish a capital reserve.

## PLAN CONTRIBUTORS

This plan was developed over nine months, from December 2018 through September 2019, with thanks to the collective wisdom and dedication of AACT's Board, staff members, and contractors.

### BOARD OF DIRECTORS

Carole Ries, President and Strategic Planning Task Force Co-Chair  
Rick Kerby, President Elect  
Frank Peot, Secretary  
Michael Fox, Treasurer  
Sara Phoenix, Strategic Planning Task Force Co-Chair  
Emily Anderson  
Sally Barnes  
Sharon Burum  
Steven Butler  
Chad-Alan Carr  
Martha J. Cherbini  
Michael Cochran  
Allen Ebert  
Nancy Eppert  
Donna Fisher  
Bob Frame  
Rich Gannon  
Kristofer Geddie  
Dennis Gilmore  
Steve Hughes  
Lucinda Lawrence

Ron Cameron-Lewis  
Stephen Krempasky  
Bevie Lord  
Joan Luther  
Carolyn McCloskey  
Lynn Nelson  
Stephen Pellman  
Kristi Quinn  
Lynn Rahl  
Jon Douglas Rake  
Judy Rozema  
Chris Serface  
Jamie Ulmer  
Jim Walker  
Dane Winters

### REGION REPRESENTATIVES

Beverly Lord, Region I  
Joan Luther, Region II  
Steven Hughes, Region III  
Lynn Nelson, Region IV  
Nancy Eppert, Region V  
Sally Barnes, Region VI

Donna Fisher, Region VII  
Dennis Gilmore, Region VIII  
Jon Douglas-Rake, Region IX  
Dane Winters, Region X

### ADMINISTRATION

Quiana Clark-Roland, Executive Director  
David Cockerell,  
Marketing/Communications Director  
Geoff Leonard-Robinson, Former Membership Director  
Karen Matheny, Membership Coordinator & Office Support Manager  
Darlene DeLorenzo, Vendor Services Coordinator  
Jill Patchin, Corporate Partners Manager  
Winston Daniels, Operations and Events Assistant  
Stephen Peithman, Webmaster & Spotlight Editor  
Ron Zeigler, Festivals Coordinator  
Susan Austin, NewPlayFest Coordinator

## BACKGROUND

In AACT's 33- year history increasing its reach and relevance to theatre providers across the country – helping them succeed - has been its chief aim. At the Board's Salt Lake retreat in February 2019 to launch this planning process, prevailing sentiment was that *reach and relevance gains could only be achieved with a clearer road map* - including strategy, action steps, metrics, timelines, and accountability. Building on the wisdom of previous AACT plans, this plan looks to the future with a keener eye, provides a clearer road map, and strives to make AACT the most trusted “go-to” service organization for theatre organizations across America.

Since AACT's creation, it's board and volunteers have been the lifeblood of the organization. When this planning process began, a roster of 103 persons were serving on the 21 committees and task forces listed here. A closer look at those 103 showed there were actually 62 individuals, with 25 serving on two or more committees. This total volunteer workforce was not only driving AACT's governance but was also very involved in programming and operations. Over the past decade, as AACT has retained professional staff and contractors, programming and operational responsibilities have been shifting from board and volunteers to staff. But it is important to recognize, when ownership and dedication are high, shifting is easier said than done.

At AACT's June 2019 meeting in Gettysburg, when the first draft of this plan was presented for Board review, we realized this plan would be more valuable if it could also clarify committee and task force roles; specifically, helping lay tracks for streamlining and coordinating the staff/board interface on programming and operations. And, perhaps even more important, *evolving the Board from hands-on staff-like responsibilities to a more forward-focused stewardship role including membership and partnership growth, financial stability, and elevating AACT's national image and prominence.*

Following Gettysburg, 21 committee and task force leaders were asked to report on 2018-19 accomplishments, share their plans for 2019-2020, and offer suggestions for going forward. This plan draft has been updated to incorporate committee and task force leaders' inputs and offer recommendations to respectfully and carefully evolve AACT board + staff functions with everyone pulling in the same direction to accomplish what one board member shared at the start of this process, “I don't want AACT to catch up, imitate, or beg to be invited. I want us to lead.”

### Standing Committees as per Bylaws

1. Executive Committee
2. Nominating Committee
3. Education Committee
4. Festival Committee
5. Endowment Committee

### 2018-19 Committees, Teams, Task Forces

6. Accreditation
7. Awards
8. AACT's Ambassador
9. Audit Committee
10. Awards Committee
11. Bylaws 2018-2019
12. Communications Team
13. Fellows Program
14. Festival Commission
15. Finance Committee
16. International Committee
17. Member Engagement Team
18. Regional Representatives + State Contacts
19. Steering Committee AACTFest 2019
20. Strategic Planning
21. Youth Activities Committee

## PRIORITIES AND ACTION PLAN DETAILS

### PRIORITY 1. STRIVE FOR EXCELLENCE, ACCESSIBILITY, AND AFFORDABILITY OF OFFERINGS *THAT ARE IN HIGHEST FIELD DEMAND*

#### Our vision

- *The trusted, go-to resource for helping theatre providers and practitioners at every level across the United States thrive.*

#### How to achieve the vision...

- Strive for excellence, accessibility and affordability of offerings that are in highest field demand

#### Specifics how...

- Amplify AACT's mission and core values in program, administrative, and governance policy and practice – *walk the talk*.
- Strengthen the portfolio of offerings increasing AACT's value to theatre providers at every level.

Aim 1.1. Amplify AACT's mission, beliefs, and core values in policy and practice – <i>walk the talk</i> .						
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures	Status
1.1.1	Update core values. Staff will present a draft to the Strategic Planning Task Force for reviews and improvements before the Winter 2019 meeting.	for Nov Board meeting approval	ED+	Strategic Planning Task Force	AACT and its vision, mission, purpose, beliefs, and values will be clearer to the world and serve as the model for theatre organizations across the country.	Completed
1.1.2	Update AACT policy statement on racial, social, and gender equity and inclusion.	For the Jan (?) 2020 Board meeting	ED+	Exec Comm		Completed
1.1.3	Update AACT belief statement to include proactive language on racial, social, and gender equity and inclusion	2020	ED+	Exe Comm or Task Force		In Progress

1.1.4	Model racial, social, and gender equity and inclusion to the field. Include policy recommendations for accreditation.	2020	ED+	Accreditation Task Force		
1.1.5	Update vision statement.	By Oct 2019 for Nov Board meeting approval	ED+	Strategic Planning Task Force, Exec Comm		Completed
1.1.6	Building on the 2016-2017 results of the Accreditation Task Force, create policy to strive for field excellence by developing and adopting “best practices and <u>guidelines</u> for theatre offerings in communities across America.” <ul style="list-style-type: none"><li>• Community theatres</li><li>• Organizations offering theatre education programming</li></ul>	2020	Membership Dir+ ED, Education Contractor	Accreditation Task Force, Education Comm	AACT will be the standard bearer for theatre best practices in America. Theatre in communities across the country grows stronger.	
Aim 1.2 Enhance and strengthen AACT’s portfolio of educational offerings.						
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures	



1.2 .1	<p>Develop excellent, accessible, affordable resources to help the field (online, workshops, virtual, conferences, master classes, and more):</p> <ul style="list-style-type: none"> <li>- Create timeline and annual budget for each of the above areas through 2022; Closely monitor and communicate progress.</li> <li>- Create “how to’s” and, where appropriate, curriculum for the most important service needs recommended in the Salt Lake Retreat Synthesis and the inventory (good business models, budget and finance, stage management, social media, marketing, branding, touring, and more);</li> <li>- Determine how use will be tracked and reported;</li> <li>- Determine how use will be evaluated.</li> </ul>	Round I by 2 <sup>nd</sup> qtr. 2020	Education Contractor + Membership Coordinator, Marketing/Comm Director ED, Operations & Events Asst,	Education Committee Directors Conference Liaison	<p>Annual usage targets are reached/exceeded.</p> <p>Budget targets are reached.</p> <p>Evaluations and field buzz about AACT are increasingly positive.</p>	Completed
<b>Aim 1.3 Enhance and strengthen AACT’s festival offerings.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
1.3 .1	<p>Enhance festival methodology to be more inclusive and efficient.</p> <ul style="list-style-type: none"> <li>o AACT NewPlayFest;</li> <li>o AACTFest;</li> <li>o AACT Youth Fest;</li> <li>o AACT WorldFest;</li> <li>o Standalone youth festival/conferences.</li> </ul>	Prepare for in 2021 with implementation beginning in the 2023 Cycle	Festivals Coordinator + NewPlay Fest Coordinator ED, Education Contractor	VP Festivals, Festivals Committee, Education Comm. Chair, New Play Festival Liaison,	Forthcoming by Ron	In Progress

	<ul style="list-style-type: none"> <li>- Develop a timeline and budget for festival modifications with benchmarks and participation goals;</li> <li>- Better connect all the above festivals with AACT education offerings;</li> <li>- Where possible collaborate more with the regions and states;</li> <li>- Report progress to staff and board quarterly.</li> </ul>			AACT WorldFest Liaison, YouthFest Liaison, Youth Arts Activities, Reg Oversight Coordinator		
<b>Aim 1.4 Strengthen and expand the Military and Reserve Program.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
1.4.1	Enhance and expand the military, veterans, and Military Artist-in-Residence/Internship Program to program be more inclusive, efficient, and far-reaching.	2021	Ron Zeigler	Dane Winters Education Committee	Forthcoming by Ron and Dane	In Progress
<b>Aim 1.5 Combine Corporate Partner and Discount Program to a new AACT Corporate Partner Program construct.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
1.5.1	Keep those discount providers, corporate resources, and partners with highest value and eliminate the rest. <ul style="list-style-type: none"> <li>- Set annual discount and Corporate Partner goals and include in AACT's annual operating budget;</li> <li>- Refresh and strengthen policies and practices for program partners, highlighting mutual benefits to achieve budgeted goals;</li> </ul>	By June 2020	Corporate Partners Manager+ Vendor Services Coordinator ED Staff as needed	-	Each discount program is used by at least 20 AACT members per year. Discount program attracts new members each year.	In Progress

	- Report progress to staff and board quarterly.					
<b>Aim 1.6 Revitalize website to be more informative, accessible, current, enticing, and relevant.</b>						
	<b>- Strategies/tactics</b>	<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
1.6.1	<p>Refresh and curate website content as recommended in the Salt Lake Retreat Synthesis.</p> <ul style="list-style-type: none"> <li>o Vital info for members</li> <li>o Resource sharing</li> <li>o Research</li> <li>o Education tools</li> <li>o Best practices</li> <li>o Resource</li> <li>o More...</li> </ul> <p>- Develop a timeline and budget with benchmarks, and report progress to staff and board quarterly.</p>	Now through 2020	Webmaster+ Website Developer ED Operations and Event Asst. Office Support Manager	Focus Groups	AACT, in partnership with Drexel University, is the national and international repository for theatre artists, theatres, and theatre information evident by positive user feedback, web traffic, online sales, and membership goals.	In Progress

<b>Aim 1.7 Revise membership categories making membership in AACT more valuable to the theatre community and practitioners.</b>						
	<b>Strategies/tactics</b>	<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
1.7.1	Building on what is learned in the 2020 inventory, simplify and revise membership categories according to new Strategic Plan	By Fall 2020	Membership Coordinator + ED	Treasurer, Membership Engagement Chair	AACT membership is more highly valued evidenced by increased numbers of members in every state.	In Progress

	<p>Goals. Incorporate financial targets into AACT's annual operating budget.</p> <p>Invigorate messaging about membership offerings per membership category:</p> <ul style="list-style-type: none"> <li>- Theatres</li> <li>- 501 c3 organizations offering theatre</li> <li>- Practitioners</li> <li>- Education Partners</li> </ul>		Office Support Manager		Budgeted membership income goals are reached/exceeded.	
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## PRIORITY 2. INCREASE AACT'S VISIBILITY AND DEEPER CONNECTEDNESS

### We envision AACT as...

- *The most trusted, valued "go-to" resource for helping all theatre providers in the United States thrive*
- *The respected national advocate for the largest, most inclusive nation-wide network of theatre organizations and practitioners*
- *The vibrant proponent of community theatre in the international theatre ecosystem*

### How to achieve the vision...

- Increase AACT's visibility and deepen connectedness

### Specifics how...

- Achieve – exceed - membership goals in every state.
- Strengthen relationships with theatre educators at every level.
- Implement a nationwide communication and networking strategy that expands and deepens AACT's connectedness with theatre providers and practitioners.
- Implement a year-round media strategy to increase AACT's visibility at the local, state, regional, national, and international levels.
- Strengthen AACT's stature and value in the national and international theatre ecosystem.

Aim 2.1 Achieve – exceed – membership goals in every state.					
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures
2.1.1	Improve the methodology of maintaining a more accurate nonmember theatre list for every state and territory.	2020	Membership Coordinator + ED All staff	Regional Oversight Contractor State Associations + State Contacts	AACT will be the national resource <u>connected to, or at least known by all theatre providers.</u>
2.1.2	Better connect with existing members and expand membership: <ul style="list-style-type: none"> <li>- Create more accessible options for theatres, organizations</li> </ul>	Strategic development in 2020 and impleme	Membership Coordinator + ED All staff	Member Engagement Chair, Regional Oversight Contractor,	Meet and reach/exceed # targets in every state.

	offering theatre, and practitioners; - Building on past successful practices, update networking policy, practices, and plan of action to increase members; - Develop a specific game plan with benchmarks for membership growth in the 37 states with statewide theatre associations; - Develop a specific game plan with benchmarks for membership growth in every state with no statewide theatre association; - Report progress to staff and board quarterly.	nt by 2021		State Associations + State Contacts, Other National Theatre and National Art Service Organizations		
<b>Aim 2.2 Strengthen relationships with theatre educators at every level.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
2.2.1	Create a college affiliate program. - Define the mutual benefits to be gained by the AACT- College Affiliate Partnership - Internships - Learning opportunities - Fellowships Develop a manageable plan of action. - Based on AACT's Board and Staff current alumna and working relationships, identify those	2021	ED+ Education Contractor	Collegiate and University Partners, Member Engagement Chair	Compelling rationale and mutual benefits in place. Annual targets reached/exceeded. Budgeted income goals reached.	In Progress

	university programs in the US to target; - Report progress with staff and board quarterly.					
2.2.2	Create a strategy for connecting with k-12 theatre educators.  Develop a manageable plan of action. - Based on AACT's Board and Staff current working relationships, identify those university programs in the US to target; - Report progress to staff and board quarterly.	2022	ED+ Education Contractor	Other National Theatre Associations	Meet and reach/exceed # targets.	In Progress
<b>Aim 2.3 Implement a nationwide communication and networking strategy that expands and deepens AACT's connectedness with theatre providers and practitioners.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	

2.3.1	<p>Develop constituent- friendly AACT tags to refresh the brand.</p> <ul style="list-style-type: none"> <li>- Test with a diverse sample of AACT constituents to ensure intent is achieved.</li> </ul>	By Oct 2019 for Winter meeting approval	Marketing & Communications Director+ ED All Staff Marketing Contractor	Marketing/ Branding Contractor, Strategic Planning Task Force Chair, Exec Comm Chair	AACT's 4 branding/tags expands members to include younger theatre practitioners and more diverse organizations.	In Progress
2.3.2	<p>Building on practices and success of the Corporate Partners Program, create policy, practice and plan of action to connect with select cultural entities across the US.;</p> <ul style="list-style-type: none"> <li>- Include recommendations suggested in the Salt Lake Retreat Synthesis.</li> <li>- Report progress to staff and board quarterly.</li> </ul>	2020-2021	Marketing/Comm Director ED	Regional Reps, State Reps, Other National Associations	tbd	Completed
<b>Aim 2.4 Implement a year-round media strategy to increase AACT's visibility.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
2.4.1	<p>Develop and implement a 12-month media plan including targets of younger theatre practitioners and diverse organizations.</p> <ul style="list-style-type: none"> <li>- Include recommendations suggested in the Salt Lake Retreat Synthesis.</li> <li>- Please See Appendix C.</li> </ul>	2020	Marketing/Comm Director+ ED	Media Partners Other National Association Partners	AACT's successful branding/tags expands members to include younger theatre practitioners and more diverse organizations.	In Progress



<b>Aim 2.5 Improve the quality, relevance, and readership of <i>Spotlight</i> magazine.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
2.5.1	<p>Improve the quality, relevancy, and increase readership of <i>Spotlight</i> magazine online and print and improve the partnerships and relationships with advertisers and CP's via the magazine.</p> <p>Create a business plan for Spotlight that will include:</p> <ul style="list-style-type: none"> <li>- A marketing strategy for expanding reach;</li> <li>- Relevant, valuable, forward looking content and topics including features about and by prominent figures;</li> <li>- Refreshed look and branding;</li> <li>- Update advertising guidelines.</li> </ul>	2020 and forward	Marketing/Comm Director+ Contracted Editor	Media Partners, Other National Association Partners Finance Committee Chair	<p><i>Spotlight</i> readership will increase by x% per year.</p> <p><i>Spotlight</i> will become a prominent facet of the face of AACT internationally.</p>	In Progress
<b>Aim 2.6 Strengthen AACT's stature and value in the national and international theatre ecosystem.</b>						
<b>Strategies/tactics</b>		<b>When</b>	<b>Staff on point</b>	<b>Board/Partners on Point</b>	<b>Outcomes/Measures</b>	
2.6.1	<p>Create an international advisory board with well-known champions, legends, and thought leaders in the theatre world.</p> <ul style="list-style-type: none"> <li>- Include recommendations suggested in the Salt Lake Retreat Synthesis;</li> </ul>	2020	ED+ Contractor Corporate Partners Manager	Board President, Board Officers, <sup>1</sup> International Committee Liaison	International Advisory Board elevates AACT's image and visibility. National and international	In Progress

<sup>11</sup> Michael Fox

	<ul style="list-style-type: none"> <li>- Add them to the web site;</li> <li>- Add quotes from them in all publications, social media – at every chance – to elevate AACT’s visibility and stature.</li> </ul>		Marketing & Comm Director		publication mentions increase. Membership goals reached or exceeded.	
2.6.2	<p>Continue to participate in key national/international events. Create an annual calendar and budget for this</p> <ul style="list-style-type: none"> <li>- Report benefits to the staff and board annually</li> </ul>	ongoing	ED+ All staff			In Progress

### PRIORITY 3. FORTIFY AACT’S OPERATIONAL EFFICIENCY AND EFFECTIVENESS

#### We envision AACT as...

- *The trusted, go-to resource*
- *The respected national advocate*
- *A vibrant proponent*

#### How to achieve the vision...

- Transition to a virtual operating structure bolstering AACT’s ability to succeed and thrive

#### Specifics how...

- Learning from the successes of others, transition AACT to a virtual organization with even greater capacity to successfully implement this plan.
- Invest in the technology, operating systems, personnel and additional expertise AACT needs to implement this plan.
- Strengthen AACT’s Board focus, Corporate, and additional Partnerships essential to plan implementation.

Aim 3.1 Learning from the successes of other national service organizations and building on the 2016 SWOT analysis, transition AACT to a virtual organization with even greater capacity to implement this plan.

Strategies/tactics	When	Staff on point	Board/Partners on Point	Outcomes/Measures
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3.1.1	<p>Reconfigure AACT's staff composite to align with the chief priorities in this plan:</p> <ul style="list-style-type: none"> <li>- Determine administrative and programmatic expertise needed and ensure compensation, benefits, + professional development are commensurate with other national associations like AACT.</li> <li>- Clarify how staff will function to ensure success: <ul style="list-style-type: none"> <li>o Reporting;</li> <li>o Communications;</li> <li>o Performance expectations and values;</li> <li>o Roles and responsibilities alignment with this plan;</li> </ul> </li> <li>- Update personnel policy and procedures to reflect this forward view (handbook, job descriptions, annual performance goals, annual calendar, financials for areas in each staff person's charge, etc.);</li> <li>- Conduct annual performance reviews to ensure individual and staff team success.</li> </ul> <p>Longer term – develop succession policies and plans for AACT leaders.</p>	For 2019-2020 budget amendments and 2020-21 budget	ED+ All Staff	Exec Comm, Treasurer	<p>AACT is a fully operational virtual organization by 2020. Personnel cohesiveness is strong.</p> <p>Staff capacity is up to the task of achieving AACT goals. Morale is high.</p> <p>Performance is excellent: annual performance review ratings continually improve. Working relations and communications are excellent.</p>	Com
Aim 3.2 Invest in the technology, operating systems, and expertise AACT needs to implement this plan's priorities.						
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures	

3.2.1	<p>Determine technology needs of virtual office.</p> <ul style="list-style-type: none"> <li>- Develop a budget and timeline for purchases: See that... <ul style="list-style-type: none"> <li>o Personnel will have technology (individually and collectively) to function efficiently and effectively;</li> <li>o Data base will be kept current;</li> <li>o Data and info will be secure.</li> </ul> </li> <li>- Explore Customer Relationship Management software acquisition: See that... <ul style="list-style-type: none"> <li>o Personnel will have technology (individually and collectively) to function efficiently and effectively;</li> </ul> </li> </ul>	now	ED+ All Staff	Exec Comm	<p>Personnel has technology needed to be effective. Communications are excellent.</p> <p>ACCT's interaction with current and potential members increases. Membership retention rates increase. Evaluation of member services shows increased levels of satisfaction.</p>	Com
3.2.2	<p>Determine operating system needs of virtual office.</p> <ul style="list-style-type: none"> <li>- Develop a budget and timeline for purchases, set up, beta tests, training, implementation, and evaluation to get it right. <ul style="list-style-type: none"> <li>o Create communications protocols to ensure staff, board, and advisory committee communications are excellent;</li> <li>o Develop new standard operating procedures for virtual office that are clear and ensure staff performance remains effective and productive.</li> </ul> </li> </ul>	now	ED+ All Staff	Exec Comm	<p>AACT's operations run efficiently and effectively.</p>	Com
3.2.3	<p>Develop the ideal staff construct. Together with each existing staff person, determine ideal staff repositioning;</p> <ul style="list-style-type: none"> <li>- Given the critical need expressed by the Board for more on-the-ground presence, explore a regional representative transition to a comprehensive, more cost-effective, contractor network to increase field connectedness.</li> <li>- Develop transition budgets and timelines. Please see Appendix A for staffing plan matrix, page 24.</li> </ul>	2019-2020	ED+ All Staff	Exec Comm Regional Oversight Contractor	<p>Staff morale remains high. The virtual organization works! Membership satisfaction levels increase. Budget, program, and operating goals are achieved/exceeded.</p>	Com

Aim 3.3 More strategically focus AACT’s Board to implement this plan’s priorities.						
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures	
3.3.1	<p>More intently focus the Board on policy and the longer view</p> <ul style="list-style-type: none"><li>- Ensure adequate attention to AACT’s fiscal stability;</li><li>- Fortify operating and program policies;</li><li>- Help AACT achieve the national and international reputation envisioned by accessing key networks, access to financial resources, etc.</li><li>- Implement AACT’s Board intent as stated in Salt Lake to increase...<ul style="list-style-type: none"><li>o Demographic diversity (age, ethnicity/race)</li><li>o Geographic diversity (all regions)</li></ul></li></ul> <p>Please see Appendix B for sample board matrix, page 32.</p>	Now - 2020	ED+	Exec Comm	Gov culture of continuous improvement in place. Board and Advisory Board expertise more focused and optimized.	In Pr
3.3.2	<p>The following governance best practices and strategies are respectfully offered for AACT’s consideration to accomplish the following:</p> <ol style="list-style-type: none"><li>1. Consider streamlining the committee/task force structure <b>over time as suggested in Appendix B, page 25.</b></li><li>2. Seamlessly connect and coordinate committee functions with staff functions - I.e., <i>everyone pulling together in the same direction as cost effectively and time efficiently as possible;</i></li><li>3. More closely align work of committees with Board approved budget and this plan’s priorities.</li><li>4. Strengthen communications and information sharing across the organization. Consider creating a monthly dashboard report with key stats. (please see page 38)</li><li>5. Continue to benefit from the wisdom of Board members; however, better utilize Board member time. Consider evolving AACT board policy to service on 1 or 2 committees only.</li></ol>	2020	ED+	Exec Comm, Proposed Governance Committee	<p>Committee, Task Force, and Liaisons function are integrated into AACT’s overall operations. Annual goals are achieved.</p> <p><i>Everyone pulling together in the same direction as cost effectively and time efficiently as possible.</i></p>	In Pr

	6. In the spirit of <i>increasing AACT's reach</i> , see that committees and task forces are more representative of AACT's diverse membership.					
3.3.3	<p>Create an International Advisory Board (as in 2.5.1)</p> <ul style="list-style-type: none"> <li>- Recruit international and national theatre luminaries (as recommended by Board Members in Salt Lake) whose imprimatur and reputation will help elevate AACT's visibility and reputation. [Lin Manuel Miranda, Ken Ludwig, Kristin Chenoweth, etc.) <i>"Rising stars rather than aging stars"</i><sup>2</sup></li> <li>- Convene virtually once per year.</li> <li>- Provide tailored job descriptions for each to help the ED increase AACT's national/international visibility.</li> <li>- Provide entre and access to foundation, Broadway, producers, and others.</li> </ul>	Now - 2020	ED+	Exec Comm, Proposed Governance Committee, International Committee Designee	National and International image and visibility raised with help from theatre celebs.	In Pr
3.3.4	<p>Reinvigorate AACT Ambassador Program as part of Member Engagement.</p> <ul style="list-style-type: none"> <li>- Update member criteria. Include former board members who have served six+ years and Past Presidents</li> <li>- Develop communication plan</li> <li>- Include Ambassadors on website</li> <li>- Assist with outreach to new members, and AACT events around the country</li> </ul>	2021	ED+	Member Engagement Chair	Ambassadors strengthen the welcoming presence of AACT.	In Pr
3.3.5	Conduct regular evaluation of board effectiveness (individuals, committees, and the board as a whole).	Last qtr. annually beginning 2019	ED+	Proposed Governance Committee		In Pr

<sup>2</sup> Salt Lake Retreat quote

## PRIORITY 4. FORTIFY AACT'S FINANCIAL FUTURE

*We envision AACT as...*

- *The trusted, go-to resource ...*
- *The respected national advocate ....*
- *A vibrant proponent ....*

*How to achieve the vision...*

- Fortify AACT's financial future

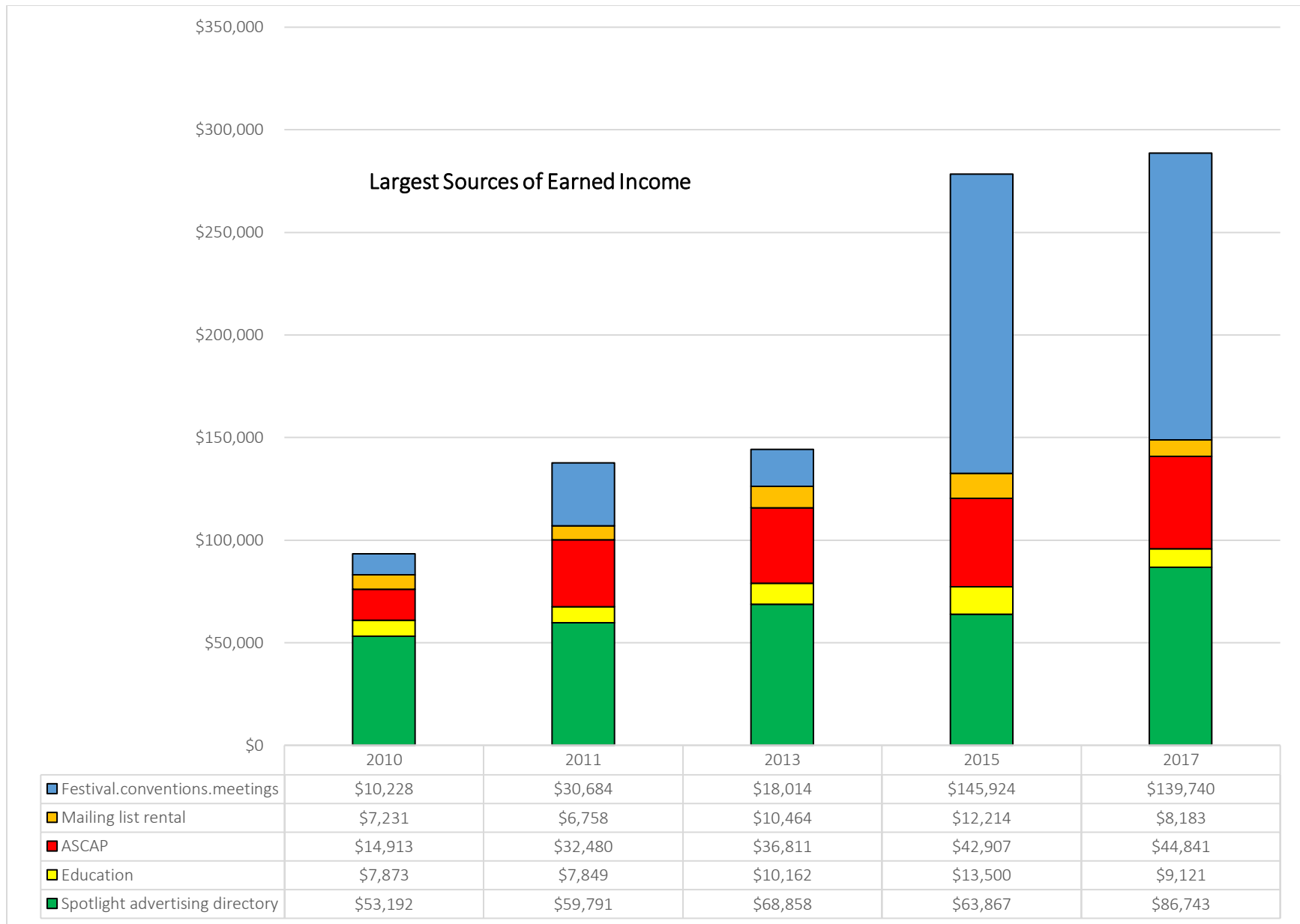
*Specifics how...*

- Further strengthen earned income generation.
- Develop and implement a comprehensive contributed income plan.
- Strengthen Corporate and additional Partnerships essential to AACT's financial stability.

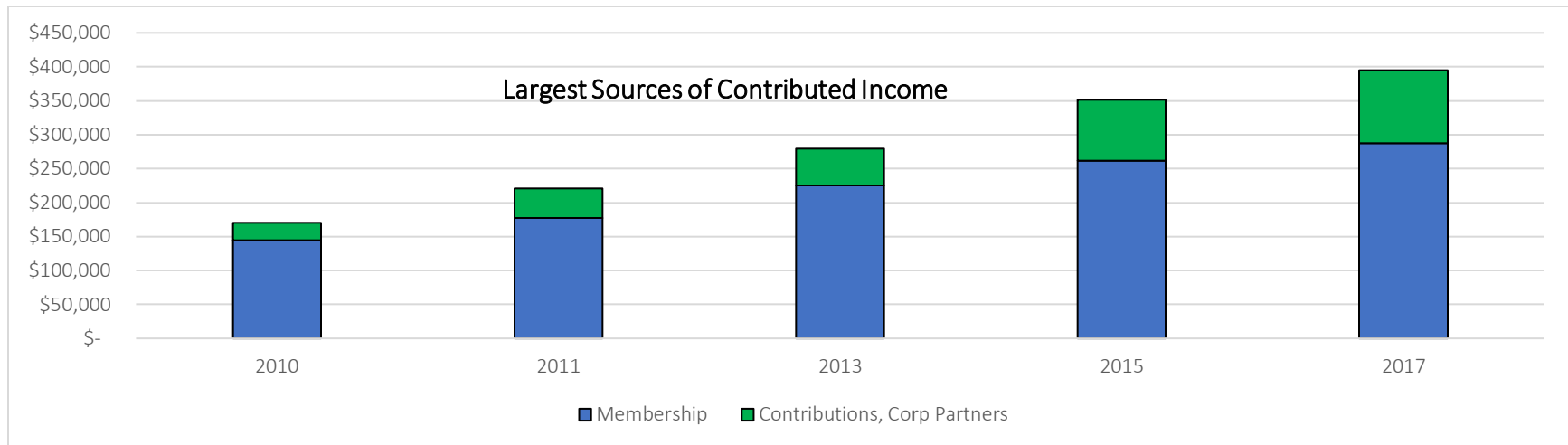
Aim 4.1 Further strengthen earned income generation.					
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures
4.1.1	Assess direct income and expenses of each AACT program. <ul style="list-style-type: none"> <li>- Explore increased revenue generation possibilities for each program (costs plus potential net gain).</li> <li>- Create 24-36 month refreshed income strategies for each program to help increase mindfulness of the longer view;</li> <li>- Incorporate all the above in annual budget development.</li> </ul>	In the 3 <sup>rd</sup> quarter of each year for the subsequent year starting 2021	Each staff member for programs in their charge. All staff	Treasurer+, Finance Committee	Earned income goals are reached/ exceeded for each AACT program. AACT's financial stability grows stronger.
4.1.2	Adopt regular reporting regimen: <ul style="list-style-type: none"> <li>- Create dashboard (simple reporting format) tracking revenue generation progress;</li> </ul>	2020	ED+ Bookkeeper	Treasurer+, Finance Committee	

	<ul style="list-style-type: none"> <li>- Provide staff with monthly financials for areas in their charge;</li> <li>- Report overall progress to board and staff monthly.</li> </ul>					
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Aim 4.2 Develop a comprehensive contributed income plan.						
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures	
4.2.1	Develop and implement a comprehensive development plan (contributions) which encompasses: <ul style="list-style-type: none"><li>- identification, research, cultivation, solicitation, and stewardship</li><li>- fundraising areas - annual giving, major giving, foundation giving, and corporate giving.</li></ul> Please see proposed framework in Appendix D, page 34.	By Jan 2021	ED+, Development Contractor, Corporate Partners Manager	Treasurer, Corporate Partners, Proposed Development Committee	Contributed income goals are clear, reached or exceeded. Board is more involved with AACT’s fund development. Work of the Endowment Committee is coordinated with AACT’s overall development	In Progress
4.2.2	Create policy for board roles and responsibilities in fund development		ED+, Development Contractor, Corporate Partners Manager	Treasurer, Proposed Development Committee		In Progress



Aim 4.3 Grow the endowment and establish a capital reserve.					
Strategies/tactics		When	Staff on point	Board/Partners on Point	Outcomes/Measures
4.3.1	Revisit endowment policy and set 5 and 10-year goals. - Annually review with the board.	2020	ED+	Treasurer, Endowment Sub Committee, Finance Committee Chair	AACT will have the resources it needs for sustainable success. Annual goals achieved.
4.3.2	Establish a plan for building capital reserves - A rainy day fund.		ED+	Treasurer, Finance Committee, Endowment Sub Committee Chair	AACT will have the resources it needs for sustainable success. Annual goals achieved.



## APPENDICES -

## APPENDIX A. STAFFING PLAN --

		2019/20	2020/21	2021/22	2022/23
1	Executive Director	*	*	*	*
2	Marketing/Communications Director	*	*	*	*
3	Membership Coordinator & Office Support Manager	*	*	*	*
4	Vendor Services Coordinator	*	*	*	*
5	Corporate Partners Manager	*	*	*	*
6	Operations and Event Assistant	*	*	*	*
7	Webmaster and Spotlight Editor	*	*	*	*
8	Festivals Coordinator	*	*	*	*
9	New PlayFest Coordinator	*	*	*	*
10	Development Manager			*	*
11	Education Contractor	*	*	*	*
12	Development Contractor		*		
13	Marketing and Web Site Contractor – as needed	*	*	*	*
14	Regional Oversight Contractor		*	*	*
15	AACT Field Contractor(s)		*	*	*

## APPENDIX B. GOVERNANCE

### *Overall AIM – Streamline Committees, at your pace, to more seamlessly connect and better coordinate them*

These recommendations are respectfully offered for AACT's consideration to accomplish the following:

1. Consider streamlining the committee/task force structure - **over time** - for greater efficiency by expanding standing committees in the bylaws from five to seven as suggested below. Continue the work of various subcommittees and "task forces" as needed, but more closely coordinate.
2. Seamlessly connect and coordinate committee functions with staff functions - i.e., *everyone pulling together in the same direction as cost effectively and time efficiently as possible*.
3. More closely align work of committees with Board approved budget and this plan's priorities. Discuss progress toward alignment as suggested in quarterly convenings on page 26.
4. Strengthen communications and information sharing across the organization. Consider creating a monthly dashboard report with key stats. (please see example on page 38).
5. Continue to benefit from the wisdom of Board members; however, better utilize Board member time. Consider evolving AACT board policy limit service to 2 committees.
6. In the spirit of *increasing AACT's reach*, see that committees and task forces are more representative of AACT's member diversity.

## PROPOSED STREAMLINING

Building on the current practice of committees and task forces reporting to three Vice Presidents, this plan offers a similar recommendation that might help all committees, sub committees, and task forces better coordinate what they’re doing with staff and others working to achieve plan direction. *See that everyone is not only thinking about building membership but actively engaged in strategies to do so.*

Standing Committees as per Bylaws					Proposed Additional Standing Committees	
EXECUTIVE	NOMINATING TO GOVERNANCE	EDUCATION	FESTIVAL	ENDOWMENT TO DEVELOPMENT	FINANCE	MEMBER ENGAGEMENT
Consider adding each standing committee chair as liaisons to Exec Comm.  Fold in strategic planning. Possibly awards.	Consider evolving nominating to a “Governance Committee” consolidating elections committee functions, awards, bylaws and other functions described below.	Consider evolving all education-related task forces and committees under one “umbrella education committee.” Include: Accreditation, Program Audit, Leadership Conference, Resource Roster, and Full-Time Directors Conference	Continue efforts to include all Festivals under its jurisdiction, including International Committee.	Consider creating an “development committee” umbrella that will include endowment, individuals, corporate partners, etc.	Consider adding Finance as a Standing Committee in the Bylaws to keep pace with nonprofit best practices.  Consider adding liaisons from corporate partners, education, member engagement and festivals committees increasing their awareness of lines they impact in the budget.  Distribute financial reports to track progress	Consider adding Member Engagement as a standing committee. Include Member Engagement Team, Regional Reps, State Contacts, AACT’s Ambassadors, Fellows, and Regional Reps.  Focus everyone on increasing membership and Customer Relationship Management actions proposed in this plan.

## PROPOSED QUARTERLY BOARD COORDINATION & COMMUNICATION SCHEDULE

The board is encouraged to further tailor this to improve

MONTH 1	MONTH 2	MONTH 3
Each Standing Committee has check in call with heads of their respective task forces, sub committees + AACT staff assigned to them.	Finance Committee check in call with all Standing Committee heads and ED to review financial reports and pacing/progress toward budgeted goals.	Exec Committee check in call to review progress of each standing committee, their pacing with strategic plan.



## PROPOSED COMMITTEE DESCRIPTIONS TO EVOLVE OVER THE NEXT FEW YEARS

### 1. EXECUTIVE COMMITTEE

Chair: President

Officers + President Elect

Immediate Past Chair

*Suggest adding Standing Committee Chairs as Ex Officio and convene quarterly to track streamlining, coordination and communication progress*

Staff Liaison: Executive Director

Frequency of Meetings: Monthly

Proposed Responsibilities

Working closely with staff,

- A. See that AACT stays true to core values, implements its mission and stays laser focused on this plan's four strategic priorities.
- B. Monitor strategic plan progress.
- C. Oversee AACT policy making and implementation. Revise as needed.
- D. Expedite clearer communication and coordination among and between all board committees and staff.
- E. President annually reviews committee leadership for effectiveness.
- F. Oversee HR plus Executive Director performance review.
- G. Step in to help the Executive Director as needed.
- H. Once the plan is approved, closely coordinated with Strategic Plan Task Force to monitor plan progress.
- I. Help staff keep key partners informed of AACT's activities, successes, needs, and challenges.
- J. Consider moving Awards as Subcommittee in Exec.

### 2. GOVERNANCE COMMITTEE (*SUGGEST TRANSITION FROM NOMINATING*)

Chair: President Elect (selected to this office the prior year)

Members: Representative of AACT's various member organization types plus diversity of theatre practitioners

Staff Liaison: Executive Director

Frequency of meetings: Quarterly

Working closely with staff,

Proposed Nominating Responsibilities

- A. Build an increasingly excellent board while honoring AACT's board culture and values. Commit to the longer view of significantly expanding AACT's membership.
  - 1) Assess board current composition, (Please see page 31) balancing institutional history and wisdom with AACT's vision to increase reach and relevance.
  - 2) Cultivate new prospects to fill possible gaps.
  - 3) Engage the full board in the process of board recruitment.
  - 4) Propose slate of candidates to the Board for approval.
  - 5) Conduct an orientation for new board members
- B. Propose an excellent Officer Slate: President, VP, Sect, Treas, new President Elect.
  - 1) Prioritize those to be considered for candidacy.
  - 2) Use Operations Manual job descriptions of officers to inform the process. Revise and update as may be needed.

#### Proposed Governance Responsibilities

- A. Continually strive to build on strengths of the current board for further improvements.
- B. With the board chair, helps assess and maintain board members' individual commitment, support, and participation.
- C. Ensure the board annually engages in self-assessment.
- D. Administer an annual letter of recommitment to encourage highest levels of board participation – and board member fulfillment of obligations.
- E. Arrange for ongoing training for board members on aspects of board governance and assist Executive Committee with Annual Board Planning Retreat.
- F. Annually update the Board Handbook.

#### Proposed Highest Governance Standards

- A. See that AACT is governed according to national best practices.
- B. Ensure AACT is following the bylaws and that bylaws are current.
- C. Ensure compliance with best practices and policies: succession planning and resolutions that protect the organization including conflict of interest, whistle blowing, and discrimination.
- D. Explore changes to continually strengthen governance structure.

### 3. EDUCATION COMMITTEE

**Chair:** President Elect

**Members:** Those fiercely committed to AACT's education goals, including various AACT member organization types + theatre practitioner diversity

**Staff Liaison:** Executive Director, Education Contractor

**Frequency of meetings:** Quarterly

Working closely with staff,

#### Proposed Responsibilities

- A. Enhance and strengthen the portfolio of education offerings as proposed in this plan – on Page 6, with the overarching aim of increasing membership.
- B. Create an annual timeline of all education activities to understand human resource needs.
- C. Create budgets for each educational program, monitor and report progress.
- D. Include Full-time Directors Conference, Leadership Conference, Accreditation Task Force and Military programs here.

#### 4. FESTIVALS

**Chair:** Jim Walker

**Members:** Leaders of all Festival Committees and Task Forces

**Staff Liaison:** Ron Zeigler, Sue Austin

**Frequency of meetings:** TBD

Proposed Responsibilities

Working closely with staff,

- A. Enhance festival methodology to be more inclusive, efficient, and help build membership.
  - o AACT NewPlayFest;
  - o AACTFest;
  - o AACT Youth Fest and Youth Activities
  - o AACT WorldFest;
  - o Standalone youth festival/conferences.
- B. Develop a comprehensive annual festivals and youth activities timeline to better understand human resources needed.
- C. Develop budgets for every festival and monitor income and expenses.
- D. Better coordinate with AACT education offerings.
- E. Where possible collaborate more with the regions and states.
- F. It is understood that the Youth Activities Committee split from education committee last year for specific focus on youth. it's encouraged that work of the group continue; however, consider shifting under the Festivals umbrella for purposes of coordination, human resource allocation, monitoring budgets, and alignment with other festivals' aims.

#### 5. DEVELOPMENT COMMITTEE (FORMERLY ENDOWMENT)

**Chair:**

**Members:**

**Staff liaisons:** Executive Director, Development Contractor, and Corporate Partners Manager

**Frequency of meetings:** TBD

Proposed Responsibilities

Working closely with staff,

- A. Assist with contributed income
  - 1) With staff, helps create, implement, manage, and evaluate the annual development plan. Appendix D.
  - 2) Assist ED, Corporate Partners Manager and development contractor in managing relationships with donors.
- B. Regularly engage the Board in Development
  - 1) Work to encourage full board participation in development activities (as board members agree to in their annual letter of commitment).
  - 2) Ensure development stats and the dev plan are kept current.
  - 3) Track and report progress to the board on the monthly dashboard update.
- C. Help staff to achieve capitalization goals set by Finance Committee.
- D. Build on strength of endowment subcommittee to increase endowment as part of long-term capitalization plans.
  - 1) Set and reach annual AACT Endowment fund goal.
  - 2) Working with AACT Fellows and Legacy Society, plan and conduct solicitations + other activities such as People's Choice Awards at Worldfest for the endowment.
  - 3) See that endowment fund stewardship policies are followed including investment and distribution.

#### 6. FINANCE

**Chair:** Treasurer

## **Members**

**Staff Liaisons: Executive Director, Development Contractor as needed, Bookkeeper as needed**

**Frequency of meetings: Monthly**

Proposed Responsibilities

As AACT's Fiduciary Watch Dog ...

Working closely with staff,

- A. Monitor monthly financial activity and status of the Association throughout the year.
  - 1) Keep financial policy and procedures current and annually monitor compliance.
  - 2) Oversee monthly financial reports to the board.
  - 3) Manage complaints concerning AACT's accounting, internal control, or other financial procedures.
- B. Budgeting
  - 1) Guide staff in the creation of two to three-year budget projections. See that money will be available to support subsequent year plan aims.
  - 2) Assist with earned income strategies. Annually revisit, assess, and recommend changes as necessary (including all pricing).
  - 3) Assist in setting and meeting funding goals, seeking revenues from a variety of sources.
  - 4) See that annual fundraising goals for earned and contributed income are aligned with the budget and cash flow needs.
- C. Capitalization Plans
  - 1) Oversee and assist staff with strategies to build reserves.
  - 2) Create investment guidelines for board approval and monitor and report to the Board.

- D. Appoint AACT's Sub Committee for external audit and tax reporting.

- 1) Select an independent auditor to conduct the annual audit. Review/approve the engagement letter.
- 2) Communicate with the auditor as needed.
- 3) Present audit report to Board for approval.
- 4) Review any audit comments and make appropriate recommendations concerning internal controls or changes in accounting procedures.
- 5) Review the 990, 990T, and/or other tax returns before they are filed.
- 6) Note
  - Audit Sub Committee members should have financial and tax reporting experience in nonprofit organizations.
  - At least one member should be considered a "Financial Expert" in Not for Profit Accounting and Tax reporting procedures, such as a CPA or CMA.
  - No Audit Task Force may be an employee or have any direct financial interest in entities servicing AACT.

## **7. MEMBER ENGAGEMENT**

**Chair: TBD**

**Members:**

**Staff Liaisons: Executive Director, Membership Coordinator**

**Frequency of meetings: TBD**

Proposed Responsibilities

Working closely with staff,

- A. Create more accessible program options for theatres, organizations offering theatre, and practitioners.

- B. Building on past successful practices, update networking policy, practices, and plan of action to increase members.
- C. Develop a specific game plan with benchmarks for membership growth in the 37 states with statewide theatre associations.
- D. Develop a specific game plan with benchmarks for membership growth in every state with no statewide theatre association.
- E. Report progress on dashboard.
- F. Better connect with existing members.

Coordinate work of Regional Reps, State Contacts, AACT's Ambassadors, and Fellows in the following ways:

- A. Develop a comprehensive member engagement timeline to better understand human resources needed.
- B. Develop budgets for each of the above so they can monitor income and expenses for areas in their charge.
- C. Better connect with AACT education offerings and festival to optimize membership engagement so everyone is pulling on the same direction.

SAMPLE BOARD COMPOSITE - to be amended to best fulfill AACT's needs

		Name	Committees					Term Exp		Representation Expertise										Age		Gender		Race		Geography														
			Exec	Governance	Education	Festival	Development	Finance	Member Engagement	2020	2021	2022	2023	Rural	Suburban	Urban	Budget over \$750,000	Budget lower than \$100,000	Theatre practitioner	Corporate Partner	Accountant/CPA	theatre member	NPO non community	Collegiate theatre educator	Discount provider	<30	31-55	>55	≡	Non-Binary	Non Disclosed	⚥	Anglo	Latino	Af Amer	Northwest	Southwest	Central	Southwest	Northwest
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## APPNDIX C. MEDIA AND COMMUNICATIONS to be tailored and fine-tuned by staff

	Press Releases	Annual Report accomplishments	Spotlight Monthly e-newsletters	Tailored E-blasts on conferences, workshops, research	blog and website portal	Visits/Personal Contacts	Major Events	Personal notes Board/ED	Instagram, Fb, Tweets/apps
<b>National Media – and Regional</b>	*					*	*		
<b>Current Contributors/Partners</b>									
Legacy Donors		*	*	*		*	*	*	*
Sponsors		*	*	*		*	*	*	*
Major Gift Individuals		*	*	*		*	*	*	*
Individuals		*	*	*			*	*	*
Potential Contributors								*	
All prospects [foundations, corporate, other]		*	*	*		*		*	
<b>Partners</b>									
Corporate		*	*	*		*		*	
Education Partners [Collegiate + EDTA]		*	*	*					*
International, National Associations Colleagues [TCG, Tonys]		*	*	*		*		*	*
<b>Members Organizational + Individual</b>		*	*	*	*			*	*
<b>International Advisory Board + Fellows</b>		*		*	*			*	
<b>Board + Committee Personnel</b>		*	*	*	*	*	*	*	*
<b>Inventory Participants + Nonmember program users</b>		*	*	*	*				*

## APPENDIX D. PROPOSED DEVELOPMENT PLAN

### SAMPLE DEV PLAN

<b>18-Month Development Calendar</b>	<b>2020</b>												<b>2021</b>					
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OVT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b><u>Fundraising Database created</u></b>																		
<b><u>Membership</u></b>																		
Org Membership Benefit Review																		
Collateral Rewrite																		
Collateral Design																		
Distribution Plan																		
Drop																		
Follow-up																		
<b><u>Sponsorships</u></b>																		
Categories + benefits developed (up to 24 months in advance for conference sponsorships and special initiatives)																		
Materials written																		
Materials designed																		
Solicitation (proposals, face to face, site visits) TBD																		
<b><u>Corporate Partners</u></b>																		
Categories + benefits developed (up to 24 months in advance for conference sponsorships and special initiatives)																		
Materials written																		
Materials designed																		
Solicitation (proposals, face to face, site visits) TBD																		
<b><u>Website updated as appropriate with above info</u></b>																		



<u>18-Month Development Calendar</u>	<u>2020</u>									<u>2021</u>								
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OVT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b><u>Board of Advisors Appeal</u></b>																		
Materials written																		
Materials designed and produced																		
Cultivation																		
Thank yous																		
Public acknowledgement placement																		
<b><u>Board of Directors Appeal</u></b>																		
Materials written																		
Materials designed and produced																		
Cultivation																		
Thank yous																		
Public acknowledgement placement																		
<b><u>Legacy Appeal</u></b>																		
Materials written																		
Materials designed and produced																		
Cultivation																		
Thank yous																		
Public acknowledgement placement																		
<b><u>Events</u></b>																		
Committee meetings																		
Save the date design and printing																		
Invitation design and printing																		
Invitation drop																		
Social media reminders																		
Follow-up																		

<u>18-Month Development Calendar</u>	<u>2020</u>									<u>2021</u>								
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OVT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b><u>Government &amp; Foundation Grants</u></b>																		
Prospect A																		
Guidelines secured																		
Proposal written																		
Proposal due																		
Proposal notification																		
Funder report due dates																		

AND SO ON

## APPENDIX E. BUDGET FORECAST

Some organizations find that developing 24 – 36 macro operating budgets provides ample time to identify, cultivate, and secure revenue from various sources such as businesses, individuals, foundations, conference host sites, etc.

SUMMARY PROJECTIONS	2018.19 Actuals	2019 - 2020	2020 - 2021	2021 - 2022
<b>EARNED</b>				
Program Income				
Conference Income				
Membership				
<b>Total Program Income</b>				
<b>Fundraisers</b>				
<b>CONTRIBUTED</b>				
Board Dues				
Advisory Board				
Major Gifts				
Individuals				
Foundations				
Business & Corp				
Investment + misc.				
Reserves				
Sponsors				
<b>TOTAL CONTRIBUTED</b>				
<b>TOTAL REVENUE</b>				
<b>EXPENSE</b>				
Total Personnel				
Total conferences and festivals				
All other				
<b>Net Result</b>				
<b>Reserves</b>				

## APPENDIX F. SAMPLE DASHBOARD

		Current Moth	YTD	Annual Goal
<b>EARNED INCOME</b>				
	Program Income			
	Ad Income			
	(add other categories AACT wishes to monitor)			
<b>MEMBERSHIP</b>				
	Numbers of Organization Members			
	Organizational Membership \$\$			
	Number of Individual Members			
	Individual Membership \$\$			
<b>CONTRIBUTIONS</b>				
	Advisory Board Contributions			
	Number of Major Gifts/Sponsors			
	Major Gifts/Sponsors \$			
	Foundation \$			
	Number of Corporate Partners			
	Corporate Partner \$			
	Endowment Contributor Numbers			
	Legacy Numbers			
	(add other categories AACT wishes to monitor)			
<b>OTHER STATS</b>				
	Number of Website visits			
	Number of Tech Assistance Inquiries			
	Number of Discount Program Users			