



Strategic Plan Preamble: 11/13/20

Following the killing of George Floyd and the subsequent nationwide calls for greater attention to matters of racial equity and social justice, the board of directors of A Noise Within (ANW) decided to revisit our strategic plan and to strengthen its emphasis on improving equity, diversity, and inclusion.

At that time, in the summer of 2020, ANW's strategic plan was one year into a planned five years of progress. The original plan was guided by extensive input from a variety of constituents – from teachers and artists to staff and board members. This review was similarly broad-based in seeking input from staff, artists, and board members, and it was coordinated by ANW's Equity, Diversity, and Inclusion (EDI) Committee.

No strategic plan can encompass the full range of conversations held and all of the nuance intended, so this Preamble has been compiled to spotlight the guiding vision of the plan.

ANW is committed to upholding values of equity, diversity, inclusion, and social justice. We recognize that change is necessary to continually improve our culture and values system. We also recognize that a commitment to ANW's EDI values necessarily includes ongoing consideration of funding priorities, staffing needs, and accountability.

ANW celebrates diverse voices and content in its programming. This includes more world classics, American classics by authors who are Black, Indigenous, and People of Color (BIPOC), and plays that illuminate the full variety of BIPOC experiences beyond narratives of trauma. As we consider whose stories are told and through which lenses, we recognize the important distinction between playwright, adaptor, and translator. We celebrate the intersectionality of identities and acknowledge the limitations to representing all voices in a 6-play season.

ANW engages a large student community and considers financial barriers to workshop and residency participation. To eliminate or at least minimize such barriers where possible, we nurture our partnerships with school districts and funders. We work to ensure that all Education programming and materials are presented and evaluated through an EDI perspective.

We acknowledge our responsibility to maintain and increase access to programming for many in our community who are unable to afford the increasing cost of tickets to the performing arts.

We are committed to prioritizing issues of equity, diversity, and inclusion in programming, recruitment and retention, welcoming, pricing, and engagement to keep ANW strategically aligned with its goal of becoming an arts organization that is ever more representative and reflective of the community we serve.

A Noise Within Strategic Plan FY20-24
(to be reviewed and updates approved by the Board of Directors at least annually)

Strategic Plan Number	New/Restated Objectives	Task Number	Objective Status	Tasks	Task Status	Deadlines (if applicable)	Accountability
1 Universal Storyteller							
1.1	By the end of Year 3 of the Plan at least 50% of the mainstage season will consistently feature productions written by underrepresented playwrights (women, queer & BIPOC).	1	modify	Noise Now/ ADs create system for identifying current nationwide theatre trends	no change	by year 1	Artistic department
1.1		2		Create an informal Reading Series	no change	by year 2	Artistic department
1.1		3		Employ a part time Dramaturg/Lit Mgr	no change	by year 3	Artistic department
1.1		4		RAs support ADs in reading/researching more plays	add new	by year 2	Artistic department
1.1		5		Create rubric for defining "classic" theatre at ANW	add new	by year 3	Artistic department
1.1		6		Expand the definition of classic to include a slot for a contemporary "classic"	add new	by year 3	Artistic department
1.2	By the end of Y5 each mainstage show will have at least 5 "audience enrichment" events specific to the production.	1	no change	Will have identified one new event. First event - wine tasting, etc. will be revenue-generating or cost-neutral. (If creating affinity groups, engage consultant per task 2.1.4.)	no change	by year 1	Marketing, department (with support of Education and Artistic)
1.2		2		Identify 2nd event	no change	by year 3	
1.2		3		Identify 3rd event	no change	by year 4	
1.3	Artistic staff will pursue connections with companies that premiere translations/adaptations of classics by playwrights from underrepresented groups with the goal to bring these works to our stage(s) early in their production life (as a second or third production perhaps in a rolling premiere).	1	no change	ANW will build on their familiarity with these playwrights and will reach out to organizations known to commission and premiere their work.	no change	by year 2	Artistic department
1.4	Increase number of students served through workshop/residency program by 8% every year of plan	1		Begin Skype sessions with actors and directors with schools (fee-based)	no change	by year 1	Education department
1.4		2		Continue to develop stronger relationships with teachers and principals as partners	no change	by year 2	Education department

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1.4	(cont.) Increase number of students served through workshop/residency program by 8% every year of plan	3		Establish 5 consistent partnerships each year	no change	by year 3 and ongoing	Education department
1.4		4		Utilize virtual events to create greater accessibility and inclusion	add new	by year 3	Education department
1.4		5		Engage ANW teaching artists in championing ANW's EDI values & include them in company EDI trainings.	add new	by year 3	Education department & Managing Director
1.5	Create a "Classic Theatre" Monologue Competition	1	modify	Work with Young Adult Council (YAC) to make this focus for Y1	no change	by year 1	Education department
1.5		2		We will begin utilizing Young Adult Council (YAC) and relationships with schools and teachers to build on the monologue performance in 2020 to have an actual competition in spring of 2021 – more details to come.	no change	by year 2	Education department
1.5		3		Create consistent annual program	no change	by year 3 and ongoing	Education department
1.5		4		Expand the competition to engage text from diverse cultures and a wider representation of playwrights (connect to task 1.1.5, ANW definition of "classic" theatre).	add new	by year 3	Education department
2 Lively Campus							
2.1	Attract more of each of the following groups to our mainstage shows and design the experience on site so everyone feels welcome: age = 20-40s (50% more); ethnicity = POCs (50% more); SES [Socio-Economic Status] = low SES (25% more); LGBTQ (50% more); disability access (50% more)	1	no change	<u>EDI Training for Staff/RA/Board/FOH/Teaching Artists/all guest artists and crews; quarterly; discussion at each 1st rehearsal including ANW's anti-racist practice and process; decide how cast trainings are different from staff/board trainings</u>	modify	Try for quarterly in Spring 2021, budget about 2% of S&B annual budget going forward	Managing Director
2.1		2		Apply to Listen 4 Good's survey program; Hire consultant to create targeted marketing plan	done	by year 1	Marketing Department
2.1		3		Be authentic and mindful when building ad campaign featuring diverse artists and patrons (see 2.1.12)	see below	by year 1	Marketing Department

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2.1	(cont.) Attract more of each of the following groups to our mainstage shows and design the experience on site so everyone feels welcome: age = 20-40s (50% more); ethnicity = POCs (50% more); SES [Socio-Economic Status] = low SES (25% more); LGBTQ (50% more); disability access (50% more)	4		Hire consultant to create targeted marketing plan (<u>depending on mainstage content</u>)	no change	by year 2	Marketing Department
2.1		5		Additional spends may be needed for consultants on other populations in Y3-5 depending on play selection	no change	by year 3 and ongoing	Marketing Department
2.1		6		Hire a consultant to collect robust demographic data	redundant with 2.1.2	by year 5	Marketing Department (including EDI Committee)
2.1		7		Integrate virtual accessibility for all programming (Edu, Noise Now, RA Readings, mainstage, etc.); need quality of recording to match quality of in-person (no cheesey Zoom readings); include talkbacks	modify	continue from Fall 2020 onward! Invest in virtual content of high quality	Progress should be viewed holistically including Artistic, Education, and Noise Now
2.1		8		Engage a consultant to conduct an accessibility audit of ANW facility (including but not limited to ADA requirements)	new	once during the plan - revisit once recommendations received	Managing Director & General Manager
2.1		9		Schedule affinity group/space nights (relates to goal 1.2.1.); the marketing plan for each show will include 1-2 affinity group nights based on the groups we have identified to attract per mainstage show; outreach should be specifically marketed to these groups	modify	increasing from 1 per show to 2-3 per show by the end of the plan (redundant with 1.2.1 through 1.2.3)	Marketing Department
2.1		10		Engage more BIPOC ushers; collect demographic data on current usher group; conduct purposeful volunteer outreach in places we haven't before - schools, churches, social services organizations, scout troops	new	collect demographic data in Spring 2021; box office to create list of outreach contacts to solicit for volunteer recommendations for 21-22 season	Front of House Staff & Managing Director
2.1		11		Create brief video to share with volunteer ushers ANW's culture/mission and include our values around EDI and antiracism.	new	Before our next in-person performances.	Front of House Staff & Marketing Department

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2.2	Partner with other organizations (cultural and otherwise) to expand our audience (per Objective 1) and increase our own knowledge of the LA landscape (add 2 meaningful and consistent partnerships/relationships) <u>with an element of social justice</u>	1	modify	Identify and share ANW's resources of interest to potential partners; <u>use ANW's profile to raise up partners and friends of the company</u>	modify	by year 1 and ongoing	Progress should be viewed holistically including Artistic, Education, and Noise Now
2.2		2		Research current successful partnerships found in other arts org	done	revisit in Year 3 for further research	Artistic Department & Noise Now
2.2		3		Continue partnerships through Noise Now and participation in Accessibility Roundtable.	no change	by year 2	Noise Now (and possibly Managing Director, Box Office, Front of House)
2.2		4		Encourage board member participation in attending other theatres and arts organizations across LA's cultural landscape to bring innovation to ANW	new	Spring 2021 and ongoing	Artistic Department & Managing Director
2.2		5		Establish a consistent Native land acknowledgement practice	new	By Year 3 connect with the Gabrielino-Tongva Tribal Council to establish a plan for robust land acknowledgement practice	Noise Now, Artistic Department & Managing Director
2.3	Establish some informal meeting/community space for all to come together around the art in the building (see <u>Organizational Vitality Objective 3</u>).	1	no change	Create "RFP" for Facilities Program to include "community space" in their Facilities Plan; <u>include acoustic mitigation efforts in the lobby</u>	modify	Same group to review RFP with renewed EDI focus by end of Y2 (summer 2021)	Managing Director

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2.4	Support education programming by providing campus and staffing resources needed to effectively grow and market the program (see Organizational Vitality Objective 3).	1	modify	Education Department to work with Education Committee and Board members to attend PTA meetings, department meetings and continue to do working lunches/coffees with frequent attendees	no change	Education Committee to advise on communication plan including deadlines and accountability	Education Department
2.4		2		Hire full time Edu marketing/devo person	no change	by year 3	Education Department
2.4		3		Hire part time Edu support staff	no change	by year 4	Education Department

3 Organizational Vitality'							
Strategic Plan Number	New/Restated Objectives	Task Number	Objective Status	Tasks	Task Status	Deadlines (if applicable)	Accountability
3.1	Achieve a greater diversity Artist, Staff, & Board by Y5 of the strategic plan. Each branch of the organization will have individualized goals and tactics. RA 50% - Staff 50% - Board 50% - Creative Teams 50% - Guest Artist 50%	1	modify	Staff: Hire a recruiting firm and ensure that EDI language is part of the hiring conversation, making sure ANW communicates its anti-racist theatre lens. Making sure perspective employees understand and demonstrate ANW's EDI values. Not only in job posting but also in interviews.	modify	by year 2	Managing Director & Senior Staff (EDI Committee to review progress annually through organization survey)
3.1		2		RA/Guest Artists: AD's and RA's should make every effort to cast BIPOC artist for Redmond Stage productions and the reading series.	modify	by year 2	Artistic Department & Resident Artists
3.1		3		Board should take part in board-specific EDI training as well as company-wide EDI training.	new	by year 2	Managing Director & Board
3.1		4		Commit more funds to go towards antiracism/decolonization training for board, staff, and artists. If we truly want to make a lasting change to the ANW values system, we need to invest time & money.	new	by year 2	Managing Director & Board

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3.1	(cont.) Achieve a greater diversity Artist, Staff, & Board by Y5 of the strategic plan. Each branch of the organization will have individualized goals and tactics. RA 50% - Staff 50% - Board 50% - Creative Teams 50% - Guest Artist 50%	5		Create Pipelines/Mentorship Opportunities for BIPOC Artists. i. Review Casting and Designer recruitment methods. ii. Create a paid internship for young BIPOC Designers III. Create more slots for Assistant Directors. IV. Create opportunities for BIPOC Directors/Playwrights to showcase their work on the mainstage	new	by year 5	Artistic & Production Departments
3.1		6		Hire additional BIPOC Teaching Artists so students may see themselves reflected in the leadership of our programs; also ties to the stories that we tell (see Universal Storyteller objective 1.1) and the performers who tell them (see Organizational Vitality objective 3.1.1.)	new	Align with Organizational Vitality objectives once combined with rest of Strategic Plan	Education Department
3.2	Determine what employee's long-term career aspirations are and help them create a long-term plan to achieve them, investing in their training and development.	1	no change	Update Review Process: Encourage Staff to be transparent about their ultimate career goals by creating a culture of mentorship and leadership. Put an emphasis towards helping staff increase their skills in areas that interest them. Make sure individual growth is part of the values system.	new	by year 2	Managing Director
3.2		2		Work towards recruiting a board member with HR experience	no change	by year 3	Board
3.2		3		Invest in employee appreciation (1 event per quarter).	no change	by year 2	Managing Director
3.3	Establish a task force to evaluate the physical needs and financial feasibility for organizational plant expansion.	1	no change	Task force to present full findings for adding space and outside storage solution; report submitted to Board.	no change	by year 1	Managing Director & Facilities Task Force
3.3		2		Financial feasibility study	no change	by year 3	Managing Director & Facilities Task Force
3.3		3		Pursue conceptual design, adding detail to facilities program, and engaging potential stakeholders and allies in the community.	no change	by year 3	Managing Director & Facilities Task Force

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3.3	(cont.) Establish a task force to evaluate the physical needs and financial feasibility for organizational plant expansion.	4		Begin captial campaign with goal of "breaking ground" for new space by end of Y5	no change	by year 3 and ongoing	Development Department
4 Education Program							
4.1	Grow Summer With Shakespeare (SWS) Camp	1	no change	Needs additional investigation	no change	by year 1 and ongoing	Education Department (EDI Committee would like to review SWS demographics annually.)
4.2	Accessibility	1	no change	Produce a minimum of 1 Relaxed Performance in each season (increase to 2 if rights/plays accommodate)	no change	by year 1	Education Department
4.2		2		Continue Relaxed Performance for ACC and add one for spring Shakespeare. Add Family Day performance of spring Shakespeare.	no change	Year 3	Education Department
4.2		3		Add a college night, with student priced tickets and talkback after performance.	new	Year 3	Education & Marketing Departments
4.3	Collaboration	1		Continue to collaborate with other orgs (NHM, Huntington, Science Center, etc) to build capacity and attendance	no change	by year 1	Education Department & Noise Now
4.3		2		See Lively Campus tactic 2.a.	no change		
4.3		3		Develop community outreach programs that incorporate Teaching Artists, RAs, guest artists, Young Adult Council digitally and (when possible) in person (LA County Parks program, Detention Centers, healing-centered activities).	new	ongoing	Education Department