



STRATEGIC PLAN 2019-2022



An aerial view of an aircraft carrier's deck, showing several fighter jets lined up, support vehicles, and crew members. The deck is marked with various symbols and numbers. The ocean is visible in the background under a cloudy sky.

ARTS IN THE ARMED FORCES VISION AND MISSION

VISION

We envision a world where civilian and military communities use the arts as a bridge, creating dialogue around artistic experiences to break down barriers and allow people from seemingly different circumstances to find their common humanity.

MISSION

AITAF's mission is to use the powerful shared experience of the arts to start conversations between military and civilian, service member and family member, the world of the arts and the world of practical action.

GOAL I: SOLIDIFY ANNUAL PROGRAMMING CALENDAR



STRATEGY I: Curate post-experience dialogue to highlight shared humanity in the experience	
TACTICS	Timing
a) Write guidelines for curating post-experience dialogue, highlighting Act I, Act II, Act III	Ongoing
b) Survey audience and artists directly after dialogue sessions	Ongoing
STRATEGY II: Expand artistic offerings to military service members	
TACTICS	Timing
a) Launch an annual screenwriting award for a military service member or veteran	Q1, 2021
b) Broaden program offerings opportunistically to include more film and other narrative art forms (music, dance, etc.)	Q2/3, 2021
i. Research prospective musical artists	Q1/2, 2020
c) Secure sponsorship for annual off-base performance in communities with high volume of service members, targeting commuter areas	Q1, 2020
STRATEGY III: Strengthen military base partnerships to ensure diverse audience composition	
TACTICS	Timing
a) Change terms of engagement to ensure programming is reaching underserved audience members and require attendance	Ongoing
b) Build long term relationships with base leadership who have experienced AITAF's work (outreach, updates, etc.) – Active Duty Officer Advocates	Q3, 2019
STRATEGY IV: Create an annual event in Washington, D.C. to reach veterans and active duty service members in the nation's capitol	
TACTICS	Timing
a) Produce a pilot performance at The Reach with the possibility of annual events	Q2, 2020

STRATEGY I: Develop new survey instrument and data collection system to verify outcomes

TACTICS	Timing
a) Hire videographer to record (and edit) post-experience dialogue sessions	Ongoing
b) Count number of audience members in attendance	Ongoing
c) Document number of audience members who leave during the experience	Ongoing
d) Develop new survey instrument to survey the audience members	Q1, 2020
e) Ensure survey is accessible (QR code or other scannable link)	Q1, 2020
f) Collect and monitor data on outcomes of on-site programming	Q1, 2020 and ongoing
g) Develop long-term communications plan with base hosts	Q1, 2020

STRATEGY II: Use program outcome data to inform continual development and improvement of programming for impact

TACTICS	Timing
a) Reflect on data gathered at annual program planning retreats and use it to inform future program plans	Annually in July

GOAL II: DOCUMENT OUTCOMES TO STRENGTHEN PROGRAMMING



GOAL III: INCREASE
CONTRIBUTED INCOME FROM
DIVERSE SOURCES TO SUPPORT
PROGRAM GROWTH AND
EXPERIMENTATION



STRATEGY I: Create annual development plan and overarching strategy for fund raising to support the work

TACTICS	Timing
a) Build individual donor program through an annual appeal	Q4, 2019
i. Investigate direct mail companies	
b) Initiate fund raising events for cultivation and support from individual donors	Q1, 2020
c) Create major donor program, with benefits	Q3, 2020
d) Refine corporate sponsorship packages	Ongoing
e) Create an annual grants calendar	Q4, 2020
f) Grow the board to 15 members by the end of 2022	Q4, 2022
g) Diversify the board and ensure inclusive policies and practices are in place	Develop inclusive policies & practices Q1, 2020 3 POC members by Q4 2021
h) Work with governance committee to establish standards for board membership	Q1, 2020

STRATEGY I: Strengthen AITAF branding and marketing practices to secure more base partnerships and grow support for the mission

TACTICS	Timing
a) Secure public relations and/or media strategy services to promote the work of AITAF	ASAP
b) Curate video content on AITAF programming for promotional purposes	2020 (ongoing)
c) Develop a media/PR policy for AITAF to facilitate opportunistic decision making	By Q1, 2020
d) Prioritize performances at military leadership training institutions (Army War College, Officer Candidate School)	Ongoing
e) Disseminate video to demonstrate the work to military audiences (video annual reports)	Q4, 2020
f) Develop AITAF PSA to screen before movies and market it to studios	Q4, 2019
g) Target military media outlets (We Are The Mighty, etc.)	(see tactic a)

STRATEGY II: Grow and strengthen AITAF finances to support the work and invest in strategic growth

TACTICS	Timing
a) Grow working capital to \$1M (1 year of operating costs) for investing in new programming opportunities	Q4, 2020
b) Move accounting, budgeting, payroll services to ArtsPool	Q4, 2019
d) Ensure finance committee oversees appropriate investment of working capital for both security and growth	Q4, 2020



GOAL IV: GROW ADMINISTRATIVE CAPACITY TO REALIZE GREATER DEPTH OF PROGRAMMING

GOAL IV CONT'D: GROW ADMINISTRATIVE CAPACITY TO REALIZE GREATER DEPTH OF PROGRAMMING



STRATEGY III: Secure appropriate human resources to support the program and administrative growth

TACTICS	Timing
a) Hire a development associate (starting PT)	Q1, 2020
b) Hire a program assistant (starting PT)	Q3, 2019
c) Hire media relations specialist to secure media coverage	Q4, 2019
d) Expand employee benefits to include health insurance and retirement options	Q1, 2020
e) Prioritize military spouses as ambassadors for events (with program credit)	Q1, 2020
f) Seek diversity training to lay the groundwork for hiring staff candidates of color	Q4, 2019
g) Obtain sexual harassment training	Q3, 2019
h) Develop internal agreements around building a safe organizational culture	Q4, 2019

STRATEGY IV: Ensure adequate space to fill the needs of the program and administrative activities

TACTICS	Timing
a) Annually, review space and equipment needs	Annually