

**ArtStream
DRAFT Strategic Plan FY17-19**

Strategic Plan TOTAL COST: \$644,575	Strategies	Completion Date
Priority # 1 – Improving and Expanding Programs XX%	Maintain 6 Inclusive Theater Companies (ITC), Develop cabaret class and performance, expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates) Improve program quality through training and curriculum development for teaching artists	
	Maintain 6 ITCs in MD and VA	ongoing
	Continue to explore new types of classes Seek opportunities to develop classes and workshops that serve multiple partners Identify and market to new partners, esp. day programs Leverage existing partnerships with community partners to find opportunities for mutual growth (NEA grant with Target, June 2018)	ongoing
	Publish “ArtStream for Life”	April 2017
	Develop Master Teacher program (observations, coaching)	May 2017
	Investigate AMP at Strathmore and other venues	May 2017
	Seek accessible and affordable theatre space with choice of dates Confirm Virginia theatre space * Consider flipping one of the ITC duos to perform in the fall (Arlington or Silver Spring)	June 2017

Priority # 1 – Improving and Expanding Programs XX% (continued)		
	Develop class that will result in a cabaret performance every 4-6 months (class would start Sept. 2017)	June 2017
	Develop interview process for new students	July 2017
	Add Super Social Saturday in VA	Sept 2017
	Standardize Direct class semester length and timing for year- round programming * Consider a “recital” with multiple classes performing, in addition to the end of class sharing	Sept 2017
	Bi-annual teaching artist training programs and curriculum development (Sept and Feb) “fill the toolbox” with exercises/skills Develop training for new teaching artists (Sept and Feb) Offer CPR and safety management training (annually) Quarterly sharing meetings (dates TBD)	Sept 2017
	Arts in Healthcare (Allies in the Arts, You are a Work of Art) * Continue as an ArtStream program? Identify new home?	Dec 2017
	Consider seeking professional performers to kick off the Cabaret shows	Jan 2018
	Assess use of video projection to replace sets	May 2018
	Summer camp for high schoolers?	Summer 2018?
	Pilot traveling troupes/speaker’s bureau	Sept 2019

Priority #2 – Community Building XX%	Develop an outreach strategy to cultivate current and future ArtStream participants Target high school students and adults 18-22. Target potential interns and teaching artists. Recruit and train program volunteers/intergenerational volunteers. Include qualified people with IDD in volunteer opportunities. Develop networking and sharing programs for targeted groups (parents, caregivers, teaching artists) Develop marketing materials (print, social media, web) to reach targeted groups.	
	Identify high schools, associations, organizations and programs that are likely prospects for current and future ArtStream participants and volunteers.	Ongoing
	Website management and updating Class flyers/brochures Facebook/twitter/Instagram/LinkedIn strategy Growth hacking-converting visitors to members	Ongoing
	Quarterly newsletter to families and donors (Feb, May, Aug, Nov)	Ongoing
	Listserve for teaching artists	April 2017
	Coordinate groups to attend ArtStream performances.	April-June 2017
	Parent “meet and greet” ArtStream info sessions (1 per semester during class time) * listserve for parents/caregivers?	May 2017
	Develop regular group volunteer/mentor orientation process based on program needs * Develop volunteer handbook	May 2017

Priority #2 – Community Building XX% (continued)		
	Identify local teacher training programs that could serve as a resource for interns and teaching artists. * Develop internship/apprentice opportunities * Coordinate intern opportunities (Summer intern May-August 2017) * Offer teaching artists more teaching opportunities Identify and recruit experienced teaching artists	June 2017
	“ArtStream for Life” sales/distribution strategy	Summer 2017
	Gala: Dress-up dancing/dessert party	Oct 2017
	Develop a volunteer program for people with IDD to serve as mentors and/or work backstage by clearly defining skills needed. (Possibly need a paid mentor to oversee.)	Spring 2018

Priority #3 – Growth XX%	Strengthen and grow the ArtStream donor base Develop grant opportunities Merchandising Find costume/set storage solution Expand donor base through relationship building	
	Seek larger grants, limit number of <\$5,000 grants *Applying for NEA Creative Connections grant with Target \$20-100,000, due May 11, 2017	Ongoing
	Create and promote sponsorship opportunities	Ongoing
	Promote group ticket sales for ITCs	Ongoing
	Develop monthly donor giving program	Ongoing
	T-shirt design contest/increase T-shirt sales	Completed 3/17
	Tote bag design/sales	Completed 3/17
	Develop and promote online “friend-to-friend” events	April 2017
	Develop note cards for sale	May 2017
	Partner with theatres to create collaborative storage location? Potential partner, Damascus Theatre Company	Spring 2017?

Priority #4 – Strengthen our Organization XX%	Strengthen staff team Move to accessible office space Develop Board of Directors, provide pre-Board leadership opportunities Steward Reserves	
	Develop systems and structures	Ongoing
	Network computers, develop replacement computer plan	Ongoing
	Implement benefits package Create personnel manual	Spring 2017
	Coordinate Strategic Planning Task Forces	March 2017+
	Board development – increase board to 10-12 * Utilize Leadership Montgomery and Board Match networks	May 2017 +
	Create Dashboard	May 2017
	Determine new audit firm	May 2017
	Determine new investment advisor for reserve funds Develop reserve policy	May 2017
	Develop Executive and Finance committees	Sept 2017
	Update Bylaws	Nov 2017
	Develop finance policy	Nov 2017
	Complete items needed for Standards of Excellence accreditation	Dec 2017 completion
	Assess database and needs by Jan 2017 * Review potential databases for FY19 implementation	Jan 2017

Priority #4 – Strengthen our Organization XX% (continued)		
	Develop future staffing needs plan * Work toward competitive salary ranges	May 2018

What ArtStream needs:

How the Board can help:

Continue financial support
 Assist with board development

New trends/directions for the future:

Expansion into Virginia
 Risk of reduction in NEA, other Foundation funding

Obstacles to overcome:

Demands on staff
 Few teachers in NoVA