

ArtStream
Strategic Plan FY17-19
PROGRESS REPORT As of 1/22/18

Changes since 11/16/17

1. Started new contract workshops at College Learning Experience
2. Gala 2018 Survey completed
3. Challenges at AMP by Strathmore may require a move to another theatre in FY19. We are considering the Silver Spring Black Box.
4. Teaching Artist Quarterly Sharing meeting scheduled for 1/27/18.
5. The February Cabaret actors are planning a grand entrance and have an emcee. No professional performers are needed.
6. The Treatment and Learning Centers (TLC) requested a proposal for summer camp sessions. It was submitted 12/17.
7. ArtStream and SEEC are coordinating volunteers for the costume shop.
8. Letters of inquiry sent to Paul Angell Foundation, Washington Gas, J. Willard and Alice S. Marriott Foundation
9. Created “other ways to give” brochure, including evite.com and Facebook birthday.
10. Completed Giving Tuesday with over \$3,000 donated.
11. Completed Reserve Policy and Bylaws update.
12. **Obstacle to Overcome:** Teacher turnover in ITCs this year. All ITC positions are filled. Still seeking a Music Director for second semester of Cabaret. The number of teaching artists in Virginia increased 27% (from 15 to 19).

**ArtStream
Strategic Plan FY17-19
PROGRESS REPORT As of 1/22/18**

| Strategic Plan TOTAL COST: \$644,575 | Strategies | Completion Date |
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| Priority # 1 – Improving and Expanding Programs 60% | 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: Target 9/17, Chimes 9/17, College Learning Experience 1/18 Leverage existing partnerships with community partners to find opportunities for mutual growth | ongoing |
| | Publish “ArtStream for Life” (Kindle, Amazon, print) | Completed June 2017 |
| | Develop Master Teacher program (observations, coaching) | Completed Sept. 2017 |
| | Investigate AMP at Strathmore and other venues Considering the Silver Spring Black Box for Cabaret FY19. | Completed May 2017 May 2018 |
| | Seek accessible and affordable theatre space with choice of dates Confirmed Virginia theatre space-Lee Center in Alexandria | Completed July 2017 |

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| Priority # 1 – Improving and Expanding Programs 59.5% (continued) | | |
| | Develop class that will result in a cabaret performance every 4-6 months (class will start Sept. 2017, performances February 12 and June 4, 2018) Town Hall meeting 8/28/17 to encourage applicants, 7 actors in Cabaret | Completed August 2017 |
| | Develop interview process for new students | March 2018 |
| | Add Super Social Saturday in VA | Completed July 2017 |
| | Standardize Direct class semester length and timing for year- round programming with exceptions as needed-Completed * Consider a “recital” with multiple classes performing, in addition to the end of class sharing | Completed June 2017 |
| | Bi-annual teaching artist training programs and curriculum development (fall and winter) “fill the toolbox” with exercises/skills Develop training for new teaching artists (fall and winter) Fall training completed 10/17 Offer CPR and safety management training (annually) Pilot Quarterly sharing meetings 1/27/18 | Ongoing |
| | Arts in Healthcare (Allies in the Arts, You are a Work of Art) * Continue as an ArtStream program? Identify new home? Board review 1/18 | Jan 2018 |
| | Consider seeking professional performers to kick off the Cabaret shows-not needed for Feb 2018 performance. | Completed Jan 2018 |
| | Assess use of video projection to replace sets Lee Center and JCC have projectors, able to borrow one for SLS Black Box | March 2018 |
| | Summer camp for high schoolers? TLC proposal requested and submitted | Summer 2018 |
| | Pilot traveling troupes/speaker’s bureau (Cabaret future activity) | Sept 2019 |

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| <p>Priority #2 – Community Building 14%</p> | <p>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.</p> | |
| | <p>Identify high schools, associations, organizations and programs that are likely prospects for current and future ArtStream participants and volunteers.</p> | <p>Ongoing</p> |
| | <p>Website management and updating Class flyers/brochures Facebook/twitter/Instagram/LinkedIn strategy Growth hacking-converting visitors to members, boosting posts to find new ArtStreamers</p> | <p>Ongoing</p> |
| | <p>Quarterly newsletter to families and donors (Feb, May, Aug, Nov)</p> | <p>Ongoing</p> |
| | <p>Listserve for teaching artists</p> | <p>Completed July 2017</p> |
| | <p>Coordinate groups to attend ArtStream performances.</p> | <p>March-June 2018</p> |
| | <p>Parent “meet and greet” ArtStream info sessions (1 per semester during class time) Arlington 9/17, Cabaret 11/17, Gaithersburg 1/30 * listserve for parents/caregivers?</p> | <p>Ongoing</p> |
| | <p>Develop regular group volunteer/mentor orientation process based on program needs * Volunteer handbook Completed 4/17, Powerpoint in development * Volunteer training scheduled for winter 2018</p> | <p>Feb 2018</p> |

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| Priority #2 – Community Building 14% (continued) | | |
| | Identify local teacher training programs that could serve as a resource for interns and teaching artists. (Partnering with Arts for the Aging to share training resources.) <ul style="list-style-type: none"> * Develop internship/apprentice opportunities Received Rosemary Kennedy Internship co-grant with Open Circle Theatre (\$1,000 to ArtStream, \$6,000 total) * Coordinate intern opportunities (SEEC volunteers in costume shop) * Offer teaching artists more teaching opportunities Identify and recruit experienced teaching artists: VA teaching artists increased 27%. | ongoing |
| | “ArtStream for Life” advertising strategy | Spring 2018 |
| | Gala: Dress-up dancing/dessert party Gala 2018 tentatively scheduled for October 4, 2018 Survey conducted 1/18 | Completed 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.) Partnering with SEEC. | Spring 2018 |

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| Priority #3 – Growth 14% | 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 *Applied for NEA Creative Connections grant with Target: \$44,000 Letters of inquiry sent to Paul Angell Foundation, Washington Gas, J. Willard and Alice S. Marriott Foundation | 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 March 2017 |
| | Tote bag design/sales | Completed March 2017 |
| | Develop and promote online “friend-to-friend” events First event created 7/17, added evite.com, Facebook birthday, “other ways to give” brochure | Completed June 2017 |
| | Develop note cards for sale | Completed June 2017 |
| | Develop Giving Tuesday event, raised over \$3,000 | Completed Nov 2017 |
| | Plan to store costumes at 8401 Connecticut | Completed Sept 2017 |

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| Priority #4 – Strengthen our Organization 12% | 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 (3 computers replaced in FY17) | Ongoing |
| | Implement benefits package-healthcare, 401K, Short term disability, Life insurance as of 9/17 Create personnel manual | Completed Sept. 2017 January 2018 |
| | Coordinate Strategic Planning Task Forces | March 2017+ |
| | Board development – increase board to 10-12 * Board Match event 5/11/17, two new board members identified and elected * Board Match event 5/24/18 | Ongoing Completed July 2017 |
| | Create Dashboard | Completed June 2017 |
| | Determine new audit firm | Completed April 2017 |
| | Determine new investment advisor for reserve funds Develop reserve policy | Completed July 2017 Completed Nov 2017 |

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| Priority #4 – Strengthen our Organization 12% (continued) | | |
| | Develop Executive and Finance committees or use ad-hoc committees/task forces as needed | Completed Nov 2017 |
| | Update Bylaws | Completed Nov 2017 |
| | Assess database and needs by Jan 2018 * Review potential databases for FY19 implementation | Jan 2018 |
| | 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
New tax bill may reduce donations

Obstacles to overcome:

Demands on staff
Few teachers in NoVA: The number of teaching artists in Virginia increased 27% (from 15 to 19).
Teacher turnover, especially in ITCs: All ITC positions are filled.
Still seeking a Music Director for second semester of Cabaret.