

ArtStream
Strategic Plan FY17-19
PROGRESS REPORT As of 5/21/18

Changes since 3/12/18

1. Bender JCC (3 days over spring break) class was cancelled due to low enrollment. St. Mary's County Schools were added.
2. Gala 2018 scheduled for September 30, 2018 at the Bethesda Ballroom.
3. AMP powered by Strathmore added a ramp to the stage, so we will continue performing there in FY19.
4. Invited to participate in Page to Stage at the Kennedy Center 9/1-3/18, with one scene from a current performance.
5. Parent "meet and greet" events continued with Silver Spring ITCs in April.
6. Grants submitted to new Foundations: The Jones Foundation
7. Second annual T-shirt design contest completed.
8. Started Pro-Bono Market Research to assess how to best focus and deploy marketing resources; the pros and cons of first creating additional classes and workshops and then working to find participants vs first creating demand and then adding classes and workshops to satisfy that demand; and, how to sequence efforts and focus resources to achieve the remaining priorities under the strategic plan

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

Strategic Plan TOTAL COST: \$644,575	Strategies	Completion Date
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, NCC 2/18, St. Mary’s County Schools 3/18 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. With addition of ramp at AMP, this is no longer a consideration.	Completed May 2017 Completed
	Seek accessible and affordable theatre space with choice of dates Confirmed Virginia theatre space-Lee Center in Alexandria	Completed July 2017

Priority # 1 – Improving and Expanding Programs 60% (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) Quarterly sharing meetings: 1/27/18 completed	Ongoing
	Arts in Healthcare (Allies in the Arts, You are a Work of Art) * Continue as an ArtStream program? Identify new home? End project? Board review 1/18; discussed with Judy Rollins 2/14/18, decision June 2018	June 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	Completed May 2018
	Summer camp for high schoolers at TLC. June 25-29, weekly 7/2-8/10.	Summer 2018
	Pilot traveling troupes/speaker’s bureau (Cabaret future activity) Discussion with “The Disabled List.” Page to Stage at the Kennedy Center 9/18	Sept 2019

<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, Silver Spring 4/3 and 4/10 * 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>

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) Postponed to 2019 * Coordinate intern opportunities (SEEC part-time employee working in costume shop, 2018 ITC season) * 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 Survey conducted 1/18 Gala 2018 scheduled for September 30, 2018	September 2018
	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 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 Grants submitted to new: MESH, IPC, Paul Angell, Cafritz, Jones Previous: Dominion Guild, Abell, Nora Roberts, Higginson	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 Second annual T-shirt design contest	Completed March 2017 March 2018
	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

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 June 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

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	June 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
 Assist with Marketing Research as needed

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
 Hiring new Marketing Manager
 Class participation/outreach to new students
 Virginia scheduling