

ArtStream
Board of Director's Meeting
July 23, 2018

APPROVED MINUTES

ROLL CALL

Maggie Haslam conducted roll call. In attendance at the meeting: Eleanor Allen; Kristen Chou; Adam Fine; Sari Hornstein, Vice President; Frank Myers, Chair; and Paul Murray, Treasurer.

Attending by phone: Maggie Haslam, Secretary

ArtStream staff in attendance: Doreen Cronrath, Director of Finance and Administration; and Heller An Shapiro, Executive Director.

Not able to attend: Pamela Brown; Kirsten Davidson—client liaison, and Karen Mitchell.

MINUTES RATIFICATION

A motion was made to approve the minutes from the May 21, 2018 meeting as written. The motion carried without dissent.

MARKETING SURVEY PRESENTATION

Lisa Gaffney, Principal of Market Matters Group, LLC, consults on strategy and marketing. She is also an ArtStream parent. Her son, Tom Vanderslice is in the Silver Spring Inclusive Theatre Company.

Lisa presented the findings of a three-month pro bono research project designed to look at marketing, outreach, and sequencing for program expansion. The results will help inform future outreach and marketing efforts by answering two key questions:

1. How to best focus and deploy marketing resources (*Which audiences does ArtStream need to reach in order to achieve expansion and outreach objectives? How should ArtStream most effectively reach these audiences and what information do these audiences want?*)

2. 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 (*How should ArtStream sequence program expansion? Create new programs and then work to fill the additional capacity, or create demand and then add programs to meet that demand?*)

The key findings, based on data gathered through focus groups, e-surveys, and interviews with parents and organization representatives, show that recommendations from ArtStream families are the most important factor in the decision to participate in

ArtStream. Word-of-mouth from families and service providers is the primary way awareness of ArtStream is created and interest in participating is generated. The website is an important second source for information on programs and suitability once a family learns about ArtStream, rather than a means of generating initial awareness.

Recommendations/conclusions from the research include:

- Focus outreach on providers of related programs and services to increase awareness and enlarge the pipeline for future participants. Parents talking about ArtStream with these organizations can serve as a good reference.
- The website is the second source of information for new participants after they hear about ArtStream from a family or organization. Focus the website on helping people understand ArtStream's programs and determine who is a good fit for these programs. Video, quotes, and examples should be used to show parents, caregivers, and potential ArtStreamers the range of abilities that "fit" at ArtStream. Invite people to performances to learn more.
- Because the website is used by families and participants, it will be helpful to improve navigation and ease of finding information, especially for the registration process.
- E-newsletters, social media and emails are the preferred way of obtaining needed information once a family is involved in ArtStream. These tools should be refocused to better serve this audience.
- Cost and program logistics are the primary factors discouraging people from participating in ArtStream. There is a real need to have activities be accessible via public transportation. (Note that families and caregivers who are already involved were surveyed. People who aren't involved were not surveyed.)
- Placement on a waiting list is less of a deterrent than cost and program logistics. Having a waiting list is a "seal of approval" for the programs.
- Electronic information is preferred for registration reminders, class information, etc., once people know about ArtStream. It is important to have office staff available to answer questions.
- Families trust the Directors and Teaching Artists to know what their son or daughter needs.
- Parents want to have greater understanding of what it takes to fund ArtStream, e.g., what percent of the cost is covered by tuition/ticket sales? That might inspire more participation in fundraising.

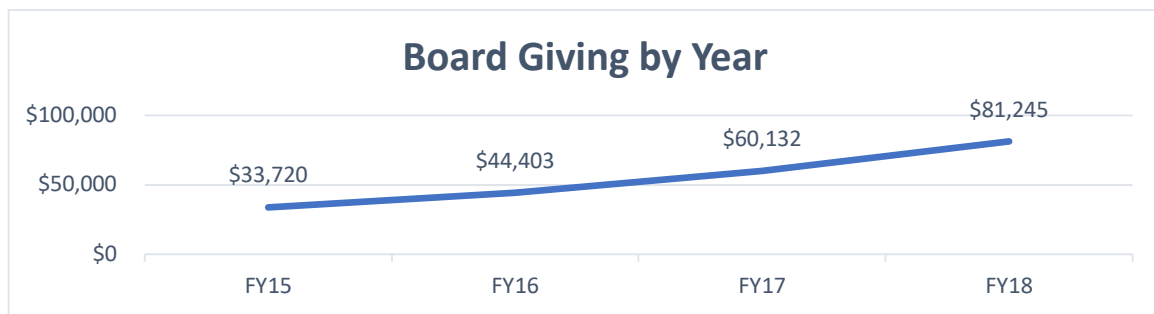
Representative quote from the focus group: "ArtStream is the only game in town, so clearly the demand is there. We're all used to waiting lists from other programs."

Board members asked Lisa for her recommendations, based on the data. She suggests building over the next year or two by adding more Cabarets to provide more performance opportunities and doing additional outreach. After that, if the money and interest is there, consider starting another Inclusive Theatre Company, or additional classes.

The Board thanked Lisa for her work and the great insights gained through this comprehensive market analysis.

FY19 BUDGET PROPOSAL

Heller An Shapiro thanked Board members for giving \$81,245 so far this year. Board giving increased 35% over FY17. On average, board giving has been increasing 34% a year since FY15.



If there are no unbudgeted expenses and no additional income, FY18 projections show the year ending at **-\$6,400**. An end-of-year direct mail appeal, featuring a Board match, is scheduled to go out as soon as labels can be obtained from the new Kindful database.

Currently, ArtStream will end FY18 with \$26,000 in the bank for FY19 Gala sponsorships and grants.

Heller An Shapiro reviewed the FY19 Budget proposal. The goals for the FY19 Budget are: continue to grow grant revenue; add renewed focus on individual donors; and increase outreach to identify new families, students, and contracting organizations.

Revenue is expected to increase 13% over FY18 projected to \$699,450 and 26% over FY17 actual. A new fundraising strategy projects income from current and new grants, events (Gala, sibling event), individuals, and social media.

Expenses are expected to increase by 7% over FY18 projected to \$679,260 and 12% over FY17 actual.

Board members discussed what could be cut if there is a nationwide recession. Reducing the number of classes to ensure all classes run at full capacity is the most likely first step. Diverse funding sources, so ArtStream is not overly-dependent on any one source, will also help ArtStream survive an economic downturn.

Heller An will bring a proposal to the Board to add a development staff person to the team in order to increase giving, especially from individual donors, and continue to diversify ArtStream's funding base. The former director of marketing position will be assessed to determine what skills are needed based on the market research recommendations. Board members requested an analysis of future staff positions that might be added in the next few years.

At the May 21, 2018 board meeting, an allocation of \$83,000 was approved for the Short Term Reserve Fund. Alvin Carlos at District Capital stated that, assuming there will be \$40,000 in the money market account allocated as the Short Term Reserve, District Capital will work toward \$43,000 in short-term bond mutual funds by mid-2021.

A motion was made to approve the FY19 Budget Proposal as written. The motion carried without dissent.

YOU ARE A WORK OF ART (YAWA) /ALLIES IN THE ARTS (ALLIES)

Heller An Shapiro reported that the Prince Charitable Trust offered a new grant of \$20,000 for YAWA programs in FY19. Allies is now reduced to three sessions per month and expects to spend the remaining DAV funding by October 2018. Heller An identified two fiscal agents that could manage the grants. In addition, the Institute for Integrative Health worked with YAWA on the Green Road and is a possible new host for the program. Board members agreed to continue phasing out ArtStream's role in these programs as soon as possible.

DASHBOARD UPDATE

The annual revenue trajectory continues to rise with the current FY18 revenue projection of \$631,505.

STRATEGIC PLAN PROGRESS REPORT

Outreach continues with appointments scheduled at Kennedy Krieger's new Montgomery County adult day program and performances scheduled at Orioles Park and the Kennedy Center Page-to-Stage New Play Festival.

Board members recommended sending information about singing the National Anthem at Orioles Park to local news outlets and posting on the website and YouTube.

The wine tasting event will be a donor cultivation and sibling-connection activity. Board members suggested making it easier to make ticket purchases on the website. Heller An will send a new version of the wine event invitation out so Board members can forward it to friends.

NEW BUSINESS

Kindful Database:

The transfer of 8,215 contacts was completed. Abby Madden, Programs Coordinator, and Doreen Cronrath are working to clean up duplicates, test mailing labels, and ensure the synch with QuickBooks is accurate.

2018 Gala: Currently there is \$11,000 received for sponsorships, with another \$5,000 promised. There are four people on the honorary host committee, including Maryland First Lady Yumi Hogan. Delegate Jeff Waldstreicher is also planning to attend.

FY19 Board Nominees: Currently two candidates from the Board Match program and one parent are confirmed. One more parent is being recruited. Nomination ballots will be sent in August.

Kristen Chou will contact the director of the Madeira co-curriculum program regarding three-month student internships at ArtStream.

Frank Myers suggested reaching out to Governor Hogan to share how ArtStream supports people with IDD after they leave school.

NEXT MEETING

The next meeting of the Board of Directors will be **Monday, September 17, 2018, 7-9 p.m.** in the ArtStream office.

The meeting was adjourned at 8:45 p.m.

Respectfully submitted,
Maggie Haslam

2018 MEETING DATES

All meetings are scheduled from 7-9 p.m.

Monday, September 17, 2018

Monday, November 5, 2018