

**ArtStream**  
**Strategic Plan FY17-19**  
**PROGRESS REPORT As of 9/17/18**

**Changes since 7/23/18**

Priority #1 - Improving and Expanding Programs (60%):

1. Auditions for first VA Cabaret held. Four performers confirmed.
2. Teaching Artist training completed 9/8/18.
3. Arts in Healthcare transition plan completed 8/18.

Priority #2 - Community Building (14%):

1. Class brochures sent to Montgomery County Transition Support Teachers, and PEERS programs.
2. FY18-19 Parent Meet and Greets scheduled for each performing company.
3. Posted job for Cabaret Stage Manager designed for ArtStreamers, trainer is committed.
4. Wine tasting event held 7/31/18, included Sibling connection.

Priority #3 - Growth (14%):

1. Grant submitted to previous Foundation: Dimick.
2. New reply envelopes offer monthly giving option, one new monthly donor committed.

Priority #4 - Strengthen Our Organization (12%):

1. Board of Directors has 14 Board members.

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

<b>Strategic Plan TOTAL COST: \$644,575</b>	<b>Strategies</b>	<b>Completion Date</b>
<b>Priority # 1 – Improving and Expanding Programs 60%</b>	<b>Maintain 6 Inclusive Theater Companies (ITC), Develop cabaret class and performance, expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates)</b>  <b>Improve program quality through training and curriculum development for teaching artists</b>	
	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, meeting with KKI re new MoCo adult day program Leverage existing partnerships with community partners to find opportunities for mutual growth	ongoing
	Publish “ArtStream for Life” (Kindle, Amazon, print)	<b>Completed June 2017</b>
	Develop Master Teacher program (observations, coaching)	<b>Completed Sept. 2017</b>
	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.	<b>Completed May 2017</b>  <b>Completed</b>
	Seek accessible and affordable theatre space with choice of dates Confirmed Virginia theatre space-Lee Center in Alexandria	<b>Completed July 2017</b>

<b>Priority # 1 – Improving and Expanding Programs 60%</b> (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 Confirmed Signature Theatre for VA Cabaret, performances Nov 28, 2018 and May 20, 2019. <b>VA Auditions held 8/21/18 for 4 performers.</b>	<b>Completed August 2017</b>
	Develop interview process for new students	<b>Completed July 2018</b>
	Add Super Social Saturday in VA	<b>Completed July 2017</b>
	Standardize Tuition 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	<b>Completed June 2017</b>
	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, <b>9/8/18</b> Offer CPR and safety management training (annually) Quarterly sharing meetings: 1/27/18 completed Planning for fall 2018 co-training with Arts for the Aging(AFTA) <b>12/18</b>	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	<b>Completed August 2018</b>
	Consider seeking professional performers to kick off the Cabaret shows-not needed for Feb 2018 performance.	<b>Completed Jan 2018</b>
	Assess use of video projection to replace sets Lee Center and JCC have projectors, able to borrow one for SS Black Box	<b>Completed May 2018</b>
	Summer camp for high schoolers at TLC <del>June 25-29</del> , weekly 7/2-8/10.	Summer 2018
	Pilot traveling troupes/speaker’s bureau (Cabaret future activity) Discussion with “The Disabled List.” National Anthem at Orioles Park 7/26/18, Page to Stage at the Kennedy Center 9/1/18	Sept 2019

<p><b>Priority #2 – Community Building 14%</b></p>	<p><b>Develop an outreach strategy to cultivate current and future ArtStream participants</b>  <b>Target high school students and adults 18-22.</b>  <b>Target potential interns and teaching artists.</b>  <b>Recruit and train program volunteers/intergenerational volunteers.</b>  <b>Include qualified people with IDD in volunteer opportunities.</b>  <b>Develop networking and sharing programs for targeted groups (parents, caregivers, teaching artists)</b>  <b>Develop marketing materials (print, social media, web) to reach targeted groups.</b></p>	
	<p>Identify high schools, associations, organizations and programs that are likely prospects for current and future ArtStream participants and volunteers.  <b>Class brochure to MoCo Transition Support Teachers, PEERS programs</b></p>	Ongoing
	<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>	Ongoing
	<p>Quarterly newsletter to families and donors (Feb, May, Aug, Nov)</p>	Ongoing
	<p>Listserve for teaching artists</p>	<b>Completed July 2017</b>
	<p>Coordinate groups to attend ArtStream performances.</p>	Ongoing
	<p>Parent “meet and greet” ArtStream info sessions  (1 per semester during class time) Arlington 9/17/17, Cabaret 11/17/17,  Gaithersburg 1/30/18, Silver Spring 4/3/18 and 4/10/18  <b>FY19 sessions scheduled</b>  * listserve for parents/caregivers?</p>	Ongoing
	<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>	Feb 2018

<b>Priority #2 – Community Building</b> <b>14%</b> (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"> <li>* Develop internship/apprentice opportunities Received Rosemary Kennedy Internship co-grant with Open Circle Theatre (\$1,000 to ArtStream, \$6,000 total) Denied in 2019</li> <li>* Coordinate intern opportunities (SEEC part-time employee working in costume shop, 2018 ITC season)</li> <li>* Offer teaching artists more teaching opportunities</li> </ul> Identify and recruit experienced teaching artists. <ul style="list-style-type: none"> <li>*Plan to train ArtStreamers as Cabaret Stage Managers-<b>job posted 8/18</b></li> </ul>	ongoing
	“ArtStream for Life” advertising strategy-determined this is not a sales item. Amazon and ArtStream sales still available.	<b>Completed</b> <b>May 2018</b>
	Gala Interest Survey conducted 1/18 <b>Wine tasting event 7/31/18, included Sibling connection</b> Gala 2018 scheduled for September 30, 2018	<b>Completed</b> <b>January 2018</b> <b>July 2018</b> 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.) Piloted with Silver Spring ITC backstage volunteer June 2018	Spring 2019

<b>Priority #3 – Growth 14%</b>	<b>Strengthen and grow the ArtStream donor base</b> <b>Develop grant opportunities</b> <b>Merchandising</b> <b>Find costume/set storage solution</b> <b>Expand donor base through relationship building</b>	
	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, Philip L. Graham, Grants submitted to new: MESH, IPC, Paul Angell, Cafritz, Jones, NEA ArtWorks, Previous: Dominion Guild, Abell, Nora Roberts, Higginson, <b>Dimick</b>	Ongoing
	Create and promote sponsorship opportunities	Ongoing
	Promote group ticket sales for ITCs	Ongoing
	Develop monthly donor giving program, <b>New reply envelopes offer monthly option, one new monthly donor as of 8/18.</b>	Ongoing
	T-shirt design contest/increase T-shirt sales Second annual T-shirt design contest	<b>Completed March 2017</b> <b>March 2018</b>
	Tote bag design/sales	<b>Completed March 2017</b>
	Develop and promote online “friend-to-friend” events First event created 7/17, added evite.com, Facebook birthday, “other ways to give” brochure	<b>Completed June 2017</b>
	Develop note cards for sale	<b>Completed June 2017</b>
	Develop Giving Tuesday event, raised over \$3,000	<b>Completed Nov 2017</b>
	Plan to store costumes at 8401 Connecticut	<b>Completed Sept 2017</b>

<b>Priority #4 – Strengthen our Organization 12%</b>	<b>Strengthen staff team</b> <b>Move to accessible office space</b> <b>Develop Board of Directors, provide pre-Board leadership opportunities</b> <b>Steward Reserves</b>	
	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	<b>Completed Sept. 2017</b>  October 2018
	Coordinate Strategic Planning Task Forces	March 2017+
	Board development – increase board to 10-12, <b>14 board members serving</b> * Board Match event 5/11/17, two new board members identified and elected * Board Match event 5/24/18, two new board members identified	Ongoing <b>Completed July 2017</b>  <b>Completed July 2018</b>
	Create Dashboard	<b>Completed June 2017</b>
	Determine new audit firm	<b>Completed April 2017</b>
	Determine new investment advisor for reserve funds  Develop reserve policy	<b>Completed July 2017</b>  <b>Completed Nov 2017</b>

<b>Priority #4 – Strengthen our Organization 12%</b> (continued)		
	Develop Executive and Finance committees or use ad-hoc committees/task forces as needed	<b>Completed Nov 2017</b>
	Update Bylaws	<b>Completed Nov 2017</b>
	Assess database and needs by Jan 2018 * Review potential databases for FY19 implementation	<b>Completed July 2018</b>
	Develop future staffing needs plan * Work toward competitive salary ranges	May 2018

**What ArtStream needs:**

**How the Board can help:**

Continue financial support  
Follow up with Marketing Research results as needed  
*Support Development Director*

**New trends/directions for the future:**

Coordinate VA scheduling, program space, toll roads  
Risk of reduction in NEA, other Foundation funding  
New tax bill may reduce donations

**Obstacles to overcome:**

Demands on staff  
*Hiring new Communications Manager and Multimedia Designer*  
*Implement Fundraising Strategy*  
Class participation/outreach to new students