

ArtStream
Strategic Plan FY17-19
PROGRESS REPORT As of 11/5/18

Changes since 9/17/18

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

1. Meetings with Kennedy Krieger Institute and Ivymount to propose new programs.
2. Teaching Artist training in partnership with Arts for the Aging (AFTA) planned for 12/1/18 .

Priority #2 - Community Building (14%):

1. New program offering two free tickets to ArtStream performances for transition age youth and young adults, age 16-26.
2. FY18-19 Parent Meet and Greet scheduled for each performing company.
3. Conducting background checks for all adult volunteers.
4. Gala 2018: net revenue of \$73,082
5. Gala 2019 tentatively scheduled for 9/22/19.

Priority #3 - Growth (14%):

1. Grant submitted to previous Foundations: Clark Winchcole, Kelley Cares, MSAC.
2. Two monthly donors committed as of 9/18.

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

1. Depositing \$100,000 into Short Term Reserve Fund.
2. Begin planning FY20-22 Strategic Planning process.

**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, meeting with KKI re new MoCo adult day program, Ivymount 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 MD Cabaret performed 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. VA Auditions held 8/21/18 for 4 performers.	Completed August 2017
	Develop interview process for new students	Completed July 2018
	Add Super Social Saturday in VA (FY18 VA: 89 SSS students; MD: 174 SSS students)	Completed July 2017
	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	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, 9/8/18 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) 12/18	Ongoing
	Arts in Healthcare (Allies in the Arts, You are a Work of Art) Transfer to Institute for Integrative Health - completed by 12/18.	Completed August 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 SS Black Box	Completed May 2018
	Summer camp for high schoolers at TLC June 25-29 , weekly 7/2-8/10/18.	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>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. Class brochure to MoCo Transition Support Teachers, PEERS programs Piloting free performances for transitioning youth/young adults, age 16-26</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>Listserves for teaching artists</p>	Completed July 2017
	<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 FY19 sessions scheduled MD Cab 10/29, VA Cab 10/30, Arl ITC 11/1 * listserve for parents/caregivers?</p>	Ongoing

<p>Priority #2 – Community Building 14% (continued)</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 Complete background checks for 20-25 adult volunteers @ \$21.95/each</p>	<p>Feb 2018 January 2019</p>
	<p>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.) * Develop internship/apprentice opportunities Received Rosemary Kennedy Internship co-grant with Open Circle Theatre (\$1,000 to ArtStream, \$6,000 total in 2018) Denied in 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. *Plan to train ArtStreamers as Cabaret Stage Managers-job posted 8/18</p>	<p>ongoing</p>
	<p>“ArtStream for Life” advertising strategy-determined this is not a sales item. Amazon and ArtStream sales still available. Six books sold 1/1/18 – 10/15/18</p>	<p>Completed May 2018</p>
	<p>Events Gala Interest Survey conducted 1/18 Wine tasting event 7/31/18, included Sibling connection Gala 2018, September 30, 2018, net \$73,082 Gala 2019, September 22, 2019 TENTATIVE</p>	<p>Completed January 2018 July 2018 September 2018</p>
	<p>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</p>	<p>Spring 2019</p>

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, Philip L. Graham, Grants submitted to new: MESH, IPC, Paul Angell, Cafritz, Jones, NEA ArtWorks Previous: Dominion Guild, Abell, Nora Roberts, Higginson, Dimick, Clark Winchcole, Kelley Cares, MSAC	Ongoing
	Create and promote sponsorship opportunities	Ongoing
	Promote group ticket sales for ITCs	Ongoing
	Develop monthly donor giving program, New reply envelopes offer monthly option, two monthly donors as of 10/18.	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 October 2018
	Coordinate Strategic Planning Task Forces Develop FY20-22 Strategic Plan	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, two new board members identified * 14 board members serving in FY19	Ongoing Completed July 2017 Completed July 2018 Completed Sept. 2018
	Create Dashboard	Completed June 2017
	Determine new audit firm	Completed April 2017
	Determine new investment advisor for reserve funds Develop reserve policy, Deposit \$100,00 short term reserve funds in MMF, 11/18	Completed July 2017 Completed Nov 2017 Completed Nov 2018

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	Completed July 2018
	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
Class participation/outreach to new students
Implement Fundraising Strategy