



Strategic Planning Board Retreat May 2019

Informational Materials

Contents

Information gathered

Mission and vision

Summary survey results

Goals from staff retreat

Key takeaways from stakeholder interviews

Program financial information

Appendix

Information Gathered

Surveys (56):
Family & participants (26)
Teaching artists (13)
Board members (10)
Staff (7)

Stakeholder interviews (7)⁽¹⁾

Staff retreat

Program financial information

(1) Interviews with ArtStream partners and other organizations providing services to those with disabilities; see Appendix for list of interviewees

Reviewing the survey results and interview takeaways in the context of ArtStream's mission and vision may be helpful...

Mission

- Through collaborative performance and lifelong learning opportunities, people with intellectual and developmental disabilities gain the skills and confidence to engage with the world

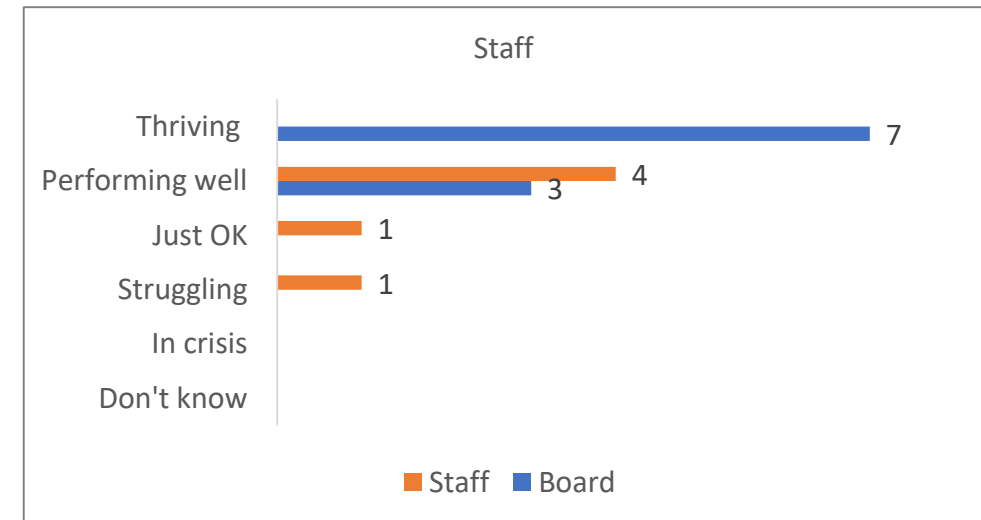
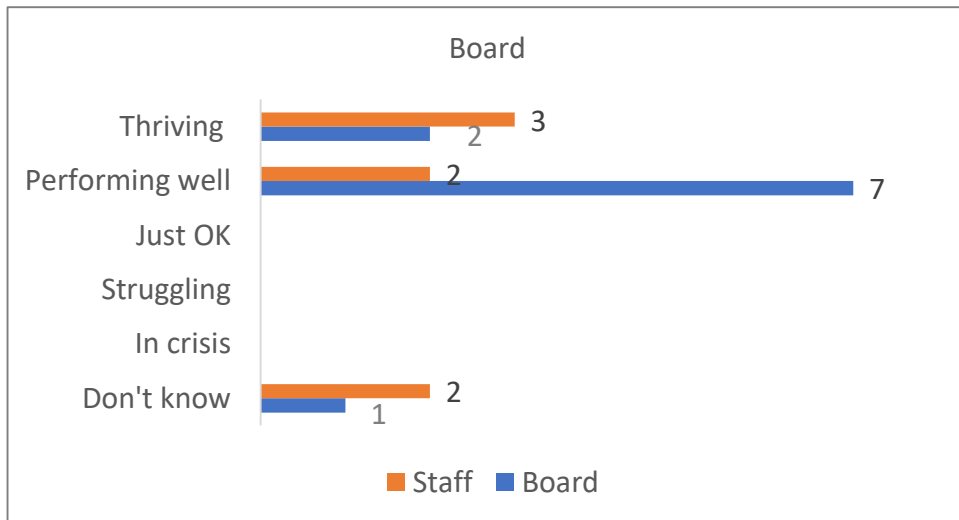
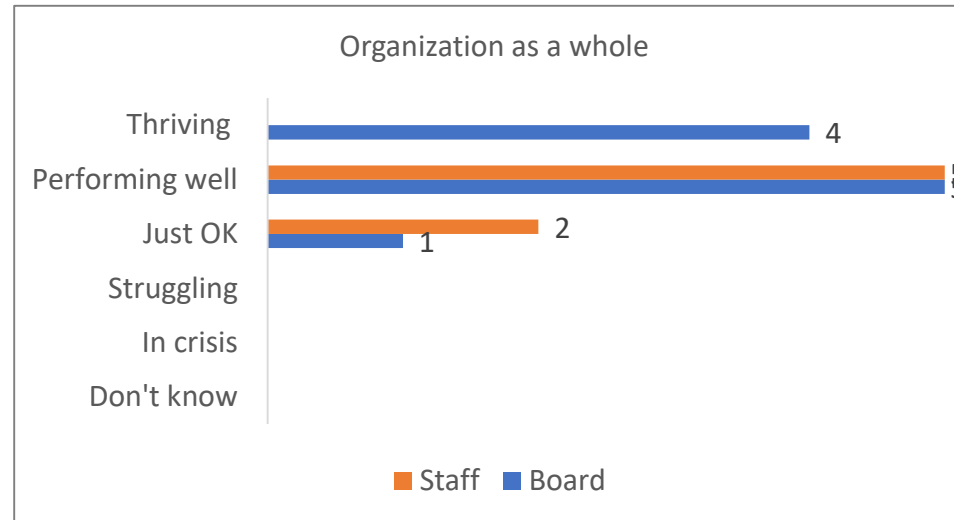
Vision

- To build an inclusive world where everyone can perform their art out

Summary survey results

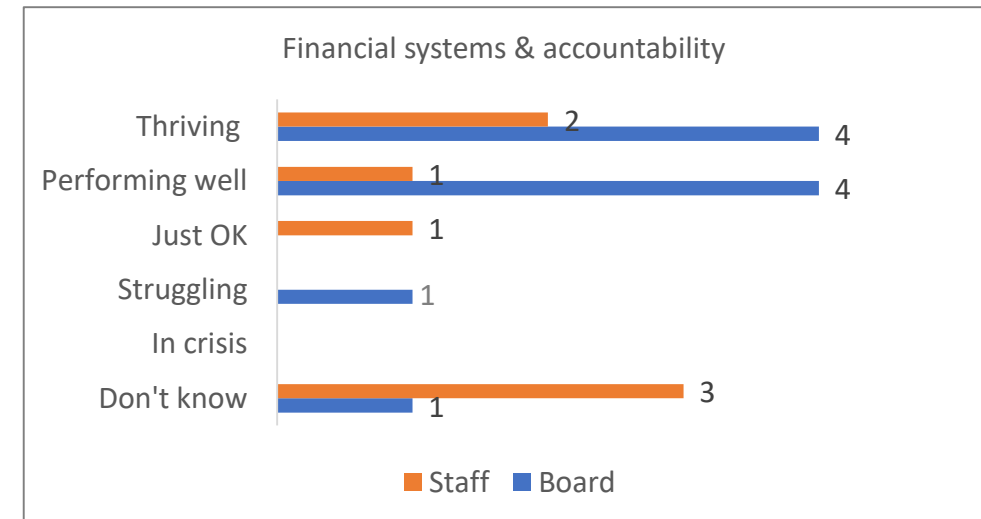
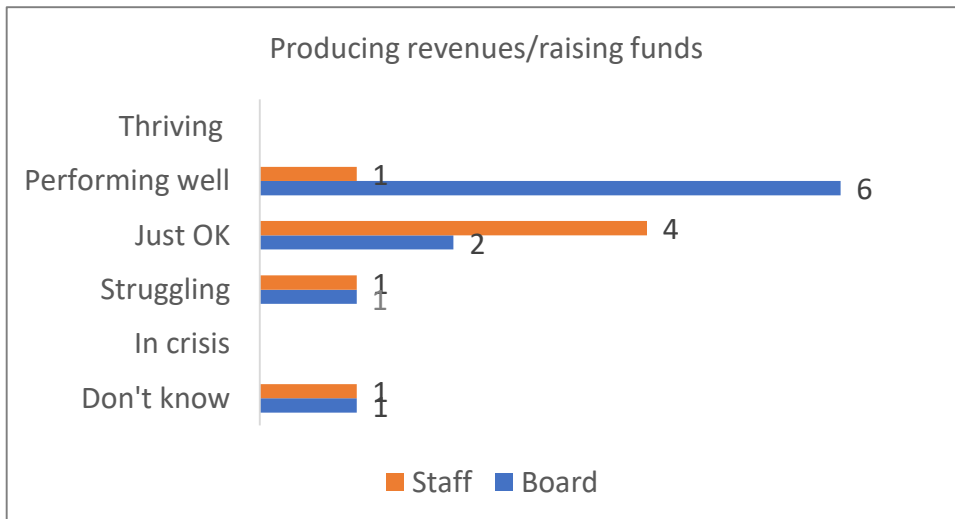
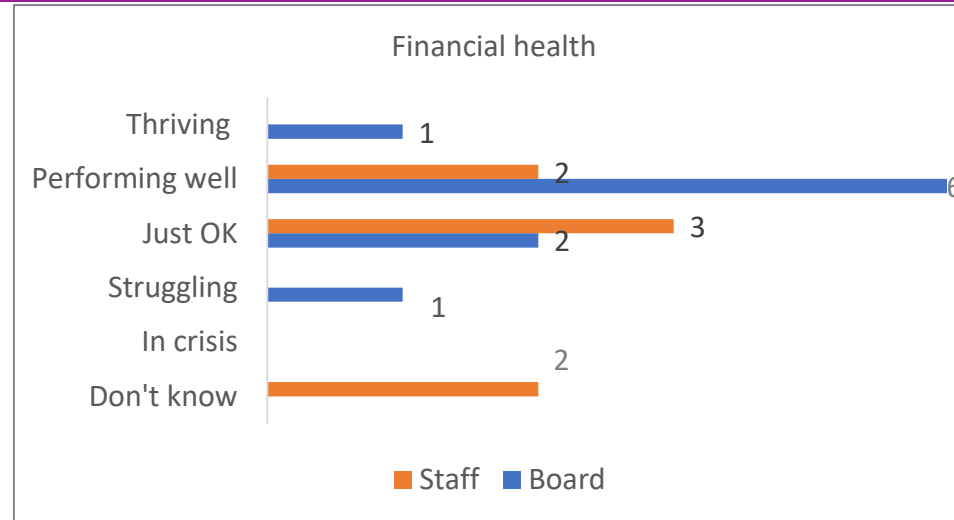
How would you describe ArtStream's health in the following areas?

(Page 1 of 2)

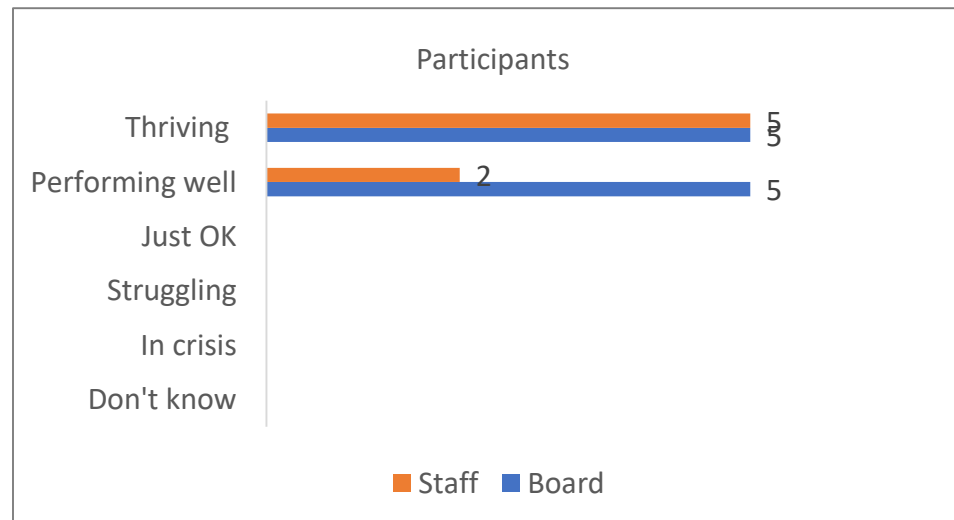
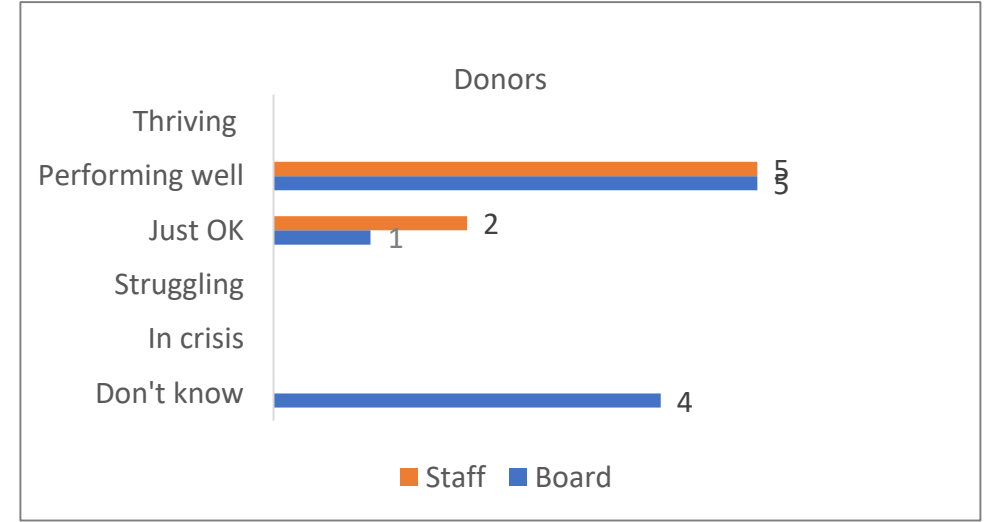
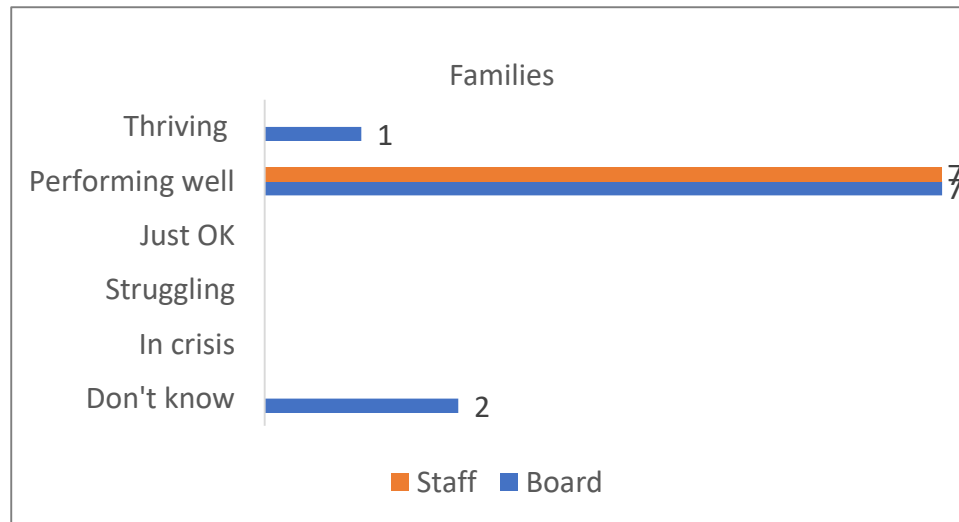


How would you describe ArtStream's health in the following areas?

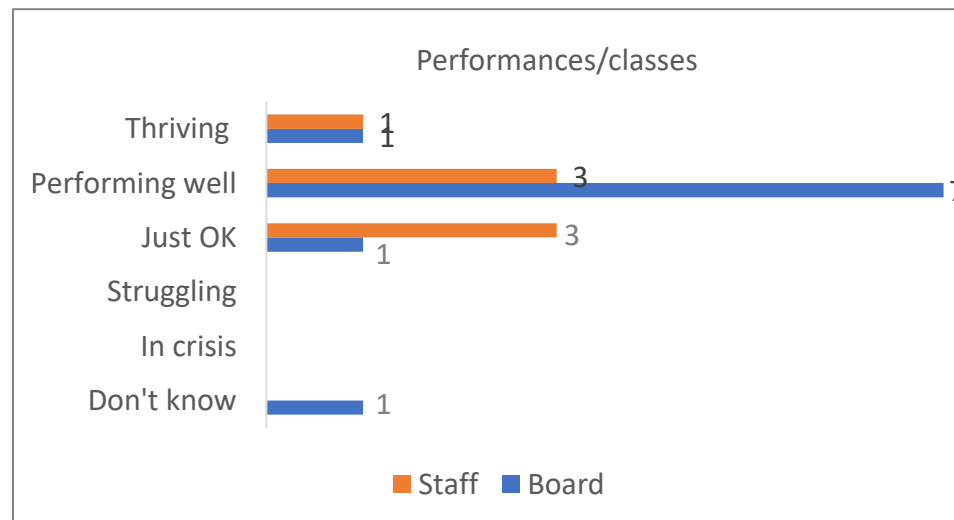
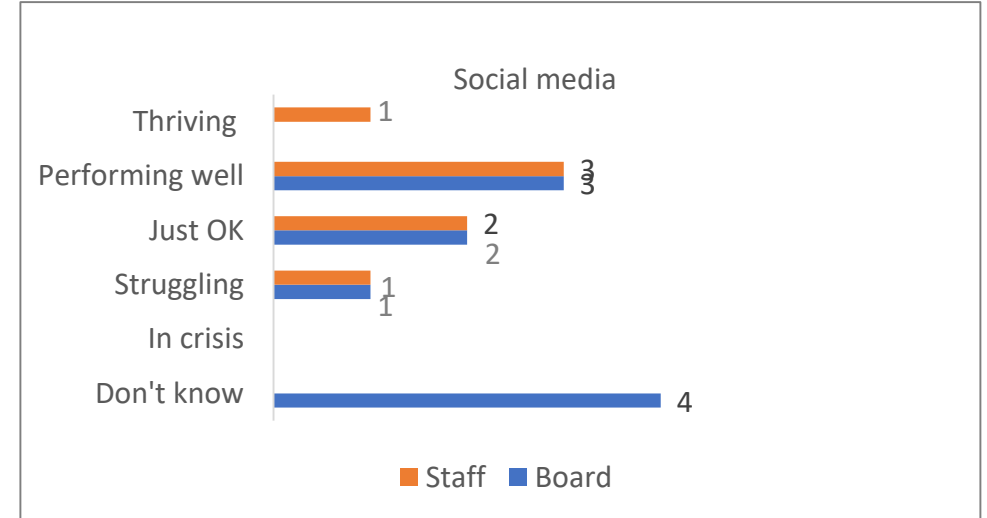
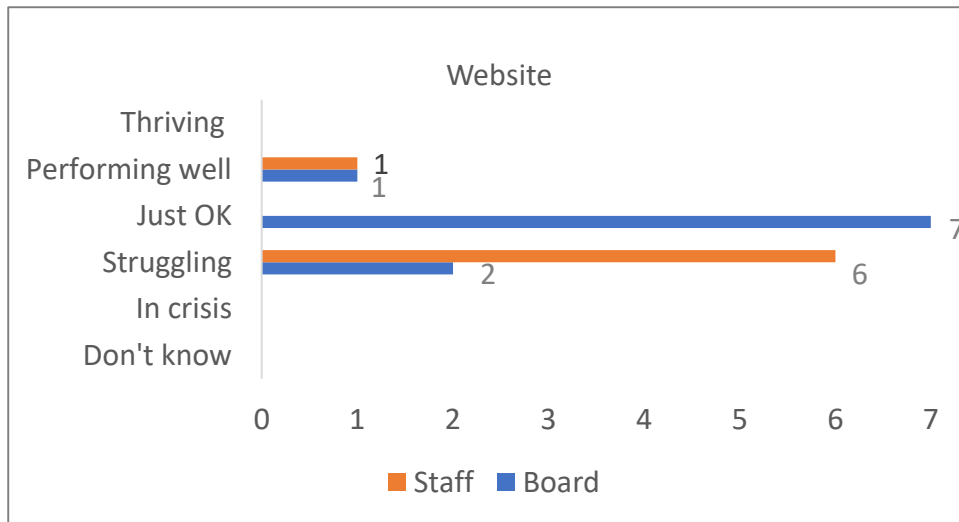
(Page 2 of 2)



How would you describe ArtStream's relationships with?



How would you describe ArtStream's health in the following areas of communications?



ArtStream's greatest strengths

Families & participants	Teaching artists	Staff	Board
<p>Participants Teachers</p> <p>Friendships/ meeting people</p> <p>Enjoyment/encouragement</p> <p>Parents **Inclusion</p> <p>**Community/friendship/joy</p> <p>Social and other skills/ opportunity to learn</p> <p>Teachers and staff (quality, dedication)</p> <p>Variety of programs, classes and locations</p>	<p>**Inclusion/inclusive environment</p> <p>**Strong theater company/ArtStream process</p> <p>*Creativity</p> <p>*Adaptability and flexibility in the process and accommodating actors</p> <p>*Environment (warmth, encouragement/bonds created)</p> <p>Demonstrating the capabilities of those with special needs</p> <p>Opportunity</p>	<p>**Passion/dedication/commitment</p> <p>Programming and teaching artists</p>	<p>**Staff and teachers (dedication/quality)</p> <p>Programs</p> <p>Values/mission/vision</p> <p>Competency/commitment</p>

In evaluating how much to weight a survey response, please note that the use of a * indicates item was mentioned more frequently in survey results; an item without a * may only have been mentioned once

ArtStream's greatest weaknesses/threats

Families & participants	Teaching artists	Staff	Board
<p>Participants Need more variety</p> <p>Parents ** Cost mentioned most frequently</p> <p>*Logistics (time commitment, travel, locations)</p> <p>*Need for more variety in offerings (e.g., a music chorus, more up-county, daytime programs)</p>	<p>External communication (about programs, value of ArtStream, website)</p> <p>Internal communication (with management, getting input from teaching artists)</p> <p>Training and onboarding</p>	<p>**Communication mentioned by almost all (e.g., clear, prompt, with community)</p> <p>**Financial support (e.g., lack of interest, financial pressures on families, competition for funding, need for new funding sources, benefit levels)</p> <p>*Processing and efficiency</p> <p>Not filling classes</p>	<p>**Funding/fundraising (e.g., need for, limited capacity, sufficiency to support programming and keep program costs in line)</p> <p>PR/outreach/awareness</p> <p>Staff capacity/internal processes</p> <p>Competition for participants</p>

In evaluating how much to weight a survey response, please note that the use of a * indicates item was mentioned more frequently in survey results; an item without a * may only have been mentioned once

Suggestions to existing programs and operations

Families & participants	Teaching artists	Staff	Board
<p>Participants More people</p> <p>Parents More variety in offerings</p> <p>Reduce fees More fundraisers to reduce costs</p> <p>Better location for Arlington/ sensitivity to logistics</p> <p>More up-county</p> <p>3 instead of 6 performances</p> <p>More mentors/ more resources to support those with less ability</p> <p>More opportunity for parents to meet</p> <p>Teacher feedback</p>	<p>*Additional support for teaching artists (e.g., training, better communication)</p> <p>*More partnerships, including other organizations providing programming to the same community, local high schools and colleges with social work or adaptive learning programs (many specific organizations suggested)</p> <p>*More outreach/ increase public awareness</p> <p>Update branding and overall marketing</p> <p>Listen to and address the needs of the companies more (e.g., dates, timing, dedicated roster of volunteer)</p> <p>More movement and dance work</p>	<p>Continue to provide inclusive programming, build community and be a compassionate organization</p> <p>Continue outreach and developing programs</p> <p>Better technology</p> <p>Do not add programs/companies unless know have the student base</p>	<p>Be prudent with expansion</p> <p>More marketing and outreach</p> <p>Most said there was nothing to stop doing</p>

Many of the survey participants were complimentary and said that ArtStream should continue with its mission, approach, ethos and core programs

In evaluating how much to weight a survey response, please note that the use of a * indicates item was mentioned more frequently in survey results; an item without a * may only have been mentioned once

New ideas and suggestions to support the future success of ArtStream

Families & participants	Teaching artists	Staff	Board
<p>Participants Comedy and dance</p> <p>Parents *More singing (e.g., music chorus) and dancing classes</p> <p>*Other types of classes (e.g., visual arts)</p> <p>Trips to other theater productions</p> <p>Facilitated social opportunities</p> <p>Back stage parts</p> <p>Daytime programs</p>	<p>*Opportunities to make teaching artists feel involved and supported (e.g., on the Board, more get togethers for them)</p> <p>*New class topics and programs- movement classes and other acting and speaking classes were most frequently mentioned (Shakespeare and social skills class also mentioned)</p> <p>One performance weekend vs two</p> <p>Perform in larger venues</p>	<p>Expanding (e.g., partnerships, PG County, DC contract classes)</p> <p>Relationships with families and opportunities for them to connect</p> <p>More outreach (e.g., programs with transition students)</p> <p>Use families more as ambassadors and fundraisers</p> <p>Improv classes for businesses</p> <p>Opportunities for caregiver community</p>	<p>*Broadening funding/support base (e.g., corporate sponsors, community support)</p> <p>Expanding number of participants</p> <p>Outreach (e.g., families with children who are not yet 18)</p> <p>Growth (e.g., new partners, new geographies)</p>

In evaluating how much to weight a survey response, please note that the use of a * indicates item was mentioned more frequently in survey results; an item without a * may only have been mentioned once

Recommended priorities over next 12-18 months

Families & participants	Teaching artists	Staff	Board
<p>Parents *Offer a variety of programs</p> <p>*Expand offerings/classes (e.g. more in summer more in winter and spring)</p> <p>Increase promotion/demonstrations to build interest</p> <p>Recruit more mentors</p> <p>Increase funding</p>	<p>Improve communication</p> <p>Support teachers and staff</p> <p>Expand programming</p> <p>Increase funding</p>	<p>*Increase number of participants (e.g., filling ITC and Cabaret)</p> <p>Widen donor base</p>	<p>**Increase funding</p> <p>*Increase outreach/communications</p> <p>*Enter into new partnerships/expansion</p> <p>*Staff and teaching artist retention</p> <p>MD nonprofit certification</p>

In evaluating how much to weight a survey response, please note that the use of a * indicates item was mentioned more frequently in survey results; an item without a * may only have been mentioned once

Why do you think people who hear about ArtStream chose not participate?

Parents

**Cost- by far the most frequent response

*Logistics (e.g., locations, transportation work conflicts, time commitment)

Parent/caregiver might not think fit was right for their son or daughter

Teaching artists about other teaching artists

**Lack of understanding of how to work with people with disabilities or misperceptions of what background is needed to do so

Compensation, logistics and reputation for not supporting artists also mentioned

Who are the primary customers of ArtStream or those most changed?

Teaching artists

*Those with disabilities, differences and special needs

Those who have the opportunity to be a part of a kind, compassionate setting and be productive and creative

Staff

*Adults with intellectual and developmental disabilities

Families

Board

*Adults with intellectual and developmental disabilities

Families and those who work with the actors

Responses align well with ArtStream's mission

What is ArtStream? What does it provide?

Parents

Inclusion
Opportunity to perform
Opportunity to be creative
Great environment (welcoming, supportive)
Great teachers, mentors, staff
Dedication

Teaching artists

Inclusive environment and theater company
Opportunity to perform and create something
Special environment (safe space, artists can be themselves)
Kindness/ compassion/ acceptance
Joy/fun/happiness

Staff

Welcoming/community/friendships /caring

Board

Creative/ imaginative
Inclusive
Passion/dedication
Joy
Confidence

The mission and vision – and the feelings that ArtStream engenders- are reflected in the responses of stakeholders

Goals from staff retreat

Staff Planning Retreat: Long Term Mission- Related Goals

- There is “nothing else like ArtStream”
- A community of families and Artstreamers enjoying lifelong friendships.
- ArtStream is recognized as a valuable member among arts and disability organizations.
- Performances throughout the metro region – every theatre wants an ArtStream performance
- Serving all ages
- ArtStreamers are empowered at all levels of the organization.
- ArtStream’s management is recognized for excellence
- Catalyst/model for other organizations
- Known for excellence in curriculum and teaching methods
- Recognition of the importance of theatre to positively impact and change lives
- Professional acting skills provided
- Seamlessly closing the isolation gap created by the services cliff
- More inclusion in the community at large – ArtStreamers are invited in
- Parents, siblings and caregivers have a supportive community

“There’s a role for everyone.”
“ArtStream for life”
“Theatre for an Inclusive World”

Staff Planning Retreat

Key Goals: Outreach

Outreach:

- Audiences: students, parents/families, donors, partner organizations, public, general arts audience, potential students (transition-age, older), volunteers, funders
- Focus of outreach is to increase students, contract classes, and awareness
- Outreach to new students
 - Open House?
 - Open rehearsal/class
 - End of class sharing sessions
 - Info session for potential students (like Town Hall meetings)
 - Group Homes
 - Day programs
 - Traveling Troupe
 - Parent ambassadors
 - Offer performances to congregations in churches/temples we rehearse in
- Performances
 - Ticket offers
 - Audience communication pre/post performance
 - Talk backs
- Current families
 - Parent networking events
 - Sibling networking events
- Partner organizations
 - Transition ticket flyers, show flyers, and enews
 - Group ticket offers
 - Upselling offers
 - Request regular feedback/share positive student progress
- Teaching Artists
 - Info to share with their contacts
- Funders
 - Performances
 - Special events (rehearsal, class sharing)

Staff Planning Retreat

Key Goals: Improve/Expand Programs, Improve Communications

Improve/Expand Programs

- Create a summer Cabaret
- Assess possibility for a daytime performing company to present Cabaret-style school performances (some older ArtStreamers are too tired at night)
- Offer communication skills training for special ed teachers
- Offer improv training for business/organizations, using ArtStreamers as co-presenters
- Open programs in Prince George's County and DC

Improve Communication

- Brand all external materials
- Develop annual communication calendar (enews, newsletter, social media, mailings)
 - Timely, coordinated, comprehensive, use multiple channels for the same message
- Website – continue incremental improvements and apply for grant for big changes
- Parents/Caregivers – what is the best way to communicate? Email, handouts in the mail and at rehearsal/class, personal emails
- Teaching Artist communication – determine best forum: Facebook page, enews, listserve, intranet
- Internal: use database and computer network for increased efficiency and tracking

Key takeaways from stakeholder interviews

Key takeaways from external stakeholder interviews: strengths

- Inclusive
- Unique in its offerings- limited opportunities away from ArtStream for performance related activities
- Reaches people across a range of disabilities
- Provides diverse opportunities for people with different needs
- Therapeutic
- Ability to calibrate to level of the class; teachers are flexible
- “Genius in their ideas and planning”
- Well- known in Montgomery County

Interviewees were highly complimentary of ArtStream. The few challenges mentioned were:

- Cost of programs
- Logistics

Key takeaways from external stakeholder interviews: opportunities

- Increase awareness of ArtStream (e.g., publicity and PR, presentations at other providers' workshops and webinars, transition coordinators in the school systems) so they are better known to the disability community and can reach more participants
- Educating providers as to the benefits of the arts (because they may not know and would help with participation and funding)
- Partner to showcase opportunities and educate the community as to the importance of activities and employment for people with disabilities and how to work with them
- Continue expanding in NOVA
- Start with younger participants so have an additional source of actors for the performance programs
- Increased collaboration around scheduling with other organizations serving the same people
- Determine a way to be qualified for self-directed/DDA funding or funding from DC

Many of those interviewed said that the increased focus on providing more meaningful and inclusive activities offers an opportunity for ArtStream:

- Push for providers to deliver more community integration; providers struggle to find activities that involve inclusion
- Believe demand is there for daytime offerings and opportunities exist to provide activities in partnership with day programs
- Move towards self-directed is increasing need for daytime programming
- ArtStream should play up the mentors, friendships and natural supports that develop to help ArtStream be viewed as an inclusive, community activity

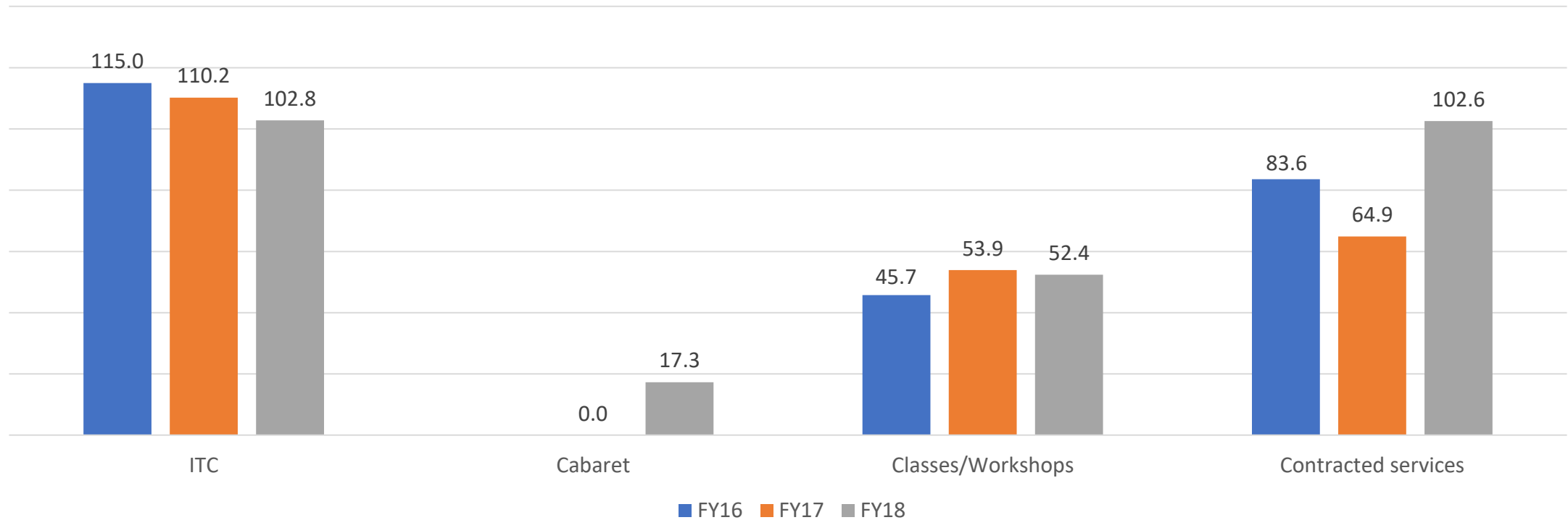
Key takeaways from external stakeholder interviews: new programs

- Daytime programs*
- Movement classes*
- Visual arts classes (e.g., painting)
- Improv classes for individuals in day programs (could also work as a feeder to other ArtStream programs)
- Camps for middle schoolers and high schoolers (e.g., 1 week intro to improv). Parents are looking for fun, innovative programs
- Activity as a guest of another program
- Expand into DC

Program financial information

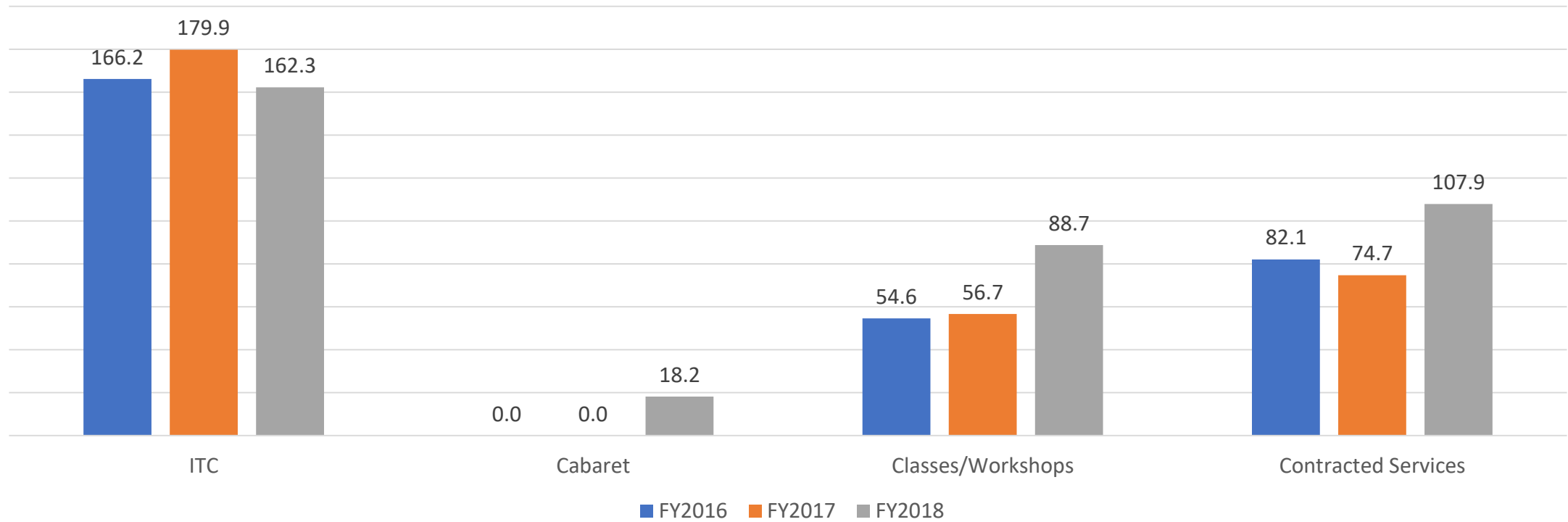
Program analysis: revenue trends

Program Revenues
(\$ in thousands)



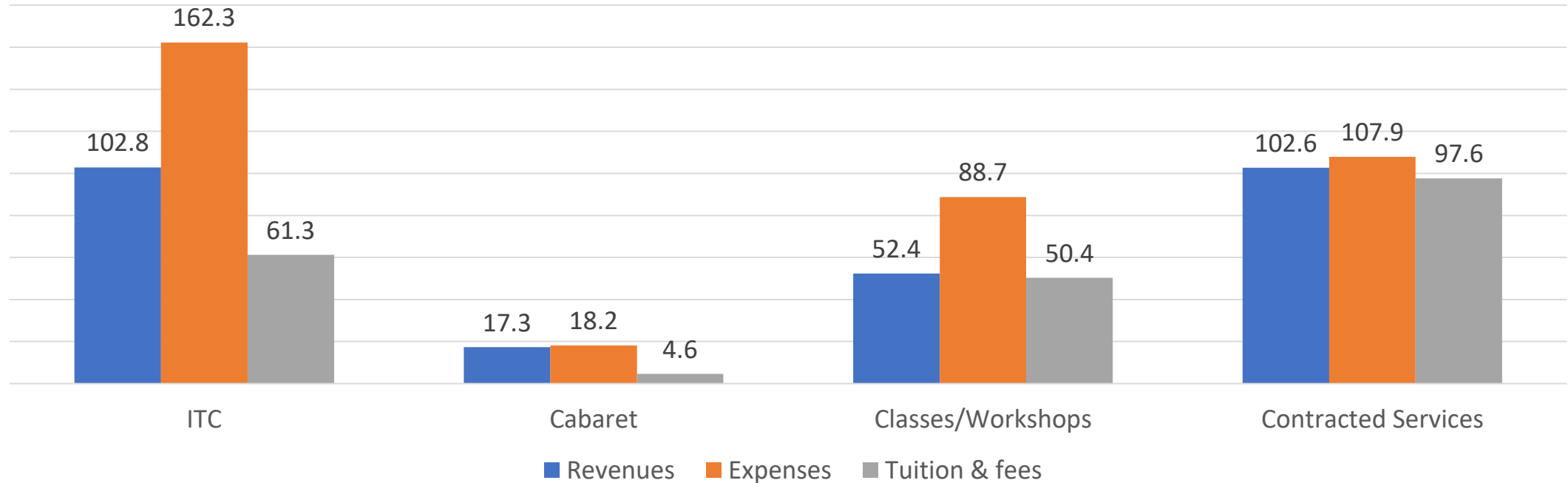
Program analysis: expense trends

Program Expenses
(\$ in thousands)



Program analysis: revenues, expenses and tuition/fees by program

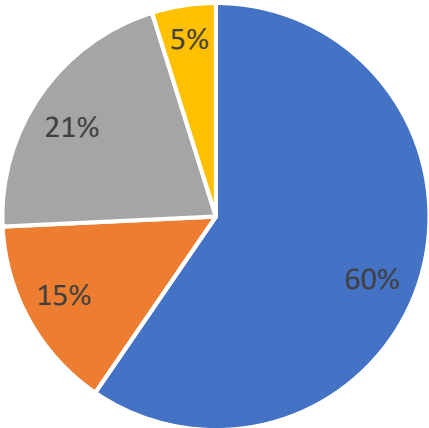
FY2018 Program Revenues, Expenses and Tuition/Fees
(\$ in thousands)



Tuition & fees comprise 57% and 91% respectively of costs for classes/workshops and contracted services, compared with 38% and 25% respectively for ITC and Cabaret

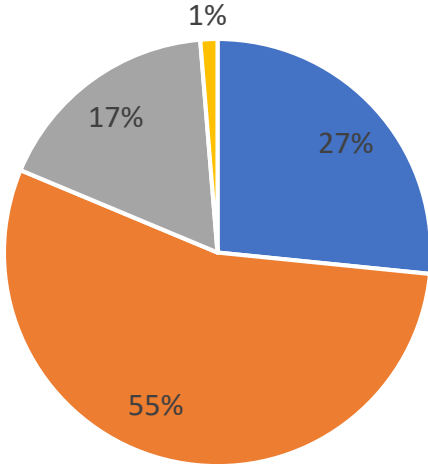
Program Analysis: Revenue Breakdown by Program

ITC - % of total revenues



■ Tuition/fees ■ Donations & grants ■ Ticket sales ■ Other

Cabaret- % of total revenues



■ Tuition/fees ■ Donations & grants ■ Ticket sales ■ Other

Appendix

Stakeholder interviews

Melika Al-Kawas, Community Builder, ARC Montgomery County

Rikki Epstein, Executive Director, ARC of NOVA

Stacey Herman, Director of Post-Secondary Services, Kennedy Krieger Institute Core Program

Ian Paregol, Executive Director, DC Coalition of Disability Providers

Joyce Sims, Executive Director, Resource Connections, Prince George's County

Donna Smikle, Principal, Forbush OA

Janine Tursini, Executive Director, Arts for the Aging