

ArtStream
Strategic Plan FY17-19
PROGRESS REPORT As of 3/11/19

Changes since 1/14/19

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

1. Groundwork laid for Prince George's County classes.

Priority #2 - Community Building (14%):

1. Ten free tickets distributed for MD Cabaret resulted in high interest and a volunteer.
2. Focusing website upgrade on diversity, improved navigation. Obtaining bids for revisions.
3. New class brochure includes winter/spring/summer classes.

Priority #3 - Growth (14%):

1. Grant submitted to previous Foundations: Cafritz Foundation, Immanuel Presbyterian Church
2. First night raffle planned at the VA Inclusive Theatre Company performance, water bottles, stickers and tote bags for sale.
3. Tech week cultivation events planned, first one is March 19, 2019

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

1. Employee Handbook completed, pending legal review.
2. Develop FY20-22 Strategic Planning process; Board Retreat May 6, 2019.

**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%	<p>Maintain 6 Inclusive Theater Companies (ITC), Develop cabaret class and performance, expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates)</p> <p>Improve program quality through training and curriculum development for teaching artists</p>	
	Maintain 6 ITCs in MD and VA	ongoing
	<p>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 Bender JCC Inclusion program Prince George’s County meetings/resource fair participation/community connections in preparation for starting classes Quarterly Master Classes 9/18, 1/19 Leverage existing partnerships with community partners to find opportunities for mutual growth</p>	ongoing
	Publish “ArtStream for Life” (Kindle, Amazon, print)	Completed June 2017
	Develop Master Teacher program (observations, coaching)	Completed Sept. 2017
	<p>Investigate AMP at Strathmore and other venues</p> <p>Considering the Silver Spring Black Box for Cabaret FY19. With addition of ramp at AMP, this is no longer a consideration.</p>	Completed May 2017
	Seek accessible and affordable theatre space with choice of dates	Completed

	Confirmed Virginia theatre space-Lee Center in Alexandria	July 2017
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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 as of 9/18 Move MD SSS to Commotion Dance as of 1/19. (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	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, 1/26/19 Offer CPR and safety management training (annually) Quarterly sharing meetings: 1/27/18 completed Planning for co-training with Arts for the Aging(AFTA)	Ongoing
	Arts in Healthcare (Allies in the Arts, You are a Work of Art) Transfer to Institute for Integrative Health - completed by 12/18. Allies funding is completed. YAWA funding of \$8,400 from Prince grant is available for final project.	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.	Completed July 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, Shared Horizons Dinner 12/2/18	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>	<p>Ongoing</p>
	<p>Website management and updating Focus on diversity, improving navigation, obtaining bids for revisions Class flyers/brochures New Class brochure includes winter/spring/summer. New General brochure completed 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>Listserves for teaching artists</p>	<p>Completed July 2017</p>
	<p>Coordinate groups to attend ArtStream performances.</p>	<p>Ongoing</p>
	<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 MD GBG and SS ITCs 1/19 VA and MD Cabaret, second semester * listserves for parents/caregivers?</p>	<p>Ongoing</p>

<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 18 adult volunteers, 12 completed</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</p>	<p>Completed January 2018 July 2018 September 2018 September 2019</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, Porto Charities, Cafritz, Immanuel Presbyterian Church	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, three monthly donors as of 12/18.	Ongoing
	T-shirt design contest/increase T-shirt sales, discontinue selling T-shirts Second annual T-shirt design contest	Completed March 2017 March 2018
	Tote bag design/sales Tote bag/water bottle design/sales, first night raffle	Completed March 2017 Completed March 2019
	Develop and promote online “friend-to-friend” events First event created 7/17, added evite.com, Facebook birthday, “other ways to give” brochure Tech Week cultivation events	Completed June 2017 March -June 2019
	Develop note cards for sale	Completed June 2017
	Develop Giving Tuesday event, raised over \$3,000 in FY17 FY18: \$1,840	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) New networked computers and service plan 1/19	Completed Jan 2019
	Implement benefits package-healthcare, 401K, Short term disability, Life insurance as of 9/17 Created Employee Handbook-legal review in process	Completed Sept. 2017 February 2019
	Coordinate Strategic Planning Task Forces Develop FY20-22 Strategic Plan, Board Retreat 5/6/19	March 2017 June 2019
	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 2019

What ArtStream needs:

How the Board can help:

Continue financial support
 Follow up with Marketing Research results as needed
 Introduce us to Prince George’s County contacts
Support Development Assistant

New trends/directions for the future:

Risk of reduction in NEA, other Foundation funding
 New tax bill may reduce donations
 Prince George’s County classes

Obstacles to overcome:

Demands on staff
 Class participation/outreach to new students
Implement Fundraising Strategy