

June 17, 2019

TO: ArtStream Board of Directors
FROM: Heller An Shapiro, Executive Director
RE: FY20-22 Draft Strategic Plan

BACKGROUND:

This draft Strategic Plan combines recommendations from Board and staff members. Board members also reviewed survey data from families, Teaching Artists and key stakeholders.

Priority # 1 – Strengthen and Expand Existing Programs

Priority #2 – Build capacity, develop resources and strengthen resiliency

Priority #3 – Build relationships

PROPOSAL:

Review and revise to ensure the plan will help us fulfill our mission.

1. Do the three priorities accurately reflect the discussion and the FY-20-22 Goals?
2. Are the three goals in order of priority?
3. Consider the level of effort each priority should receive (out of 100% total).

RATIONALE:

After the plan is revised and approved by the Board, staff will set dates for goal completion.

For reference, the FY17-19 Strategic Plan had the following priorities:

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

Priority #2 - Community Building (14%):

Priority #3 - Growth (14%):

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

**ArtStream
Strategic Plan FY20-22
DRAFT**

Strategic Plan	Strategies	Completion Date
Priority # 1 – Strengthen and Expand Existing Programs _____%	Maintain Inclusive Theater Companies (ITC), Maintain Cabaret Companies, Traveling Troupe, Classes and workshops Expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates) Develop programs in new locations through current growth model: 1. contract classes, 2. direct classes, 3. Cabaret Company, 4. Inclusive Theatre Company Sustain and improve program quality through training and curriculum development for teaching artists	
	Maintain 6 ITCs in MD and VA Talk Backs – make them more effective by increasing the audience (in theatre/online)	ongoing
	Maintain 4 Cabarets (2 in MD, 2 in VA) Develop new Cabarets as waitlist warrants Pilot summer Cabaret Pilot daytime Cabaret Company Pilot music ensemble/dance troupe performing companies	
	Explore new types of classes, such as: Daytime classes for adults Improv for Business using ArtStreamers as co-teachers ArtStream training for special ed teachers Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant) Master classes – mentors and actors	

Priority # 1 – Strengthen and Expand Programs ___% (continued)	Develop partnerships to open classes in Prince George’s County and DC	
	Expand Master Teacher program (observation of Teaching Artists at least once/year, coaching of new Directors, Teaching artists)	Ongoing
	Traveling Troupe: Develop process for determining performance opportunities, develop fee schedule, create programming for schools, etc.	
	Seek accessible and affordable theatre space with choice of dates	
	Interview new students/families at start and end of first class	Ongoing
	Outcome evaluations Complete for all classes and Performing companies Audience surveys Annual online survey Constant contact surveys/polls to engage and gain info	
	Bi-annual teaching artist training programs and curriculum development (Sept and Feb) “Fill the toolbox” with exercises/skills Develop training for new teaching artists (Sept and Feb) Offer CPR and safety management training (annually) Biannual sharing meetings	

<p>Priority #2 – Build capacity, develop resources and strengthen resiliency ____%</p>	<p>Increase/expand:</p> <ul style="list-style-type: none"> • opportunities for current and new donor engagement with ArtStream • participation of Board in donor cultivation activities • revenue generating activities (e.g., grant applications, fundraising events) • website capabilities • the number of trained volunteers participating in programs and augmenting staff capacity • support staff development and competitive compensation • strengthen organizational best practices 	
	<p>Build relationships with individual donors to engage and increase gifts (effective prospecting, multi-touch cultivation, staff/board calls, events) Promote monthly donor giving program Promote online “friend-to-friend” events (Facebook birthdays, etc.) Events to engage donors: in-home salon, look-ins, pre/post performance receptions, etc. List donors in show programs Develop cultivation strategy to connect with donors year-round Provide opportunity for scholarship donors to be thanked by recipients</p>	Ongoing
	<p>15th Anniversary Celebration 2020 Gala and Dance Party Fundraising Appeals Telling our story through key participants Establish annual recognition awards (Mary Martin volunteer award? Deborah Jean Woolsey award?)</p>	
	Annual Gala and Dance Party	Sept 2019
	Continue applying for new and current grants	
	Create and promote sponsorship opportunities	

Priority #2 – Build capacity, develop resources and strengthen resiliency _____% (continued)	Website: Work with focus group to improve navigation Meet accessibility requirements Improve access to information for new/current families Identify and implement improved registration and ticket sales processes	
	Continue to build database effectiveness Conduct wealth screen Identify and implement registration and tracking tools	
	Develop future staffing needs plan Work toward competitive salary ranges Provide training and growth opportunities	
	Explore obtaining Executive Corp/Compass volunteers for projects	
	Continue to build database effectiveness Conduct wealth screen Identify registration and tracking tools	
	Recruit and train program volunteers/intergenerational volunteers.	
	Develop and implement volunteer/mentor orientation processes based on program needs	
	Develop volunteer/employee opportunities for people with IDD's	
	Complete items needed for Standards of Excellence accreditation: Communications Plan Risk Management Plan, etc.	

Priority #3 –Build relationships ___%	Develop targeted outreach and communications strategies to <ul style="list-style-type: none"> • cultivate current and future ArtStream participants (Target high school students and adults 16-26) • cultivate current and future donors and partners • build the ArtStream brand and convey impact 	
	Advertise Transition Ticket offer, assess conversion rate (ticket users to students), continue to develop advertising materials and identify advertising locations	
	Resource Fairs with family ambassadors	Ongoing
	Promote group ticket sales for ITCs	Ongoing
	Expand look-in events/opportunities to show our impact to potential donors/community leaders	Ongoing
	Expand audience communication pre/post performance (e.g. surveys, welcome/post-show messages)	
	<p>Outreach to new places to tell our story:</p> <ul style="list-style-type: none"> Churches/synagogues Look-ins Open house/open end of class sharing sessions Group homes, day programs Schools Neighborhoods around performance venues <p>Partner organizations – regular communication, including transition ticket flyers, enews, show flyers</p> <p>Group Homes/Day programs - transition ticket flyers, show flyers, class brochures</p> <p>Engage Teaching Artists/Parents as outreach ambassadors?</p>	

<p>Priority #3 –Build relationships ___% (continued)</p>	<p>Increase family support and engagement: Parent/sibling “Town Hall” ArtStream info sessions (twice/year) Enhance e-newsletters (Feb, May, Aug, Nov) to share stories and demonstrate impact Improve communication methods (email, handouts, mail?) Parent impact talks/interviews Sibling group: Develop annual activity for siblings with/without ArtStream siblings</p>	
	<p>Promote videos and YouTube channel, use photos/video in enews/social media and website</p>	
	<p>Develop and distribute media materials to advertise shows</p>	

What ArtStream needs:

How the Board can help:

Continue financial support
Assist with board development

New trends/directions for the future:

Obstacles to overcome:

Aligning staff/staff skills with current strategic goals