

**ArtStream
Strategic Plan FY20-22
Approved June 17, 2019**

Strategic Plan	Strategies	Completion Date
Priority # 1 – Strengthen and Expand Existing Programs 60%	<p>Maintain Inclusive Theater Companies (ITC), Maintain Cabaret Companies, Traveling Troupe, Classes and workshops</p> <p>Expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates)</p> <p>Develop programs in new locations through current growth model: 1. contract classes, 2. direct classes, 3. Cabaret Company, 4. Inclusive Theatre Company</p> <p>Sustain and improve program quality through training and curriculum development for teaching artists</p>	
	<p>Maintain 6 ITCs in MD and VA Talk Backs – make them more effective by increasing the audience (in theatre/online)</p>	Ongoing
	<p>Maintain 4 Cabarets (2 in MD, 2 in VA) Develop new Cabarets as existing Cabarets fill and waitlist warrants Pilot summer Cabaret Pilot daytime Cabaret Company</p>	Ongoing Summer 2021 Spring 2021
	<p>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 (assess/make contacts in FY20) Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant) Master classes – mentors and actors</p>	Ongoing Ongoing February 2021 Ongoing Ongoing

Priority # 1 – Strengthen and Expand Programs 60% (continued)	Develop partnerships to open classes in Prince George’s County Develop partnerships to open classes in DC	Spring 2020 Spring 2021
	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 Pilot music ensemble/dance troupe performing companies	December 2019 April 2020
	Seek accessible and affordable theatre space with choice of dates Find new stage for MD Cabaret for FY21 season	Ongoing
	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	September 2019 Ongoing Spring 2020 Ongoing
	Tri-annual teaching artist training programs and curriculum development (Sept, Feb, June) “Fill the toolbox” with exercises/skills Develop training for new teaching artists (Sept 2021 and Feb 2022) Develop new teaching artist FAQs Scriptwriting training Directors/Assistant Directors training Offer CPR and safety management training (annually)	Ongoing Sept. 2021 Feb. 2020 October 2019 October 2019 Ongoing
	Mentor training on first night of ITC rehearsals	September 2019

<p>Priority #2 – Build capacity, develop resources and strengthen resiliency 20%</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>	<p>Ongoing</p>
	<p>15th Anniversary Celebration – develop year-long plan 2020 Gala and Dance Party Fundraising Appeals Telling our story through key participants Establish annual recognition awards (Mary Martin volunteer award? Deborah Jean Woolsey mentor award)</p>	<p>Jan 2020 Sept./Oct 2020 Ongoing Quarterly in 2020 Gala 2020</p>
	<p>Annual Gala and Dance Party</p>	<p>Sept 2019</p>
	<p>Continue applying for new and current grants</p>	<p>Ongoing</p>
	<p>Create and promote sponsorship opportunities</p>	<p>Sept. 2019</p>
	<p>Develop future staffing needs plan Work toward competitive salary ranges Provide training and growth opportunities</p>	<p>Ongoing</p>

<p>Priority #2 – Build capacity, develop resources and strengthen resiliency 20% (continued)</p>	<p>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</p>	<p>November 2019 August 2019</p>
	<p>Continue to build database effectiveness Conduct wealth screen</p>	<p>Ongoing FY2021</p>
	<p>Recruit and train program volunteers/intergenerational volunteers.</p>	<p>Ongoing</p>
	<p>Develop volunteer/employee opportunities for people with IDD's</p>	<p>Ongoing</p>
	<p>Complete items needed for Standards of Excellence accreditation: Communications Plan Risk Management Plan, etc.</p>	<p>May 2020</p>

Priority #3 –Build relationships 20% (continued)	Increase family support and engagement: Parent/sibling “Town Hall” ArtStream info sessions (twice/year) Enhance newsletters (Feb, May, Aug, Nov) to share stories and demonstrate impact Monthly e-newsletters to inform and share stories, recognition Improve communication methods (email, handouts, mail?) Parent impact talks/interviews Sibling group: Develop annual activity for siblings with/without ArtStream siblings	Ongoing Ongoing Ongoing Ongoing Ongoing
	Promote videos and YouTube channel, use photos/video in enews/social media and website	Ongoing
	Develop and distribute press kits	August 2020

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
 Competitive compensation for Teaching Artists, staff