

**ArtStream**  
**Strategic Plan FY20-22**  
**PROGRESS REPORT As of 11/5/19**

**Changes since 9/16/19**

Priority # 1 – Strengthen and Expand Existing Programs 60%

1. Drama and Storytelling class started in DC 10/6/19-Partnership with Edlavitch DCJCC
2. Scriptwriting training held 9/25/19
3. Met with Prince George’s Director of Strategic Partnerships 10/10/19

Priority #2 – Build capacity, develop resources and strengthen resiliency 20%

1. Donor Look-in held 10/22/19
2. Current grant application to: Clark Winchcole Foundation
3. Sponsorship Opportunities brochure completed
4. New mentor training developed and held 9/26 and 10/22/19.

Priority #3 –Build relationships 20%

1. Northern VA Town Hall for families of Cabaret and Inclusive Theatre Companies held 10/22/19

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

<b>Strategic Plan</b>	<b>Strategies</b>	<b>Completion Date</b>
<b>Priority # 1 – Strengthen and Expand Existing Programs 60%</b>	<p><b>Maintain Inclusive Theater Companies (ITC), Maintain Cabaret Companies, Traveling Troupe, Classes and workshops</b></p> <p><b>Expand classes and workshops: Direct (ArtStream coordinates), Contracted (community partner coordinates)</b></p> <p><b>Develop programs in new locations through current growth model: 1. contract classes, 2. direct classes, 3. Cabaret Company, 4. Inclusive Theatre Company</b></p> <p><b>Sustain and improve program quality through training and curriculum development for teaching artists</b></p>	
	<p>Maintain 6 ITCs in MD and VA</p> <p>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)</p> <p>Develop new Cabarets as existing Cabarets fill and waitlist warrants</p> <p>Pilot summer Cabaret</p> <p>Pilot daytime Cabaret Company</p>	Ongoing Summer 2021 Spring 2021
	<p>Explore new types of classes, such as:</p> <ul style="list-style-type: none"> <li>Daytime classes for adults</li> <li>Improv for Business using ArtStreamers as co-teachers</li> <li>ArtStream training for special ed teachers (assess/make contacts in FY20)</li> <li>Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant)</li> <li>Master classes – mentors and actors</li> </ul>	Ongoing Ongoing February 2021  Ongoing Ongoing

<p><b>Priority # 1 – Strengthen and Expand Programs 60%</b> (continued)</p>	<p>Develop partnerships to open classes in Prince George’s County Super Social Saturday starts in Prince George’s County 10/19/19 – Partnership with PGCR Met with Prince George’s Director of Strategic Partnerships 10/10/19</p> <p>Develop partnerships to open classes in DC- <b>Drama and Storytelling class started in DC 10/6/19-Partnership with Edlavitch DCJCC</b></p>	<p>Spring 2020 Spring 2021</p>
	<p>Expand Master Teacher program (observation of Teaching Artists at least once/year, coaching of new Directors, Teaching Artists)</p>	<p>Ongoing</p>
	<p>Traveling Troupe: Develop process for determining performance opportunities, develop fee schedule - Performance at The Kennedy Center Page-to-Stage Festival, 9/2/19</p> <p>Pilot music ensemble/dance troupe performing companies</p>	<p>December 2019  April 2020</p>
	<p>Seek accessible and affordable theatre space with choice of dates Find new stage for MD Cabaret for FY21 season</p>	<p>Ongoing</p>
	<p>Interview new students/families at start and end of first class - as of 10/19 this is resulting in increased class sign ups</p>	<p>Ongoing</p>
	<p>Outcome evaluations Complete for all classes and Performing companies Audience surveys Annual online survey Constant contact surveys/polls to engage and gain info</p>	<p>September 2019 Ongoing Spring 2020 Ongoing</p>
	<p>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 <b>Scriptwriting training 9/25/19</b> Directors/Assistant Directors training Offer CPR and safety management training (annually)</p>	<p>Ongoing  Sept. 2021 Feb. 2020 October 2019 October 2019 Ongoing</p>
	<p>Mentor training on first night of ITC rehearsals <b>held 9/26, 10/22/19</b></p>	<p>September 2019</p>

<p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency 20%</b></p>	<p><b>Increase/expand:</b></p> <ul style="list-style-type: none"> <li>• <b>opportunities for current and new donor engagement with ArtStream</b></li> <li>• <b>participation of Board in donor cultivation activities</b></li> <li>• <b>revenue generating activities (e.g., grant applications, fundraising events)</b></li> <li>• <b>website capabilities</b></li> <li>• <b>the number of trained volunteers participating in programs and augmenting staff capacity</b></li> <li>• <b>support staff development and competitive compensation</b></li> <li>• <b>strengthen organizational best practices</b></li> </ul>	
	<p>Build relationships with individual donors and families 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.  Donor Look-in scheduled for 10/22/19  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>15<sup>th</sup> 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  <b>Current grant application to: Clark-Winchcole Foundation</b></p>	<p>Ongoing</p>
	<p>Create and promote sponsorship opportunities  <b>Sponsorship Opportunities brochure completed</b></p>	<p>Oct. 2019</p>
	<p>Develop future staffing needs plan  Work toward competitive salary ranges  Provide training and growth opportunities</p>	<p>Ongoing</p>

<p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency 20%</b> (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  Updated website with improved navigation and current student information online 8/19/19  Proposal submitted 7/19 to Philip L. Graham Foundation to develop new website and obtain registration software</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.  New mentor training developed and scheduled prior to first rehearsals</p>	<p>Ongoing</p>
	<p>Develop volunteer/employee opportunities for people with IDD</p>	<p>Ongoing</p>
	<p>Complete items needed for Standards of Excellence accreditation:  Evaluation methods measure outcomes related to efficiency and organizational effort  Due diligence completed on potential partners  Board plan for succession and transition of the executive  Board reviews compensation structure for organization  All employees receive an annual written evaluation  Policy and schedule outlining document destruction and retention  Schedule of internal compliance reviews  Leadership adopts a clear set of ethical principles, such as a code of conduct or values statement  Board-approved policies addressing: crisis and disaster planning, information technology, communications, social media  Board-approved fundraising policy including gift acceptance policy  Board-approved advocacy policy outlining process for determining organization’s position on specific issues relevant to their constituents  130/155 standards met as of 8/19</p>	<p>May 2020</p>



<b>Priority #3 –Build relationships 20%</b> (continued)	Increase family support and engagement: Parent/sibling “Town Hall” ArtStream info sessions (twice/year) <b>VA held 10/17/19</b> 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 ArtStreamer 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  
 Resolve Teaching Artist Contract issues