

ArtStream
Strategic Plan FY20-22
PROGRESS REPORT As of 1/13/20

Changes since 11/5/19

Priority # 1 – Strengthen and Expand Existing Programs 60%

1. Met with L’Arche VA to discuss daytime classes 11/6/19
2. Met with Prince George’s County Memorial Library staff re classes 12/18/19
3. Traveling troupe performance at Shared Horizons Dinner Dance 12/8/19

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

1. New mentor training held 12/10/19
2. 15th Anniversary Gala scheduled September 13, 2020 at the Hyatt Regency Bethesda
3. Current grant application to: MSAC, Paul M. Angell LOI approved for \$20,000 (\$5,000 increase)
4. Sponsorship approved from Strada Co. for \$10,000
5. Website development firm selected
6. Policy and schedule outlining document destruction and retention proposed 1/13/20
 - 140/155 standards met as of 11/19

Priority #3 –Build relationships 20%

1. Maryland Town Hall for families of Cabaret and Inclusive Theatre Companies scheduled for 3/31/20.

**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</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> <p>Daytime classes for adults Met with L’Arche, VA 11/6/19</p> <p>Improv for Business using ArtStreamers as co-teachers</p> <p>ArtStream training for special ed teachers (assess/make contacts in FY20)</p> <p>Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant)</p> <p>Master classes – mentors and actors</p>	Ongoing Ongoing February 2021 Ongoing Ongoing

<p>Priority # 1 – Strengthen and Expand Programs 60% (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 PGCRC Met with Prince George’s Director of Strategic Partnerships 10/10/19 Met with Prince George’s Memorial Library staff to plan classes 12/18/19</p> <p>Develop partnerships to open classes in DC: Drama and Storytelling class started in DC 10/6/19-Partnership with Edlavitch DCJCC</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, performance at Shared Horizons Dinner Dance 12/8/19</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 Scriptwriting training 9/25/19 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 held 9/26, 10/22/19, 12/10/19</p>	<p>September 2019</p>

<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 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 held 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>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 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 scheduled</p>	<p>September 13, 2020</p>
	<p>Continue applying for new and current grants Current grant applications to: MSAC, Paul Angell LOI approved for \$20,000 (\$5,000 increase)</p>	<p>Ongoing</p>
	<p>Create and promote sponsorship opportunities Sponsorship Opportunities brochure completed, \$10,000 Strada sponsorship approved 12/19</p>	<p>Completed</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 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, \$25,000 received from Philip L. Graham, Website designer selected</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: Board-approved fundraising policy including gift acceptance policy Policy and schedule outlining document destruction and retention proposed 1/13/20 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 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 advocacy policy outlining process for determining organization’s position on specific issues relevant to their constituents 140/155 standards met as of 12/19</p>	<p>May 2020 Completed</p>

Priority #3 –Build relationships 20%	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 Student Ticket offer - Free ticket flyer distributed to transition counselors and partner organizations 8/19 Assess conversion rate (ticket users to students) Continue to develop advertising materials and identify advertising locations	COMPLETED Ongoing
	Resource Fairs with family ambassadors	Ongoing
	Promote group ticket sales for ITCs	Ongoing
	Expand audience communication pre/post performance (e.g. surveys, welcome/post-show messages)	Ongoing
	Outreach to new places to tell our story through Look-ins, Open house/open end of class sharing sessions, brief performances for: Churches/synagogues we rehearse in Group homes, day programs Schools Neighborhoods around performance venues Current partner organizations – share student ticket flyers, enews, show flyers, Spectrogram feedback; meet annually Group Homes/Day programs - student ticket flyers, show flyers, class brochures Establish outreach plan and identify parents/Teaching artists to assist	Ongoing May 2020

<p>Priority #3 –Build relationships 20% (continued)</p>	<p>Increase family support and engagement: Parent/sibling “Town Hall” ArtStream info sessions (twice/year) VA held 10/17/19, MD scheduled 3/31/20 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</p>	<p>Ongoing Ongoing Ongoing Ongoing Ongoing</p>
	<p>Promote videos and YouTube channel, use photos/video in enews/social media and website</p>	<p>Ongoing</p>
	<p>Develop and distribute press kits</p>	<p>August 2020</p>

What ArtStream needs:

How the Board can help:

Continue financial support
Assist with board development

New trends/directions for the future:

15th Anniversary Celebration! (2020)

Obstacles to overcome:

Aligning staff/staff skills with current strategic goals
Competitive compensation for Teaching Artists, staff
Resolve Teaching Artist Contract issues