

**ArtStream**  
**Strategic Plan FY20-22**  
**PROGRESS REPORT As of 6/28/21**

**Changes since 3/22/21**

**Priority # 1 – Strengthen and Expand Existing Programs 60%**

1. Summer Cabaret Pilot with ArtStream/BlackRock Center for the Arts Rising Stars Performance Troupe
2. Met with potential partners: Arc Prince George's (class confirmed)
3. Met with potential NoVA partners: Local Motion Dance (class confirmed)
4. Gaithersburg/Silver Spring Drive-In Theatre booked and advertised
5. First annual outcome evaluation pilot survey completed, 36% return rate
6. Bi-weekly Teaching Artist newsletter launched 5/21

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

7. Spring update sent to all grantors, donor check-in calls made
8. Submitted grant proposals to: NEA, VSA-The Kennedy Center (received), Compass, Venable
9. Staff retreat, organizational consultant process to improve culture

**Priority #3 –Build relationships 20%**

10. Attended Virtual Resource Fairs at: MoCo Transition Fair

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

| Strategic Plan   | Strategies  | Completion Date   |
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| <p><b>Priority # 1 – Strengthen and Expand Existing Programs</b><br/>60% \$406,660</p> | <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> <p>Cabaret Talk Back online 12/14/20, 1/25/21</p> <p>Salute to ArtStream virtual performance showcase 6/19-20/2020, Virtual auditions and performances scheduled for all companies</p>  | <p>Ongoing</p> <p>Spring 2021</p>                                 |
|  | <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 <b>ArtStream/BlackRock Center for the Arts Rising Stars Performance Troupe</b></p> <p>Pilot daytime Cabaret Company</p> <p>Virtual auditions and performances scheduled for all Cabarets</p>  | <p>Ongoing</p> <p>Summer 2021</p> <p>Spring 2022</p>              |
|  | <p>Explore new types of classes, such as:</p> <p>Daytime classes for adults - Met with L’Arche, VA 11/6/19, CHI, MD 2/3/20, conducted 4 “Take Five! Summer Intensives,” 5 online classes, 33 online Super Social Saturdays</p> <p>Improv for Business using ArtStreamers as co-teachers</p> <p>ArtStream training for special ed teachers (assess/make contacts in FY20) pilot session for Kennedy Center/VSArts assessed</p>   | <p>Ongoing</p> <p>Ongoing</p> <p>February 2021</p> <p>Ongoing</p> |

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|  | <p>Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant-renewed for FY21)</p> <p>Master classes – mentors and actors – conducted classes for all 6 ITCs</p>   | <p>Ongoing</p> <p>Fall 2019</p>                        |
| <p><b>Priority # 1 – Strengthen and Expand Programs 60%</b></p> <p><b>\$406,660</b></p> <p>(continued)</p> | <p>Develop partnerships to open classes in Prince George’s County</p> <p>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, Prince George’s Memorial Library staff 12/18/19, Prince George’s Brunch Bunch 4/23/20, presented to the Arc Prince George’s, invited into Prince George’s Community Partners, <b>Arc Prince George’s class created 6/21</b></p> <p>Met with Friendship Circle, College Learning Experience (CLE), CityCenter NOVA/Gilliam Place (Our Stomping Ground), Fairfax Therapeutic Rec, City of Alexandria, ARC Montgomery County, County Commission on People with Disabilities Developmental Disabilities Advisory Committee, Montgomery College Transition Program, McLean Bible Church Access Ministry program, Arc NOVA, Arc MoCo new class 3/21, Social Grace new classes 6-7/21, Montgomery Parks Autism Awareness event, <b>Local Motion NoVA new class starts 9/21</b></p> <p>Develop partnerships to open classes in DC: Drama and Storytelling class started in DC 10/6/19-Partnership with Edlavitch DCJCC, Met with DC Peers, DDS/RSA DC 4/29/20, DC Quality Trust 6/3/20, Art &amp; Soul Solutions, 10/29/20, School Talk attended class sharing sessions, Edlavitch DCJCC new class 4/21</p> | <p>Spring 2020</p> <p>Spring 2021</p>                  |
|  | <p>Expand Master Teacher program (observation of Teaching Artists at least once/year, coaching of new Directors, Teaching Artists) designing new model to incorporate multiple skill areas, weekly virtual coaching/sharing sessions launched 4/20</p>  | <p>Ongoing</p>   |
|  | <p>Traveling Troupe: Develop process for determining performance opportunities, develop fee schedule - Performances at The Kennedy Center Page-to-Stage Festival, 9/2/19, Shared Horizons Dinner Dance 12/8/19</p> <p>Pilot music ensemble/dance troupe performing companies</p> <p>Created safety video starring ArtStreamers for MoCo Transition Fair 11/14/20</p>  | <p>December 2019</p> <p>April 2020</p> <p>Nov 2020</p> |
|  | <p>Seek accessible and affordable theatre space with choice of dates</p> <p>Find new stage for MD Cabaret for FY21 season- Roundhouse Theatre confirmed when they re-open, assessing possible use of drive-in theatres, booked 2021-22 theatres, Alexandria Drive-In theatre 3/18/21, Gaithersburg/Silver Spring Drive-In theatres 5/21-6/21</p>  | <p>Ongoing</p>   |

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| <p><b>Priority # 1 – Strengthen and Expand Programs 60%</b><br/> <b>\$406,660</b><br/> (continued)</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<br/> Complete for all classes and Performing companies<br/> Audience surveys<br/> Annual online survey<br/> Constant contact surveys/polls to engage and gain info<br/> Submitted grants to design new outcome surveys for virtual and in-person use. 3 staff , 1 TA attending “Metrics, Outcomes and Responsible Evaluation” (MORE) training;<br/> \$20,000 received from COVID-19 grants to begin design process, contracted with Sharp Insight to design and conduct first annual outcome evaluation survey May/June 2021.<br/> <b>Pilot survey completed, 36% return rate 6/21</b></p>  | <p>September 2019<br/> Ongoing<br/> Spring 2020<br/> Ongoing</p>   |
|  | <p>Tri-annual teaching artist training programs and curriculum development (Sept, Feb, June)<br/> “Fill the toolbox” with exercises/skills<br/> Develop training for new teaching artists (Sept 2021 and Feb 2022)<br/> Develop new teaching artist FAQs<br/> Scriptwriting training 9/25/19<br/> Directors/Assistant Directors training<br/> Offer CPR and safety management training (annually)<br/> Weekly virtual tech training and sharing sessions conducted starting 4/20<br/> Teaching Artist Town Hall 8/24/20, 4/2021<br/> Teaching Artist stipend bonuses paid for Salute. FY21 started 20% stipend increase for Performing Company Teaching Artists, \$1/hour fee increase for class Teaching Artists<br/> <b>Bi-weekly Teaching Artist newsletter launched 5/21</b></p> | <p>Ongoing<br/><br/> Sept. 2021<br/> Feb. 2020<br/> October 2019<br/> October 2019<br/> Ongoing<br/> Ongoing<br/> September 2020<br/> September 2020</p> |
|  | <p>Mentor training on first night of ITC rehearsals held 9/26, 10/22/19, 12/10/19</p>  | <p>September 2019</p>  |

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| <p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency</b><br/>20% \$135,553</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)<br/> Promote monthly donor giving program (4 monthly donors as of 9/20)<br/> Promote online “friend-to-friend” events (Facebook birthdays, etc.)<br/> Events to engage donors: in-home salon, look-ins, pre/post performance receptions, etc.<br/> Donor Look-in held 10/22/19<br/> List donors in show programs, Gala Sponsors listed<br/> Develop cultivation strategy to connect with donors year-round, contacting donors to check-in, share new activities, <b>spring update sent to all grantors, donor check-in calls made</b><br/> Provide opportunity for scholarship donors to be thanked by recipients</p> | <p>Ongoing</p> <p>Ongoing as of 12/20</p>              |
|   | <p>15<sup>th</sup> Anniversary Celebration – develop year-long plan monthly enews feature<br/> Fundraising Appeals Salute to ArtStream/15<sup>th</sup> anniversary appeal 6/20 brought in 56 new donors; \$65,000 raised through 15<sup>th</sup> Anniversary Gala and Dance Party Sponsorships as of 9/5/20<br/> Annual Gala and Dance Party - virtual dance party 9/13/20<br/> Telling our story through key participants - Taped interviews with 4/5 founders<br/> Establish annual recognition awards (Mary Martin award? Deborah Jean Woolsey mentor award)<br/> 15<sup>th</sup> Birthday Celebration with Blue Apple in Winchester, UK 8/26/20</p>   | <p>Jan 2020</p> <p>Quarterly in 2020<br/>Gala 2020</p> |
|   | <p>Sweet 16 Gala and Dance Party scheduled for 9/26/21</p>  | <p>September 2021</p>                                  |

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| <p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency</b><br/> <b>20% \$135,553 (continued)</b></p> | <p>Continue applying for new and current grants<br/> Current grant applications to: MSAC, Paul Angell LOI approved for \$20,000 (\$5,000 increase), Cafritz, AHCMC, Dominion Guild, Paul Angell, MESH, PPP CARES Act, MoCO Public Health Emergency Grant funding received, NEA CARES Act proposal submitted, invited to submit to Mid-Atlantic Regional Resilience Fund, submitted to MD Nonprofit Recovery Initiative Grant (NORI), Greater Washington Community Foundation Arts Forward Fund, Chaney, Enterline, NEA Musical Theatre, MOCO Covid-19 Relief Grant, Lorraine S. Dreyfus, Jack R. Anderson, Corinna Higginson, Clark-Winchcole, Metro Bethesda Rotary Foundation, Maryland State Arts Council (MSAC), AHCMC Advancement, Cafritz, Paul Angell, MSAC emergency, Immanuel Presbyterian Church, Dominion Guild, Ross Roberts, MESH, NEA, <b>VSA The Kennedy Center, Compass, Venable</b></p> | <p>Ongoing</p>  |
|   | <p>Create and promote sponsorship opportunities<br/> Sponsorship Opportunities brochure completed; \$10,000 Strada Education Network sponsorship received 2/20</p>   | <p>Completed</p>  |
|   | <p>Develop future staffing needs plan – Hired Database and Outreach Coordinators, Development Director, Program Manager, Communications Manager<br/> Work toward competitive salary ranges<br/> Provide training and growth opportunities<br/> Provide home office support as needed, lockbox, Bill.com implemented<br/> <b>Staff retreat, organizational consultant process to improve culture</b></p>  | <p>Ongoing</p>  |
|   | <p>Website:<br/> Work with focus group to improve navigation<br/> Meet accessibility requirements<br/> Improve access to information for new/current families<br/> Identify and implement improved registration and ticket sales processes<br/> Updated website with improved navigation and current student information online 8/19/19<br/> 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, Focus Group reviewed website design and navigation menu. Website and registration software launched 8/17/20; third survey to all users mailed 9/10/20.</p>  | <p>November 2019<br/> August 2019<br/><br/> August 2020</p> |
|   | <p>Continue to build database effectiveness<br/> Conduct wealth screen</p>   | <p>Ongoing<br/> FY21</p>                                    |
|   | <p>Recruit and train program volunteers/intergenerational volunteers.<br/> New mentor training developed and scheduled prior to first rehearsals<br/> Updated MoCo Volunteer Center listing to recruit additional volunteers</p>   | <p>Ongoing<br/><br/> September 2020</p>                     |
|   | <p>Develop volunteer/employee opportunities for people with IDD</p>  | <p>Ongoing</p>  |

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| <p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency 20% \$135,553 (continued)</b></p> | <p>Complete items needed for Standards of Excellence accreditation:</p> <ul style="list-style-type: none"> <li>Board-approved fundraising policy including gift acceptance policy</li> <li>Policy and schedule outlining document destruction and retention</li> <li>Evaluation methods measure outcomes related to efficiency and organizational effort</li> <li>Due diligence completed on potential partners</li> <li>Board plan for succession and transition of the executive</li> <li>Board reviewed compensation structure for organization</li> <li>All employees receive an annual written evaluation</li> <li>Schedule of internal compliance reviews</li> <li>Leadership adopts a clear set of ethical principles, such as a code of conduct or values statement</li> <li>Board-approved policies addressing: crisis and disaster planning, information technology, social media, Communications Plan completed 9/21/20</li> <li>Board-approved advocacy policy outlining process for determining organization’s position on specific issues relevant to their constituents</li> <li>Reserve/Investment Policy 3/21</li> <li>146/155 standards met as of 6/21</li> </ul> | <p>May 2020</p> <p>Completed<br/>Completed<br/>In process</p> <p>Completed<br/>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> |
|   | <p>ArtStreamers doing Curtain Talks at all performances, emcees for Salute to ArtStream</p>   |   |

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| <p><b>Priority #3 –Build relationships 20% \$135,553</b></p> | <p><b>Develop targeted outreach and communications strategies to</b></p> <ul style="list-style-type: none"> <li>• <b>cultivate current and future ArtStream participants (Target high school students and adults 16-26)</b></li> <li>• <b>cultivate current and future donors and partners</b></li> <li>• <b>build the ArtStream brand and convey impact</b></li> </ul> |                                 |
|  | <p>Advertise Student Ticket offer - Free ticket flyer distributed to transition counselors and partner organizations 8/19, 2/20 to VA contacts</p> <p>Assess conversion rate (ticket users to students), post-show interviews</p> <p>Continue to develop advertising materials and identify advertising locations</p>   | <p>Completed</p> <p>Ongoing</p> |
|  | <p>Resource Fairs with family ambassadors, CHI Challenge event, DSNMC Snow Ball, Ivymount, Transition Resource Fair, Arc NOVA, <b>MoCo Transition Fair</b></p>  | <p>Ongoing</p>                  |

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| <b>Priority #3 –Build relationships 20% \$135,553 (continued)</b> | Promote group ticket sales for ITCs, Fairfax County Therapeutic Rec, Northern VA Community College   | Ongoing  |
|   | Expand audience communication pre/post performance (e.g. surveys, welcome/post-show messages)<br>Post Salute to ArtStream audience survey conducted<br>Online ticket holder surveys sent   | Ongoing<br><br>June 2020<br>Ongoing                            |
|   | Outreach to new places to tell our story through Look-ins, Open house/open end of class sharing sessions, brief performances for:<br>Churches/synagogues we rehearse in<br>Group homes, day programs<br>Schools<br>Neighborhoods around performance venues<br><br>Current partner organizations – share student ticket flyers, enews, show flyers, Spectrogram feedback; meet annually<br><br>Group Homes/Day programs - student ticket flyers, show flyers, class brochures<br><br>Establish outreach plan and identify parents/Teaching artists/students to assist-<br>Outreach Committee formed 8/31/20<br>Outreach to McLean Bible Church's Access ministry 10/20  | Ongoing<br><br><br><br><br><br><br><br>May 2020<br>August 2020 |
|   | Increase family support and engagement:<br>Parent/sibling “Town Hall” ArtStream info sessions (twice/year) VA held 10/17/19, virtual held 3/31/20, 8/12/20<br>Enhance newsletters (Feb, May, Aug, Nov) to share stories and demonstrate impact<br>Monthly e-newsletters to inform and share stories, recognition<br>Improve communication methods (email, handouts, mail?)<br>Parent impact talks/interviews<br>“Office Hours” offered monthly via zoom<br>Sibling group: Develop annual activity for siblings with/without ArtStreamer siblings<br>NOVA Reelabilities Film Fest, Teen Relaxed Performance, monthly Zoom Sibling Happy Hours started 4/10/20; 24 ArtStream Artful Moments created; ArtStream Connection launched 8/26/20 | Ongoing<br>Ongoing<br>Ongoing<br>Ongoing<br>Ongoing<br>Ongoing |



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| <b>Priority #3 –Build relationships 20% \$135,553</b><br>(continued) | Promote videos and YouTube channel, use photos/video in enews/social media and website<br>WDVM25 TV news feature on ArtStream 9/5/20<br>Washington Family magazine March 2021 | Ongoing      |
|  | Develop and distribute press kits   | October 2020 |

**What ArtStream needs:**

**How the Board can help:**

Continue financial support  
Seek new Board candidates

**New trends/directions for the future:**

Virtual programming/hybrid programming  
Virtual office/shared office

**Obstacles to overcome:**

Aligning staff/staff skills with current strategic goals

Competitive compensation for Teaching Artists

Managing virtual office processes – grant proposal submitted for 5 laptop computers for staff for more efficiency

Identifying safe performance locations/Developing reopening plan