

September 20, 2021

**TO:** Board of Directors

**FROM:** Heller An Shapiro

**RE:** Advancement Grant Strategic Planning Process Update

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**Background:**

ArtStream received a \$35,000 Advancement Grant from the Arts and Humanities Council of Montgomery County (AHCMC) to hire Penn Creative Strategies (PCS) for a refresh of our Strategic Plan, specifically focused on managing in the post-pandemic world.

A meeting with key Board and staff members, Mike Cooper, Lisa Gaffney (coordinator of current Strategic FY20-22 Plan and author of Marketing Review Report), and Sarah Sandifer, (Theatre and Events Manager) resulted in the formation of a Strategic Planning Committee:

Board: Mike Cooper, Lisa Gaffney, Kristen Chou (Sonia Trask stepped down for family reasons)

Staff: All

Teaching Artist: Natalie Zanin

At the Strategic Planning Committee Kickoff meeting, the following questions/issues were raised for further review.

**Challenges:**

- Staff are stretched thin
- Issues with staffing TAs in classes

**Possible Strategic Questions:**

**External Research:**

- What are the various barriers that people with I/DD face in engaging with this kind of programming?
  - Data source: Interviews with constituents / families?
- Which I/DD funding streams can be used for programming like ArtStream?
  - Data source: Dept. of Developmental Disabilities Administration
- Data on engagement with zoom programming for I/DD?
- Typical growth structure for orgs like ArtStream – org structures of similar orgs
- Given our historically high retention rates, how to ensure opportunities are available for new people?
- What are the best hybrid models for programming?
- Best practices for authentic partnerships in communities (not based on white saviorism)?
  - Community needs?
- Best referral source is Moms – how to tap into referral networks?

**Internal Discussions/Analysis:**

- How should ArtStream respond to / incorporate issues in the social consciousness (i.e. racial justice movement? Hate speech?)
  - Our constituents read the paper and bring it up
- What should be ArtStream's access strategy?
  - Do we need to consider offering supports to ensure constituents from historically marginalized communities have full access?
    - How to manage the challenges around public transportation?
  - Space rentals – deliberate choice to be geographically spread out for access – what is the ROI?
  - What should the hybrid model of ArtStream look like?
    - Living situations can present challenges for hearing folks when there is a lot of background noise
    - Livestreaming? Creating Videos?
  - What % of programming are ICTs?
    - What % of costs are related to ICTs?
    - What are the implications for scaling ITCs?
- What values does ArtStream stand for?

**Next Steps:**

Penn Creative is gathering data on these topics from partners and peer organizations to be reviewed at a mid-October Strategic Planning Committee meeting. In particular they are reaching out to organizations that may have knowledge of systems that ArtStream doesn't yet have, or have developed innovative techniques or solutions, or have had success working in deep partnership with communities of color.