

January 18, 2022

**TO:** Board of Directors  
**FROM:** Heller An Shapiro, Executive Director  
**RE:** FY22 Financial and Operations Outlook

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FY22Q1 (9/1/21-11/30/21) income is \$148,738 (18% of the annual FY22 budget).  
Total FY22Q1 expenses are \$178,851 (22% of the annual FY22 budget).

### **PROGRAMS OUTLOOK**

New Partners: Limited outreach to potential partners this quarter because of current staffing level.

Tuition Classes: All online January-February, except for monthly Super Social Saturday.

Sept-Dec 2021: 4 classes, 1 Take Five, 2 Super Social Saturdays/week

Jan-March 2022: 4 classes, 3 Take Five, 3 workshops, 2 Super Social Saturdays/week

Theatre Companies: 79/90 actors for \$59,250 tuition

(FY21: 78/90)

Cabarets: 13/16 actors, expect to finish the season with 26/32 for \$11,700 tuition

(FY21: 25/32)

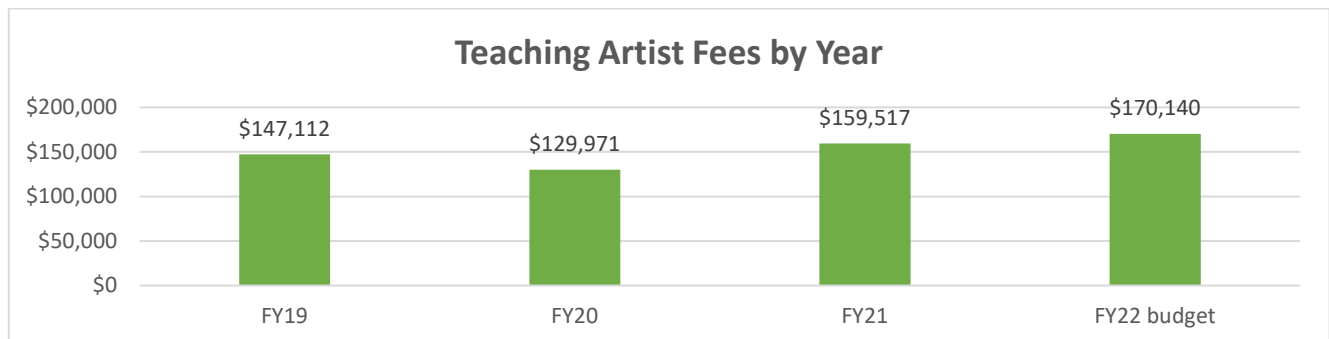
Performing Companies are low because of pandemic issues (families moving away, actors who can't wear masks), actors aging out, challenge with outreach-especially in VA, perception that there is a long waiting list. Note that scholarship requests are also way down.

Performing Companies had a 92% retention rate from FY20 to FY21

Program Manager Rachael Sutherland and Director of Finance and Administration Lynn Taylor Moore devised a simpler contracting system that is saving ArtStream and Teaching Artists time and stress.

Five Master Teachers are confirmed. A sixth will be confirmed before all are announced.

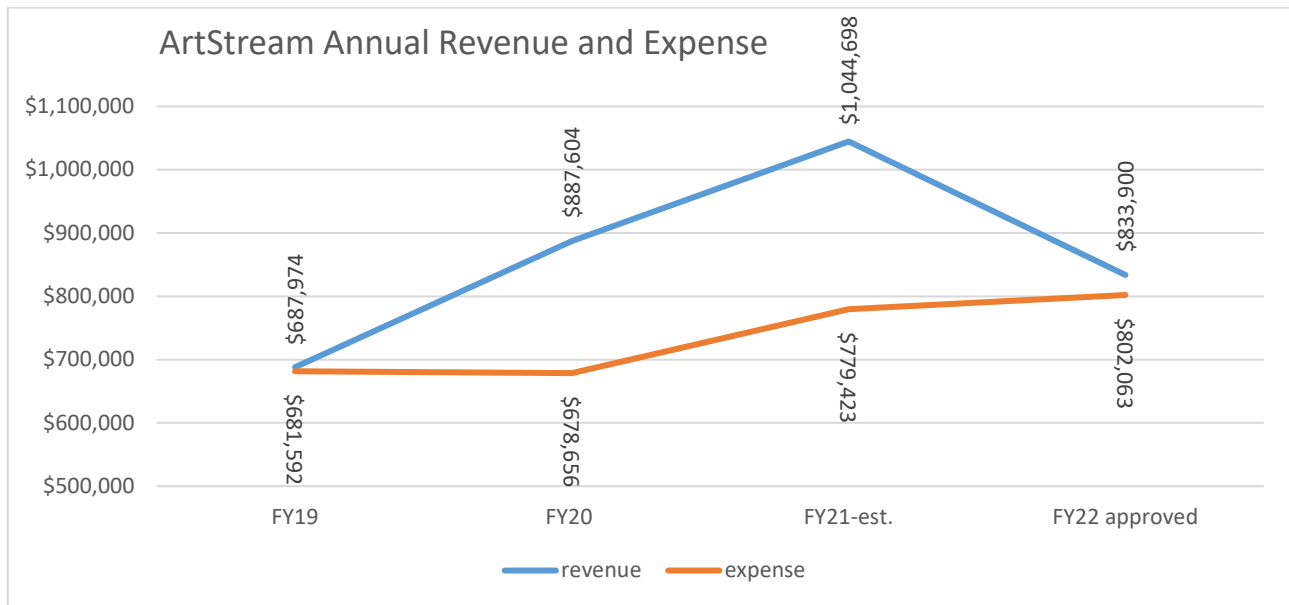
So far this year, 12 new Teaching Artists were hired for Performing Company directing teams and classes, as replacements for Zoom-only Teaching Artists. Current staffing level limits hiring of additional Teaching Artists. **CHALLENGE:** Hiring Northern Virginia-based Teaching Artists.



## REVENUE OUTLOOK

The FY22 approved budget was based on FY20 revenue and FY21 expense.

	FY19	FY20	FY21	FY22 as of 1/10/22
Annual Appeal (winter)			\$53,589	\$32,500
Annual Appeal (spring)			\$15,110	
Giving Tuesday			\$4,360	\$9,114
Gala		\$26,705	\$86,525	\$84,000
Individual gifts	\$240,021	\$331,020	\$226,714	\$41,476
Grants	\$289,096	\$320,767	\$289,819	\$86,500
<b>TOTAL</b>	<b>\$529,117</b>	<b>\$678,492</b>	<b>\$676,117</b>	<b>\$253,590</b>



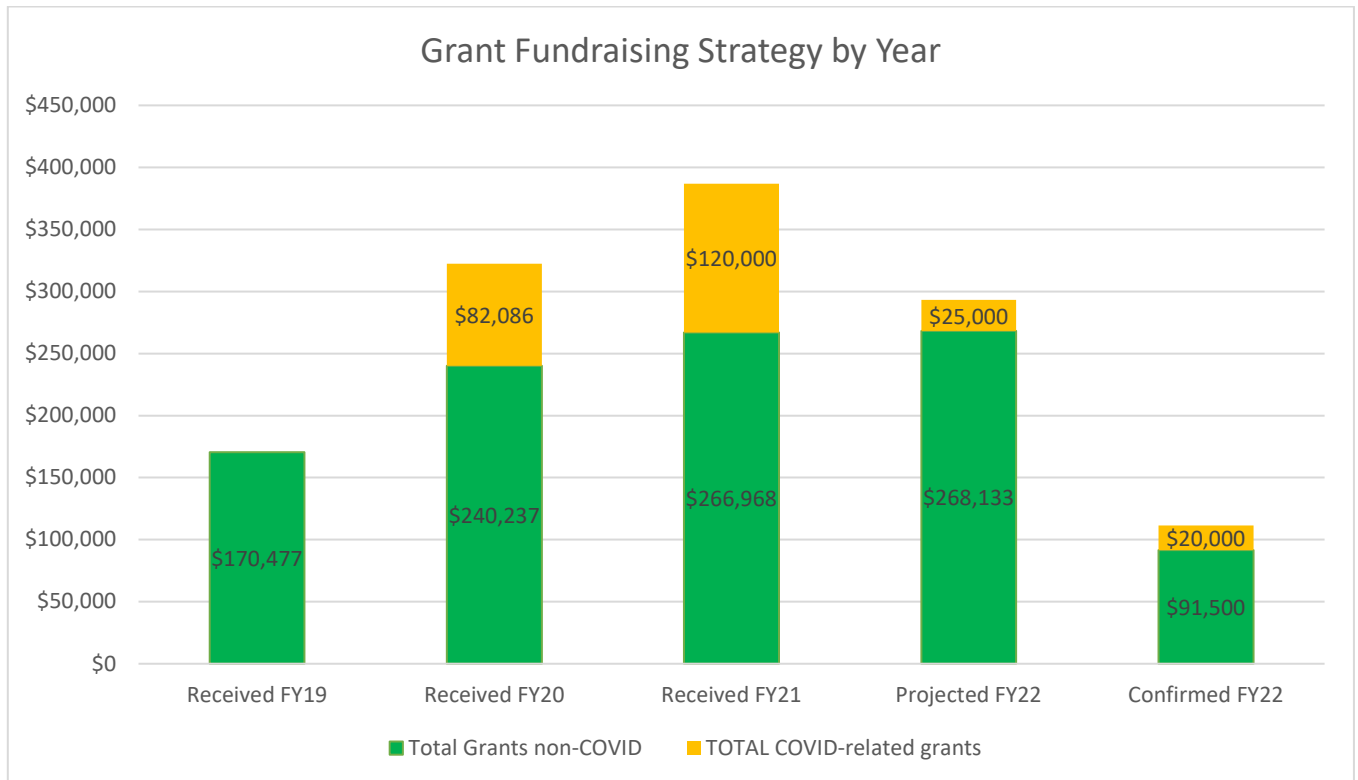
**Individual Gifts:** Outreach to individual donors is ongoing.

**Grants:** \$111,500 pledged or received (35% of \$315,633 in projected grants or 51% of \$218,350 in budgeted grants). Note that projected grants are adjusted in the fundraising strategy and not in the approved FY22 budget. We are projecting \$97,000 in additional unbudgeted grant funding that was not identified when the FY22 budget was approved in June 2021, plus additional funding from recently identified grants (one is listed below).

- It is likely that our MSAC and AHCMC funding (\$96,000 in FY21) will rise, at they are calculated on our revenue which has gone up. These grants arrive in July. AHCMC is also planning to award American Rescue Plan funding when it is appropriated by Montgomery County.
- So far this year, two COVID-related grants have been offered. We received \$20,000 from the Arts Forward Fund and did not receive an additional \$25,000/year for 2 years from the

NEA American Rescue Plan. It is likely that the Arts Forward Fund will continue as a general grant opportunity (not COVID-related).

- One new unbudgeted grant opportunity could bring in up to \$50,000 in new money (not included in chart below). FCIDD through Civitan Silver Spring, is highly likely in the \$40,000-\$50,000 range (expected in May 2022). Additional grant opportunities are being sought.



**Corporate:** One \$30,000 corporate gift will not be received as the corporation’s giving priorities changed.

**Gala:** \$84,000 in sponsorships received or pledged as of 1/10/22, with \$1,000 remaining in the budget. Ticket sales and event donations will add to that revenue. Our minimum required payment to the North Bethesda Conference Center is \$32,972. We already paid half of that (\$16,486) in FY21 as a deposit.

**Total budgeted revenue not coming in: \$30,000**

**Total new unbudgeted grant money expected: \$97,000 - \$113,000, received \$12,000 in new grant money**

**EXPENSE OUTLOOK**

Replacement of 2 outdated desktop computers with 2 laptop computers, purchased through discount programs (device plus setup fees): \$2,298. As a fixed asset, this will be depreciated at \$63.83/month, or \$765.96 in FY22.

Addition of video production for 5 Inclusive Theatre Companies and 4 Cabaret Companies: \$3,950

**Total new unbudgeted expenses: \$4,716**

## OFFICE:

Current annual rent \$44,456 due 9/1/21 – 12/19/22

Climate controlled storage for costumes: \$4,536 annually

Mailbox rental/community space at Nonprofit Village: \$2,400 annually

**Estimated office cost after 12/19/22: \$7,000**

## STAFFING

**CHALLENGE:** Employee handbook remains in legal review process and has not been implemented.

**Registrar functions:** Increased Database Coordinator from 15 to 30 hours in order to manage both the class registration system (LearningStream) and the donor database. This attacks some of the biggest manual labor parts of Lynn's job: handling refunds, scholarship requests, tracking and invoicing families for installment payments, and monitoring ticket sales. Budget impact: \$9,050

**A/R:** We can more efficiently enter data into Quickbooks and Kindful (donor database), but an AR position is still needed to support accounts receivable and speed up production of financial statements, freeing Lynn up to focus on preparing statements, oversight, financial strategy, payroll, audit, and policies and procedures.

## **DECISION NEEDED:**

The current Community Outreach Coordinator is leaving and must be replaced in February 2022.

**Option A:** Continuing this position on a part time basis (8-10 hours/month) provides support for new students/families and increase class registration numbers. (job description attached)

**Option B:** Expanding this to a full-time position as **Outreach Coordinator for Student and Volunteer Engagement** will allow us to increase outreach to new students/families, fill classes, and provide better volunteer support for our performing companies and tuition classes. A shortage of volunteers has been a problem for the in-person Super Social Saturday workshops and is a real challenge for the Theatre Companies (job description attached).



**PROPOSED: Outreach Coordinator for Student and Volunteer Engagement**  
**JOB DESCRIPTION**

**About ArtStream**

ArtStream offers performance opportunities to people with intellectual and developmental disabilities, (IDDs) including autism. Through performing arts training, ArtStream students practice self-advocacy skills while gaining self-confidence and independence. Skills include public speaking, listening, self-awareness, and workplace communication. ArtStream self-advocates speak on national platforms about their experiences and how the performing arts help them to lead meaningful, independent lives.

ArtStream was founded in 2005 and annually offers over 800 class sessions and 40 performances by 6 Inclusive Theatre Companies and 4 Cabaret Companies. There are six full time administrative staff, 30 partner organizations, 40 volunteers, and over 55 Teaching Artists.

**Summary/Objective**

In collaboration with the Programs Manager, Theatre and Events Manager, Artistic Director, and Communications Manager, the Outreach Coordinator for Student and Volunteer Engagement is responsible for coordinating outreach activities to engage potential students to fill ArtStream classes, workshops and performing companies. The Outreach Coordinator also recruits and manages volunteers to assist in program activities.

The successful candidate will have excellent people skills, and an ability to relate well to people with disabilities and their families.

**Reports to:** Executive Director

**Primary Responsibilities**

1. Attend resource fairs in partnership with ArtStream families to identify new students
2. Follow up with resource fair contacts
3. Complete interviews with all new student families before and after the first class, maintain regular contact to encourage participation in additional classes/performing companies
4. Make calls to invite students to upcoming classes
5. Coordinate “mom’s group” to reach out to new families
6. Coordinate annual satisfaction survey process, assist students in responding
7. Respond to registration and scholarship queries

8. Recruit, train, place, manage and recognize volunteers

### **Qualifications and Requirements**

1. High School degree or equivalent, college preferred
2. Experience within/knowledge of the IDD/autism community, accessibility, and inclusion practices
3. Commitment to ArtStream's mission and ability to promote and represent ArtStream to the disability community, program partners, and the public
4. Knowledge of organizations that serve people with IDD's, including autism
5. Demonstrated attention to detail
6. Excellent interpersonal skills and the ability to relate well with partner organization staff, people with IDD's, and parents/guardians
7. Excellent email and phone communication skills
8. Excellent organizational skills and time management
9. Experience managing volunteers
10. Proactive, innovative, and team oriented, highly collaborative
11. Innovative and resourceful problem-solving ability; flexible and adaptable; able to manage multiple, changing priorities and deadlines
12. Strong track record of high integrity, good judgement, confidentiality, and discretion
13. Commitment to Diversity, Equity, Inclusion, and Access
14. Proficiency with Microsoft Office Suite, CRM databases (Kindful), online learning software, Survey Monkey, and class registration software (Learning Stream).
15. Access to reliable transportation to attend events throughout the DMV.

### **Work Environment**

This job may be performed via a telework arrangement or in a professional office environment in Maryland. This role routinely uses standard office equipment. Must have access to dependable transportation and a cell phone.

### **Position Type/Expected Hours of Work**

This is a full-time position. The Outreach Coordinator for Student and Volunteer Engagement must be available for phone and email contact Monday through Friday, between 9 a.m. and 5 p.m. Evening and weekend work may be required to observe programs and participate in meetings. Flex time/comp time is provided.

### **Classification:** Exempt

ArtStream is an Equal Employment Opportunity/Affirmative Action employer. ArtStream's Bylaws state: ArtStream shall not discriminate against any person on the basis of age, sex, race, color, national origin, sexual orientation, gender identity including transgender status, disability, political or religious opinion or affiliation, or other characteristics protected by law in any of its policies procedures or practices.

### **Date Created:** 6/7/21

**To apply, send resume/work history and cover letter to:** [jobs@art-stream.org](mailto:jobs@art-stream.org)

**Reasonable Accommodations:** If you require reasonable accommodations during any part of the hiring process, please email us at [jobs@art-stream.org](mailto:jobs@art-stream.org) or you may call 301-755-9492.



**CURRENT: Outreach Coordinator**  
**JOB DESCRIPTION**

**About ArtStream**

ArtStream offers performance opportunities to people with intellectual and developmental disabilities, including autism. Through performing arts training, ArtStream students practice self-advocacy skills while gaining self-confidence and independence. Skills include public speaking, listening, self-awareness, and workplace communication. ArtStream self-advocates speak on national platforms about their experiences and how the performing arts help them to lead meaningful, independent lives.

**Summary/Objective**

The Outreach Coordinator is a part-time position created to support ArtStream's growing programs. The Outreach Coordinator will be responsible for identifying new program partners to host ArtStream classes or workshops in partnership with the Programs Manager, and reaching out to potential students to fill ArtStream classes, workshops and performing companies. The successful candidate will have excellent people skills, and an ability to relate well to people with disabilities and their families.

**Reports to:** Executive Director

**Primary Responsibilities**

9. Develop, design and implement programs with new community partners to help ArtStream grow
10. Schedule visits with 2-3 organizations per week
11. Attend resource fairs with ArtStream families to identify new students/partners
12. Follow up with resource fair contacts
13. Complete interviews with all new student families before and after the first class, maintain regular contact to encourage additional classes/performing companies
14. Make calls to remind students of upcoming classes
15. Attend Transition Working Group and similar meetings to meet potential partners
16. Develop a "mom's group" to reach out to new families
17. Develop activity plan to review biweekly
18. Attend ArtStream performances to promote to VIPs
19. Complete and submit contact sheets within 24 hours of meetings/contacts

**Qualifications and Requirements**

16. High School degree or equivalent, college preferred
17. Knowledge of organizations that serve people with IDD's, including autism
18. Demonstrated attention to detail
19. Excellent interpersonal skills and the ability to relate well with partner organization staff, people with IDD's, and parents/guardians
20. Excellent written and phone communication skills
21. Excellent organizational skills and time management
22. "Can-do" attitude; willingness to help out where there is a need
23. Innovative and resourceful problem-solving ability, flexible and adaptable
24. A proven track record of high integrity, good judgment, confidentiality and discretion
25. Ability to simultaneously manage multiple priorities and deadlines
26. Proficiency with Microsoft Office Suite, google docs, internet
27. Proficiency with Kindful database or similar CRM database
28. Commitment to ArtStream's mission and ability to promote and represent ArtStream to the disability community, program partners, and the public

### **Work Environment**

This job operates in a professional environment. This role routinely uses standard office equipment. Must have access to dependable transportation and a cell phone.

### **Position Type/Expected Hours of Work**

This is a part-time position, with 8-10 flexible hours of work each month, to be conducted Monday through Friday generally between 8 a.m. and 6 p.m.

**Classification:** Contract, \$25/hour

ArtStream is an Equal Employment Opportunity/Affirmative Action employer and values a diverse workforce. We do not discriminate against any person on the basis of age, sex, race, color, national origin, sexual preference, disability, political or religious opinion or affiliation, or other characteristics protected by law in any of our policies, procedures or practices.

**Reasonable Accommodations:** If you require reasonable accommodations during any part of the hiring process, please email us at [jobs@art-stream.org](mailto:jobs@art-stream.org) or you may send the request by mail to: ArtStream, 8401 Connecticut Ave, Suite 1230, Chevy Chase, MD 20815

**Date Created:** 1/17/20

**To apply, send cover letter and resume to:** [jobs@art-stream.org](mailto:jobs@art-stream.org) No calls, please.



**ArtStream FY22 GRANTS Fundraising Strategy as of 1/10/21**

Grant	Restricted?	Amount Received FY19	Amount Received FY20	Amount Received FY21	Amount Projected FY22	Amount Confirmed FY22
MSAC	gen operating	\$39,152	\$45,512	\$58,989	\$58,989	
AHCMC	gen operating	\$30,115	\$38,425	\$37,144	\$37,144	
NEA -Musical Theatre	ITC	\$10,000	\$10,000	\$10,000	\$20,000	\$20,000
<b>Foundation</b>						
Corina Higginson	gen operating		\$7,500	\$7,500	\$7,500	\$7,500
Lorraine S. Dreyfuss	scholarships		\$1,000	\$1,000		\$1,000
Morris and Gwendolyn Cafritz	gen operating	\$15,000	\$15,000	\$15,000	\$15,000	
Paul M. Angell	ITC	\$15,000	\$15,000	\$20,000	\$20,000	
Dominion Guild	VA ITC/Cabaret		\$10,000			
Philip Graham (every 3 years)	website		\$25,000			
Kelley Cares	VA ITC	\$4,500	\$4,500		\$4,500	
Porto	VA	\$5,000	\$3,000	NA		
Safeway	gen operating	\$6,500	\$10,500		\$8,000	\$13,000
Campbell Family Foundation	gen operating	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Milton and Dorothy Sarnoff Raymond Foundation (every other year)	gen operating		\$10,000	\$10,000	\$10,000	\$10,000
Jacquemin Family Foundation	gen operating		\$2,000	\$3,000	\$3,000	\$10,000
Jockey Hollow Family Foundation	gen operating	\$4,000	\$4,000	\$4,000	\$4,000	
Shared Horizons	scholarships	\$2,000	\$0	\$1,500	\$1,500	
Dimick	gen operating	\$3,000	\$3,500	\$5,000	\$5,000	
MESH	gen operating	\$5,000	\$6,500	\$10,000	\$10,000	\$2,000
Clark-Winchcole	gen operating	\$10,000	\$10,000	\$15,000	\$15,000	
William S. Abell	gen operating	\$5,000				
Trawick Foundation	scholarships	\$6,000	\$7,800	\$7,335	\$7,000	\$8,000
Immanuel Presbyterian Church	VA ITC	\$1,210		\$2,500		
Jack R. Anderson Foundation	ITC		\$5,000	\$5,000	\$7,500	
Brown Advisory	gen operating	\$1,000	\$1,000			
Vsarts-Kennedy Center	transition age			\$15,000	\$15,000	\$15,000
Greater Kansas Community Fdtn	gen operating	\$3,000		\$3,000	\$3,000	
Joe and Cory Rogers Foundation	gen operating			\$8,000	\$8,000	
Metro Bethesda Rotary	SS ITC			\$3,000	\$3,000	
Ross Roberts Foundation	gen operating			\$20,000	NA	
<b>New grants TBD</b>						
NEW Civitans FCIDD	\$40-50,000				\$40,000	
<b>COVID-19 Emergency</b>						
AHCMC Covid-19 Relief				\$54,703		
Maryland State COVID-19	Emergency		\$10,000			
Montgomery County PHEG CARES Act PPP	Emergency		\$10,986	\$5,297		
MD DHCD NORI	Emergency			\$25,000		
Arts Forward Fund	Emergency			\$25,000	\$25,000	\$20,000
Mid-Atlantic Arts Council	Emergency			\$10,000		
<b>TOTAL GRANTS</b>		<b>\$170,477</b>	<b>\$322,323</b>	<b>\$386,968</b>	<b>\$293,133</b>	<b>\$111,500</b>
<b>TOTAL COVID grants</b>			<b>\$82,086</b>	<b>\$120,000</b>	<b>\$25,000</b>	<b>\$20,000</b>

2nd grant in spring  
increase app  
(\$10,500 rcd)

## **ArtStream Grant Applications Due January 2022**

\* Foundations we have received funding from in the past but did not receive funding from last year.

\*\* New grant apps and/or foundations we have never received funding from before.

Paul Angell

Jack Anderson Foundation – additional funding

Maryland Charity Campaign and CFC application updates

Dominion Guild\*

Abell Foundation\*

Venable Foundation\*\*

Cornelia T Bailey Foundation \*\*

Civitan\*\*

**ArtStream, Inc.**  
**Balance Sheet**  
As of December 31, 2021

	<b>Fiscal Year 22</b>	<b>Fiscal Year 21</b>	
	<b>December 31, 21</b>	<b>December 31, 20</b>	
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash	557,032	494,123	
Bill.com	(4,699)	307	
Investments	249,370	207,594	
<b>Total Cash &amp; Investments</b>	<u>801,704</u>	<u>702,024</u>	
Accounts Receivable	54,032	52,881	AHCMC payment reduced the
Other Current Assets	50,964	14,323	grant receivables by \$72K(FY 22)
<b>Total Current Assets</b>	<u>906,700</u>	<u>769,228</u>	
Other Assets	14,470	14,496	
<b>TOTAL ASSETS</b>	<u><u>921,171</u></u>	<u><u>783,724</u></u>	
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Total Current Liabilities	103,591	46,571	
<b>Total Liabilities</b>	<u>103,591</u>	<u>46,571</u>	
<b>Equity</b>			
Retained Earnings	834,498	577,412	
Net Income	(16,918)	159,741	
<b>Total Equity</b>	<u>817,580</u>	<u>737,153</u>	
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>921,171</u></u>	<u><u>783,724</u></u>	

**ArtStream, Inc.**  
**Profit & Loss Actual to Budget**  
September 1, 2021 through August 31, 2022

	Actuals for the period 09/01/21 thru 12/31/21	YTD Budget period 09/01/21 thru 12/31/21	Annual Budget Period 09/01/21 thru 8/31/22	Actuals for the period 09/01/20 thru 12/31/20
	Sep - Dec 21	YTD Budget	Annual Budget	
<b>Revenues</b>				
Individuals Unrestricted	35,659	143,000	200,000	32,073
Individuals Restricted	1,000			-
In Honor - In Memory	5,689	12,000	30,000	30,325
Corporations	-		35,000	-
Service Organizations	2,000		3,000	15,200
Grants	56,432	78,350	218,350	133,622
Other Income	980	900	11,500	1,473
Program	102,585	102,300	215,050	100,932
Dev. & Fundraising Revenues	28,459	22,500	130,000	87,975
Investment Income	4,096			21,243
<b>Total Revenues</b>	<b>236,900</b>	<b>359,050</b>	<b>842,900</b>	<b>422,843</b>
<b>Expenses</b>				
Payroll	143,786	143,520	430,574	128,312
Staff/Employee incentives	-	250	500	-
Program	69,347	78,392	269,940	70,445
Equipment & Computer	3,428	2,074	9,719	3,182
Marketing & Advertisement	-		550	250
Professional Fees	938	6,600	6,600	6,600
Administrative	36,385	27,116	82,873	38,300
Other Expenses	(66)	2,500	5,000	5,993
Dev. & Fundraising Expenses	-	450	2,250	20
	<b>253,818</b>	<b>260,901</b>	<b>808,006</b>	<b>253,102</b>
<b>Net Income</b>	<b>(16,918)</b>	<b>98,149</b>	<b>34,894</b>	<b>159,741</b>

**ArtStream, Inc.**  
**Statement of Cash Flows**  
**September through December 2021**

	<u>Sep - Dec 21</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	\$ (16,918)
Adjustments to reconcile Net Income to net cash provided by operations:	
Net cash provided by Operating Activities	148,518
Net cash provided by Investing Activities	<u>(500)</u>
Net cash increase for period	148,018
Cash at beginning of period	<u>658,599</u>
Cash at end of period	806,617
Funds in Transit	<u>(4,913)</u>
	<u>\$ 801,704</u>



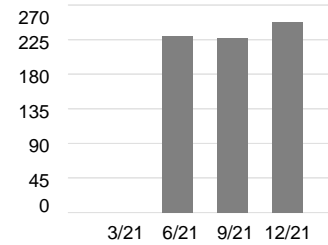
Schwab One® Account of  
ARTSTREAM, INC

Account Number  
5724-7501

Statement Period  
December 1-31, 2021

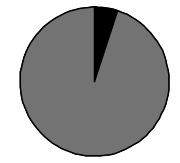
**Account Value as of 12/31/2021: \$ 249,370.49**

Change in Account Value	This Period	Year to Date	Account Value [in Thousands]
<b>Starting Value</b>	<b>\$ 234,424.41</b>	<b>\$ 0.00</b>	
Credits	10,811.69	16,292.77	
Debits	(97.68)	(676.10)	
Transfer of Securities (In/Out)	0.00	219,610.35	
Income Reinvested	0.00	0.00	
Change in Value of Investments	4,232.07	14,143.47	
<b>Ending Value on 12/31/2021</b>	<b>\$ 249,370.49</b>	<b>\$ 249,370.49</b>	
<b>Total Change in Account Value</b>	<b>\$ 14,946.08</b>	<b>\$ 249,370.49</b>	



Asset Composition	Market Value	% of Account Assets
Cash and Bank Sweep <sup>X,Z</sup>	\$ 11,845.08	5%
Exchange Traded Funds	237,525.41	95%
<b>Total Assets Long</b>	<b>\$ 249,370.49</b>	
<b>Total Account Value</b>	<b>\$ 249,370.49</b>	<b>100%</b>

Overview



- 5% Cash, Bank Sweep [X,Z]
- 95% Exchange Traded Funds

ONE DAY  
IN JULY

Your Independent Investment Advisor is not affiliated with or an agent of Schwab and Schwab does not supervise or endorse your Advisor.