

September 12, 2022

**TO:** Board of Directors

**FROM:** Strategic Planning Committee (Board members Kristen Chou, Mike Cooper, and Lisa Gaffney; Teaching Artist Natalie Zanin; and the staff team)

**RE:** Recommendations for Vision, Values, and Goals

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**BACKGROUND:**

Penn Creative Strategy (PCS) has been working with the Strategic Planning Committee to develop ArtStream’s new Strategic Plan.

PCS conducted a several-month-long data gathering process detailed in the **Phase II Report** and shared at the March 21, 2022 Board meeting.

Board members were invited to review the recommendations and share comments beginning May 31, 2022. Parents were invited to comment on relevant goals and focus group recommendations at the Parent Town Hall May 24, 2022, and through the follow-up video. All comments received are attached at the end of this document.

**PROPOSAL FOR DISCUSSION:**

**ArtStream’s Current Mission, Philosophy, and Vision**

**Mission**

*Through collaborative performance and lifelong learning opportunities, people with intellectual and developmental disabilities gain the skills and confidence to engage with the world.*

**Philosophy**

*We believe that when people make their own choices and are engaged, stimulated, challenged, and inspired they surpass both their own and others’ expectations.*

**Vision**

*To build an inclusive world where everyone can perform their art out.*

**RECOMMENDATION 1:**

Change the Vision to:

*To build an accessible world where every person has a role to play.*

**RECOMMENDATION 2:**

Adopt the following set of values:

***Collaborative:***

*We foster a culture of collaboration where decisions are made by building consensus. With consideration and fairness, we create a flexible structure where participants are empowered to reach their full potential.*

***Community & Belonging:***

*We are a community where each individual is equally recognized as a valuable member.*

***Inclusion:***

*We value individuals for who they are. We give everyone a chance to participate equally, creating a safe space where all participants feel seen and heard. ArtStream programs are accessible and welcoming.*

***Respect & Dignity:***

*We value each person's creativity and ideas so all can participate and be respected members of the community. We assume our work represents the best quality and expertise and recognize and value everyone's contributions and needs.*

***Self-Expression:***

*We engage in confidence-building and empowerment activities to be our authentic selves and express our ideas, free of judgment. ArtStreamers gain new communication skills to try new things and to advocate for themselves and their ideas in and out of the classroom.*

***Trust:***

*We communicate in a reliable, responsive, honest way with a commitment to quality and integrity. We allow ourselves and others the freedom to take risks, acknowledge and learn from mistakes. We build shared trust to solve problems, support solutions, and work harmoniously together.*

**RECOMMENDATION 3:**

Refine and adopt the 5 strategic goals. Based on the Board-approved goals, the Strategic Planning Committee will develop strategies and objectives for review and approval by the Board.

**GOAL I:**

**Develop and strengthen performance opportunities for adults with IDD and Autism**

Rationale: Performance opportunities and performing arts programs offer participants opportunities to improve social and communication skills, build confidence, and connect with others. Furthermore, recognition of these talents and abilities increases opportunities for acceptance and employment in the community at large.

**GOAL II:**

**Deepen ArtStream's relationships with participants by strengthening family engagement and fostering social connections**

Rationale: In two focus groups, family members showed their enthusiasm for ArtStream's impact on participants. These families urged ArtStream to provide more programs and seek locations for rehearsals and classes closer to participants' and new potential participants' home areas. Significantly, the family members expressed a strong desire for ArtStream to take the lead in establishing a mechanism for regular communications among and meetings for participants' family members.

**GOAL III:**

**Increase reach, visibility, and enrollment for ArtStream programs**

Rationale: Staff and board noted there is untapped potential for ArtStream to reach even broader with its programs by forging intentional partnerships with local organizations in target communities ArtStream would like to reach. This would also serve to diversify the pool of participants in ArtStream's programs and increase the impact of its work.

**GOAL IV:**

**Build a diverse and well-trained corps of Teaching Artists to support participants.**

Rationale: ArtStream has a strong, loyal corps of professional Teaching Artists who have training in the performing arts and either have training in working with individuals with I/DDs or can be trained by ArtStream. Increasing diversity to match the community will better support all participants. Facilitating a collaborative culture, professional development training programs, and an evaluation process, along with creating standard operating procedures and curating resource materials ensures the Teaching Artists will be better equipped to support participants' growth and skills-building.

**GOAL V:**

**Build ArtStream's capacity to achieve its mission and keep its programs accessible to a wider audience**

Rationale: As it grows, ArtStream will need to pay attention to cultivating a strong internal employee culture, particularly in a post-Covid virtual environment. ArtStream needs a stronger focus on marketing to raise the visibility of the tremendous impact it has on participants' lives, which will help attract new families to its work. Among its peers, it has more assets and a more flexible expense composition, positioning it well for growth and future investments. Finally, ArtStream will need to grow its base of contributed income from families, individuals, and foundations to ensure it can keep its program fees affordable.

## Comments from Board Members

Have the participants in the process signed off on this as the end product for the Board to consider? I say this only because I am a little struck that none of the goals directly address the people with IDD's who are ArtStream's participants. Goal I is family participation. Goal II is expanding the reach; i.e., recruitment of *new* participants. Goal III is exclusively TAs. And Goal IV is staff, marketing and fundraising.

## Comments from Families

Suggestions from the Parent Town Hall:

Continue to offer Take 5s and workshops along with traditional 6-8 week classes.

Is a daytime in-person company possible for the future?

Parent group could be social, conduit for concerns, advisory...but needs a common goal.

Parent A:

YES! Emphatic YES, for afternoon virtual or in-person programs.

YES! Emphatic YES on a caregiver group, but I agree with the point made about there being a purpose/goal/tasks for parents to do together. Perhaps I can assist in live performances with costumes, staging, etc. ON THE OTHER HAND, another parent in the Town Hall spoke about ArtStream as her son's "thing". So, I'm walking that line, too.

Finally, I am so happy to hear the website and registration is going to be revamped. I also want to be able to click on a longer list of available courses/classes in one transaction. For example, pay for Social Saturdays for 3 months, and for it to be ALL on 1 invoice/receipt/line item in my bank ledger. I will be getting reimbursed for many ArtStream programs, but it is a hassle to do each class individually that way.

Parent B:

Wearing face masks: the parent wanting masks off, in my opinion, is not sensitive to needs of the more fragile members of the group. The consequences of catching COVID and surviving not only the initial onset and then long-COVID is not worth the risk. That's part of being in community. The goal should be to do what's *reasonably* necessary to include the most as possible.

SSS works great on Saturdays. My daughter has DSPs with her during the weekdays through 5/6p so 1.5 hours would be hard to productivity include the paid DSP if during the week.

For PG county I would like to be part of a virtual parent group for parents in PG County. Looking at a combination of sharing, advocacy, assisting in the activity as needed, and social. Parent groups are always a small representation of the total families involved; however, can be very effective.