

September 29, 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 Goals to be Reviewed at Strategic Planning Retreat 11/3/22
MainStreet Board Room, 50 Monroe Place, Rockville, MD 20850

- 1. Please review each goal statement and rationale for approval or revision. The Phase II Report provided the data used to develop these goals.*
- 2. Consider adding guidance for staff as they develop measurable objectives to meet the approved goals.*

GOAL I:

Develop and strengthen performance opportunities for participants 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.