

**ArtStream**  
**Strategic Plan FY20-22**  
**PROGRESS REPORT As of 11/14/22**

**Changes since 9/12/22**

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

- All Theatres reserved for performances
- Master Teachers developing training and resources.
- Teaching Artist training in dance, movement and behavior management offered 10/28/22
- CPR training scheduled 11/16/22
- Teaching Artist Super Social Saturday Training scheduled 1/7/23

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

- 17<sup>th</sup> Anniversary Gala and Dance Party completed 10/16/22
- Grant proposals submitted to: AHCMC Arts Relief Grant, MSAC Arts Relief Grant, Clark-Winchcole Foundation, Metro Bethesda Rotary Foundation, Prince George’s Community Partnership, Dimick Foundation, TD Bank, Philip Graham Foundation (LOI)
- \$10,000 in corporate sponsorships received for 10/22 Gala
- Researching/testing new class registration software
- Employee handbook completed and distributed

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

- Volunteer engagement increasing with new Gala volunteers (8) and Gaithersburg Theatre Company volunteers (3).

**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

**Obstacles to overcome:**

Recruitment of new Teaching Artists  
Aligning staff/staff skills with current strategic goals  
Competitive compensation for Teaching Artists

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

Strategic Plan	Strategies	Completion Date
<p><b>Priority # 1 – Strengthen and Expand Existing Programs</b> <b>60% \$406,660</b></p>	<p><b>Maintain ArtStream Theater Companies (ATC), 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. Theatre Company</b></p> <p><b>Sustain and improve program quality through training and curriculum development for teaching artists</b></p>	
	<p>Maintain 6 ATCs 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/in person auditions and performances scheduled for all 21-22 season Theatre Companies</p> <p>Onstage and online performances scheduled for all Companies</p> <p>Virtual Theatre Company operating regionally, 6-8 p.m.</p>	<p>Ongoing</p> <p>Fall 2021</p> <p>FY22</p> <p>FY23</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 ArtStream/BlackRock Center for the Arts Rising Stars Performance Troupe performing at Casey Community Center 5/7, Arc Prince George’s Family Fun Fest 6/11, Mentor Bat Mitzvah 7/10, Kennedy Center Reach 8/20</p> <p>Pilot daytime Cabaret Company</p> <p>In person auditions and performances scheduled for all Cabarets</p> <p>Onstage and online performances scheduled for all Cabarets</p>	<p>Ongoing</p> <p>Fall 2021</p> <p>Spring 2022</p> <p>Fall 2021</p> <p>FY22</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 “Take Five! Summer Intensives,” online classes, online Super Social Saturdays,</p>	<p>Ongoing</p> <p>Ongoing</p>

<p><b>Priority # 1 – Strengthen and Expand Programs 60%</b>  <b>\$406,660</b>  (continued)</p>	<p>virtual single session workshops  Improv for Business using ArtStreamers as co-teachers  ArtStream training for special ed teachers (assess/make contacts in FY20) pilot session for Kennedy Center/VSArts assessed  Leverage existing partnerships with community partners to find opportunities for mutual growth (e.g TLC Teen Employment training grant-renewed for FY21, 22, 23)  Master classes – mentors and actors – conducted classes for all 6 ATCs</p>	<p>February 2021   Ongoing  Ongoing   Fall 2019</p>
	<p>Develop partnerships to open classes in Prince George’s County  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, Arc Prince George’s class started 9/21; Prince George’s Memorial Library supporting Community Partnership grant application 11/21 received 4/22, Prince George’s partnership grant class started 9/20/22</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, Best Buddies MD new class 11/21; Sheppard Pratt Towson new classes 1/22, Spirit Club monthly workshop started 10/22</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, 9/21, 1/22, 9/22</p>	<p>Spring 2020  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; new Master Teachers selected, announced 2/22; <b>Master Teachers developing training and resources.</b></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  Pilot music ensemble/dance troupe performing companies  Created safety video starring ArtStreamers for MoCo Transition Fair 11/14/20</p>	<p>December 2019   April 2020</p>

	Invited to perform at Kennedy Center Reach Event 8/20/22, and pre-event “activation” with Improv class 3/26/22, Cabaret performance 8/22	Nov 2020 July 2022
<b>Priority # 1 – Strengthen and Expand Programs 60%</b> <b>\$406,660</b> (continued)	Seek accessible and affordable theatre space with choice of dates 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; Theatres booked for all FY21-22 performances, <b>Theatres booked for all performances</b>	Ongoing  2021-22
	Interview new students/families at start and end of first class – as of 10/19 this is resulting in increased class sign ups	Ongoing
	Outcome evaluations Complete for all classes and Performing companies Audience surveys Annual online survey Constant contact surveys/polls to engage and gain info 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; \$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. Pilot survey completed, 36% return rate 6/21 First Annual survey mailed 1/22, 49 responses received, analysis completed	September 2019 Ongoing Spring 2020 Ongoing  Jan 2022
	Tri-annual teaching artist training programs and curriculum development (Sept, Feb, June) “Fill the toolbox” with exercises/skills Develop training for new teaching artists (Sept 2021 and Feb 2022) Develop new teaching artist FAQs Scriptwriting training 9/25/19 Directors/Assistant Directors training Offer CPR and safety management training (annually) Weekly virtual tech training and sharing sessions conducted starting 4/20 Teaching Artist Town Hall 8/24/20, 4/2021, 8/21, 11/21 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 Bi-weekly Teaching Artist newsletter launched 5/21	Ongoing  Sept. 2021 Feb. 2020 October 2019 October 2019 Ongoing Ongoing September 2020 September 2020

	Teaching Artist class fee 20% increase starting 9/1/21 Teaching Artist Training with Sally Bailey TBD when in-person is possible <b>Teaching Artist training in dance, movement and behavior management offered 10/28/22</b> <b>CPR training scheduled 11/16/22</b> <b>Teaching Artist Super Social Saturday Training scheduled 1/7/23</b>	September 2021  Oct 2022 Nov 2022 Jan 2023
	Mentor training on first night of ITC rehearsals held 9/26, 10/22/19, 12/10/19 Mentor training video and worksheet completed	September 2019 June 2022

<p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency</b> 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)  Promote monthly donor giving program (9 monthly donors giving \$635/month as of 9/22)  Promote online “friend-to-friend” events (Facebook birthdays, etc.)  Events to engage donors: in-home salon, look-ins, pre/post performance receptions, etc.  Donor Look-in held 10/22/19  List donors in show programs, Gala Sponsors listed  Develop cultivation strategy to connect with donors year-round, contacting donors to check-in, share new activities, spring update sent to all grantors, donor check-in calls made  Provide opportunity for scholarship donors to be thanked by recipients – quotes obtained 7/21, 7/22  Social media/enewsletter monthly donor campaign</p>	<p>Ongoing</p> <p>Ongoing as of 12/20</p> <p>July 2021</p> <p>March 2022</p>
	<p>15<sup>th</sup> Anniversary Celebration – develop year-long plan/monthly enews feature  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  Annual Gala and Dance Party - virtual dance party 9/13/20  Telling our story through key participants - Taped interviews with 4/5 founders  Establish annual recognition awards (Mary Martin award? Deborah Jean Woolsey mentor award)  15<sup>th</sup> Birthday Celebration with Blue Apple in Winchester, UK 8/26/20</p>	<p>Jan 2020</p> <p>Quarterly in 2020 Gala 2020</p>
	<p>Sweet 16 Gala and Dance Party completed 1/23/22  17<sup>th</sup> Anniversary Gala and Dance Party completed 10/16/22</p>	<p>January 2022</p> <p>Oct 2022</p>

<p><b>Priority #2 – Build capacity, develop resources and strengthen resiliency</b>  <b>20% \$135,553</b> (continued)</p>	<p>Continue applying for new and current grants  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, VSA The Kennedy Center, Compass, Venable, NEA American Rescue Plan, Dimick, Arts Forward Fund, Trawick, TD Ameritrade, Many Hands DC, Clark-Winchcole, VSArts Rosemary Kennedy Initiative, MSAC annual general operating, Prince George’s Community Partnership Grant, CFC, Dominion Guild, Venable, MD Charity Campaign, Cafritz, Metro Bethesda Rotary, Civitan-FCIDD, Mid-Atlantic Arts Recovery Fund, AHCMC, Community Project, Cooperman, Comcast, Jack R. Anderson, Shared Horizons, William S. Abell, Trawick, Greenspring, Bender, NEA, Disability Inclusion Fund, AHCMC Arts Relief Grant, MSAC Arts Relief Grant, Clark-Winchcole Foundation, Metro Bethesda Rotary Foundation, Prince George’s Community Partnership, Dimick Foundation, TD Bank, Philip Graham Foundation (LOI)</p>	<p>Ongoing</p>
	<p>Create and promote sponsorship opportunities  Sponsorship Opportunities brochure completed; \$10,000 Strada Education Network sponsorship received 2/20, <b>\$10,000 in corporate sponsorships received for 10/22 Gala</b></p>	<p>Completed</p>
	<p>Develop future staffing needs plan – Hired Database and Outreach Coordinators, Development Director, Program Manager, Communications Manager  Work toward competitive salary ranges-staff compensation philosophy approved  Provide training and growth opportunities  Provide home office support as needed, lockbox, Bill.com implemented  Staff retreat, organizational consultant process to improve culture  Staff reviewed roles/responsibilities and developed new staffing plan  <b>Employee handbook completed and distributed</b></p>	<p>Ongoing  March 2021  Fall 2020  Spring 2021  Summer 2021  October 2022</p>
	<p>Continue to build database effectiveness  Conduct wealth screen</p>	<p>Ongoing  FY22</p>

	Recruit and train program volunteers/intergenerational volunteers. New mentor training developed and scheduled prior to first rehearsals Updated MoCo Volunteer Center listing to recruit additional volunteers Recruiting volunteers through listserves, added to VA Volunteer Center	Ongoing  September 2020 March 2022
	Develop volunteer/employee opportunities for people with IDD ArtStreamers doing Curtain Talks at all performances, emcees for Salute to ArtStream	Ongoing



	<p>Website:  Work with focus group to improve navigation  Meet accessibility requirements  Improve access to information for new/current families  Identify and implement improved registration and ticket sales processes  Updated website with improved navigation and current student information online 8/19/19  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.  Planning for new database implementation (to apply for grant funding).  Updated website accessibility  <b>Researching/testing new class registration software</b></p>	<p>Summer 2020  Summer 2022  Fall 2022</p>
<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>147/155 standards met as of 1/22</li> </ul>	<p>May 2020</p> <p>Completed  Completed  Completed</p> <p>Completed  Completed</p> <p>Completed</p> <p>Completed  Completed</p>

<b>Priority #3 –Build relationships 20% \$135,553</b>	<b>Develop targeted outreach and communications strategies to</b> <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, 9/21 to MoCo transition counselors</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>Increase social media followers through targeted ads</p>	<p>Completed</p> <p>Ongoing</p> <p>Spring 2022</p>
	<p>Resource Fairs with family ambassadors, CHI Challenge event, DSNMC Snow Ball, Ivymount, Transition Resource Fair, Arc NOVA, MoCo Transition Fair, Fairfax County Public Schools Transition Fair, NoVA Transition Fair, Prince George’s Arc Family Resource meeting, MoCo Transition Fair, Casey Community Center “Be Your Best Fest”, Ivymount, Arc of Prince George’s Family Fun and Fitness Fest</p>	<p>Ongoing</p> <p>March 2022</p>
	<p>Promote group ticket sales for ATCs, Fairfax County Therapeutic Rec, Northern VA Community College, Cool Aspies</p>	<p>Ongoing</p>
	<p>Expand audience communication pre/post performance (e.g. surveys, welcome/post-show messages)</p> <p>Post Salute to ArtStream audience survey conducted</p> <p>Online ticket holder surveys sent</p>	<p>Ongoing</p> <p>June 2020</p> <p>Ongoing</p>

	<p>Outreach to new places to tell our story through Look-ins, Open house/open end of class sharing sessions, brief performances for:  Churches/synagogues we rehearse in  Group homes, day programs  Schools  Neighborhoods around performance venues</p> <p>Current partner organizations – share student ticket flyers, enews, show flyers, Evaluation feedback; meet annually  Group Homes/Day programs – student ticket flyers, show flyers, class brochures</p> <p>Establish outreach plan and identify parents/Teaching artists/students to assist-  Outreach Committee formed 8/31/20  Outreach to McLean Bible Church’s Access ministry 10/20  Volunteer engagement increasing through registration with Volunteer Centers (MD/VA)</p>	<p>Ongoing</p> <p>May 2020  August 2020</p> <p>May 2022</p>
	<p>Increase family support and engagement:  Parent/sibling “Town Hall” ArtStream info sessions (twice/year) VA held 10/17/19, virtual held 3/31/20, 8/12/20, 8/21, 10/22, 5/22  Enhance newsletters (Feb, May, Aug, Nov) to share stories and demonstrate impact  Monthly e-newsletters to inform and share stories, recognition  Improve communication methods (email, handouts, mail?)  Parent impact talks/interviews  “Office Hours” offered monthly via zoom  Student/TA interviews for Blog posts, enews, print news  Sibling group: Develop annual activity for siblings with/without ArtStreamer siblings, monthly Zoom Sibling Happy Hours started 4/10/20  NOVA Reelabilities Film Fest, Teen Relaxed Performance, 24 ArtStream Artful Moments created; ArtStream Connection launched 8/26/20, New Parent Orientation 8/21  Plan Parent Community meetings with Outreach Coordinator</p>	<p>Ongoing  Ongoing  Ongoing  Ongoing  Ongoing  Ongoing</p> <p>April 2022</p>
	<p>Promote videos and YouTube channel, use photos/video in enews/social media and website  WDVM25 TV news feature on ArtStream 9/5/20  Washington Family magazine March 2021  Featured in Community Foundation for Northern Virginia “Raise the Region” video</p>	<p>Ongoing</p> <p>October 2021</p>

	Featured in “Chevy Chase Village Life” magazine	May 2022
	Develop and distribute press kits	October 2021