

Core Strategy: To Strengthen Our Organizational Foundation

Objectives	Action Steps	Time Frame	Responsible Party
<p align="center">Secure financial sustainability and future growth through private and public support and strategic partnerships</p>	<ul style="list-style-type: none"> • Increase board contributions • Host annual fundraiser • Recruit experienced fundraising professional to board • Recruit volunteer grant writer • Ensure that the database has proper information and is being used to support operational activities • Scholarship Opportunities • Develop website fundraising strategy • Copyright Investigation 		<p>Steph, Sharon, Marty, Esther</p> <p>Suzanne</p> <p>Wayne</p>
<p align="center">Recruit and develop a diverse, skilled board of sufficient size; develop and update annually a board member recruitment orientation process and package</p>	<ul style="list-style-type: none"> • Create a list of criteria for desired Board candidates • Revise bylaws • Generate a pool of potential candidates • Engage Board and Choir in process of outreach to potential candidates 		<p>Steph, Lee</p>
<p align="center">Annually determine community service, outreach opportunities, and identify projects</p>	<ul style="list-style-type: none"> • Evaluate organizations to determine which ones offer the highest potential for partnering and other access to resources • Harford Family House • Anna's House 		<p>Steph, Gary</p> <p>Steph Gary</p>
<p align="center">Tap more fully into choir membership resources and communicate organizational needs so that choir members can contribute and workload can be more evenly distributed</p>	<ul style="list-style-type: none"> • Identify and pursue opportunities for partnering within membership 		

Core Strategy: To Develop and Engage Our Audiences

Objectives	Action Steps	Time Frame	Responsible Party
Broaden diversity, size, and geographic reach of current/core audiences	<ul style="list-style-type: none"> • Institute procedures for ongoing market and audience research • Institute annual focus group with donors and audience members 		
Develop a marketing and communication strategy to build community awareness of DCC	<ul style="list-style-type: none"> • Recruit a marketing specialist to the Board <ul style="list-style-type: none"> ○ Bruce Reiter ○ Michael Bloom • Hire website Developer <ul style="list-style-type: none"> ○ Ernest Wang • Identify volunteers to develop content for website and all social media outlets • Collateral materials <ul style="list-style-type: none"> ○ Invitations, flyers, concert promotions, business cards 		Gary, Steph Suzanne, Shannon Shannon
Increase musical participation and appreciation throughout the region	<ul style="list-style-type: none"> • Collaborate with HC performing arts organizations 		Suzanne, Pete

Core Strategy: To Grow in Artistic Excellence

Objectives	Action Steps	Time Frame	Responsible Party
Pursue high quality collaborative partnerships	<ul style="list-style-type: none"> • Each season, pursue partnerships with at least one local musical group and guest clinician • Investigate partnerships with non-musical groups, such as theaters, poets, and others in order to expand the traditional choral experience • Cross-cultural opportunities with Caerphilly Community Choir • Partnerships with SSO and Handel Society 		
Diversify programming, including commissioned new works, and provide information internally and externally to help choir and audiences alike appreciate the artistic vision	<ul style="list-style-type: none"> • Conduct post-concert surveys online • Conduct post-concert evaluations online with choir members • Explore new venues • Determine number of concerts to hold each season 		<p>Jeff and Pete Jeff and Pete</p> <p>Colleen, Janet, Marty, Esther</p>
Increase the membership base to strengthen organization	<ul style="list-style-type: none"> • Member policy and commitment agreement • Dues • Rehearsals • Attendance • Ticket Sales/Annual Fund • Music • Concert Attire • Benefits of DCC membership • Directory 		<p>Wayne will examine this objective.</p> <p>Mary Sue</p>
Market Chamber Choir	<ul style="list-style-type: none"> • New name • Promotions and Marketing • Retirement Communities/Identify volunteer leadership 		
Commission New Works	<ul style="list-style-type: none"> • Commission work with national and local composers 		
Produce a recording and video of the Choir	<ul style="list-style-type: none"> • Identify appropriate recording material and partners • Generate specific funding for the project • Finalize community service DVD 		Marty, Steph
Create a Chamber Orchestra	<ul style="list-style-type: none"> • Identify appropriate members • Develop contract / fee structure 		Louise
Strengthen Partnerships with Musical educators	<ul style="list-style-type: none"> • College Credits • ACDA • Chorus America • Internship program 		Wayne, Sharon