



DEER CREEK CHORALE, INC. STRATEGIC PLANNING STATUS REPORT 2020

CORE STRATEGY 1: ACCELERATE ORGANIZATIONAL GROWTH AND SUSTAINABILITY

STATUS SUMMARY

Objectives and corresponding action steps in progress.

OBJECTIVE 1: FOSTER WAYS TO STRENGTHEN THE ORGANIZATIONAL CORE OF THE DCC AND ITS CHOIRS.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------------------|------------------------|--|
| Explore the feasibility of hiring an Executive Director and create a job description | | | President and AD | Write a Job Description |
| Develop a Succession Plan for Artistic Staff | | | Artistic Staff and BOD | |
| Manage grants, applications and reports. Seek additional resources. | | Spring/Fall annually | President | MSAC, BCCAS, HCCAB, HCTourism, etc. |
| Review and revise organizational By-Laws and committee structure | | Summer 2020 | President | Began Spring 2020. Last revision 2018 Write committee roles and responsibility, Marketing, Community Outreach, Membership, Development, Special Projects, Strategic Planning, Concert, Technology. Currently nominating is a total Board responsibility does this work? President Elect to VP Role. |
| Align DCC and DCYC rehearsals so all artistic staff may be present for BOD meetings and collaborative rehearsals | | | President | In collaboration with Bethel Session leader. |
| Provide ongoing support and opportunities for leadership to attend regional and national conferences. | | | | |
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OBJECTIVE 2: PLAN FOR AND SECURE LONG-TERM FINANCIAL SUSTAINABILITY FOR THE DCC AND ITS CHOIRS

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------|--------------------------------|---|
| Plan for Fall & Spring Appeal campaigns | | | President, ADs, Development | Melissa and others |
| Manage donor touches | | | President, AD, and Development | |
| Broaden financial support from members | | | | Set goals for ticket sales for members. |
| Explore increasing ticket prices | | | | With a new venue, better parking, shorter program and increased professionalism of the DCC. |
| Grow a corporate sponsor base | | | | |
| Develop an expanded donor list. | | | | |
| Develop a Special Projects Committee to focus on annual fundraising events to include a revenue goal. | | | Special Projects | Expand committee. Subcommittee for silent auction. |
| Increase connections with farm community as sponsors and contributors for Farm to Table annual fundraising event | | | Special Projects | |
| Develop clear, Understandable financial reports | | | Treasurer, Bookkeeper | |
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OBJECTIVE 3: PROVIDE ARTISTIC OPPORTUNITIES FOR COMMUNITY YOUTH AND ADULTS

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|-----------------------------------|---|
| Provide information to membership about the artistic decision-making process for music and theme choice | | | Artistic Staff | |
| Emphasize lyrics and poetry, word emphasis and background of selected works to the choir membership | | | Artistic Staff | |
| Learn from Baltimore Choral Arts Executive Director and staff. Arrange a meeting | | | President and AD with BOD members | Could be informal meeting with a few board members and artistic staff. Continue the relationship that Wayne has with the Michael O'Neil singers in Atlanta. |
| Strengthen connection with area instrumentalists, composers and musicians for performance opportunities | | | Artistic Staff | Explore opportunities for clinician and guest conductors for the DCYC. 5 th anniversary 2020-2021 |

OBJECTIVE 4: NURTURE A CULTURE IN WHICH STAFF, MEMBERS, AND VOLUNTEERS BRING THEIR VERY BEST CONTRIBUTIONS TO THE ORGANIZATION.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|-------------|----------------------------------|----------------------------|
| Build anticipation for DCC end-of-season business meeting and pot-luck. | | | | |
| Build anticipation for DCYC Open House and recruitment season | | | BOD and DCYC parents and singers | |
| Offer education seminar for prospective board members and committee members. | | Spring 2020 | President | |
| Conduct a BOD retreat on an annual basis. | | | President | |
| Review and revise members expectation requirements to emphasize participation on committees. | | Fall 2020 | President And AD | Last revision date 2019 |
| Develop a robust section leader group with defined roles and responsibilities. | | | AD | Is Kathy Browning involved |
| Offer musicianship classes on a regular basis to choir members | | | President | |
| Develop a Board Missive with defined elements and quarterly publication schedule | | | President and other BOD members | |
| Recruit new members for DCC and DCYC. | | | | |
| Develop a BOD engagement record to track committee work and track volunteer hours | | | Strategic Planning Committee | |
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OBJECTIVE 5: COMMUNICATE EFFECTIVELY WITH MEMBERS, PARENTS AND SUPPORTERS ABOUT ORGANIZATIONAL NEEDS AND CREATE OPPORTUNITIES TO SUPPORT THOSE NEEDS.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--------------|--------|----------|--------|-------|
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| Invite singing members (at start of season Fall member sign-ups and Spring end-of-season business meeting/dinner) to sign up for committee membership | | | President and Administrator | Needed for DCYC too |
| Standardize all branding materials including poster templates, program covers, LOGO, book marks, stationery, team t-shirts etc. for DCC, Chamber Choir and DCYC | | | | |
| Develop a flyer that members can use to recruit new members. | | | | |
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OBJECTIVE 6: ENSURE THE DUAL MISSION OF CHORAL ARTISTRY AND SERVICE TO THE COMMUNITY IS FOSTERED AND CARRIED OUT ON AN ANNUAL BASIS

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------|---|-------|
| The community Outreach Committee shall receive and develop opportunities for charitable community partners that will be presented to the BOD for approval. | | | Community Outreach | |
| Maintain ties with previous charitable partners. Add key staff to appeal list. | | | Community Outreach, AD Development Administrator for database mgt | |
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OBJECTIVE 7: FOSTER DCYC MEMBERSHIP EXPERIENCES AND COMARADERIE TO ENCOURAGE ONGOING INTEREST AND PARTICIPATION IN THE CHOIRS

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------|---------------|-------|
| Develop and conduct a parent survey for DCYC members | | May 2020 | AD and others | |
| When scheduling is adjusted so both the DCC and DCYC practice on the same night, offer "bridge" opportunities so that older DCYC members can sing with the DCC | | | | |

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| DCYC may offer more stand-alone concerts | | | Julie | Community based performances and events |
| Structural leadership of the DCYC could move toward and Artistic Director and Assistant with an accompanist. | | | Artistic Director and BOD | |
| Provide Joint activities on rehearsal night to build connections between DCC and DCYC | | | | Julie, Do kids really want to hang out with a bunch of old folks (meaning anybody over 25!!) Riverwalk, First Fruits Farm, Farm to Table set up, other community activities |
| DCC and DCYC parents offer a start of the season pot luck. | | | | DCYC begins the year this way |
| Continue fun activities that will recruit new DCYC members. | | | | |
| Expect BOD attendance at DCYC events. | | | | |
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OBJECTIVE 8: EXAMINE THE CULTURE AND EXPECTATIONS OF THE CHAMBER CHOIR ROLE INCLUDING STANDARDS OF EXCELLENCE, MEMBERSHIP AND PERFORMANCE OPPORTUNITIES

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|----------------|---|
| Discuss and identify the goals of the Chamber Choir and its contribution to the organization. | | | Artistic Staff | |
| Communicate the mission of the Chamber Choir to the DCC. | | | | |
| Communicate the skills required, size, membership opportunities, costs and expectations for the Chamber Choir to the DCC membership | | | | |
| Emphasize the professionalism of the Chamber Choir including diction and dynamics. | | | | |
| Consider more memorization of music | | | | |
| Consider expanding the rehearsal schedule | | | | |
| Emphasize the increased expectations in musicianship and performance standards apart from DCC | | | | |
| Consider audition opportunities that are more inclusive to the adult choir | | | | Provide a way to communicate that Marty is continually auditioning for membership by listening to DCC voices during rehearsals. Audition only for spots that open up? |

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| Consider guest clinician opportunities for the Chamber Choir | | | | |
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CORE STRATEGY 2: EXPANDING REACH AND RELEVANCE IN THE COMMUNITY

OBJECTIVE 1: CREATE DYNAMIC, INCLUSIVE (PARTICIPATORY) CONCERT EXPERIENCES THAT REACH BEYOND TRADITIONAL PROGRAMMING TO CREATE A BROADER CONTEXT THAT RESONATES WITH TODAY'S AUDIENCE.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|---|-------------------------|
| Gather ideas from national and regional conferences, e.g., ACDA and Chorus America. | | | Artistic Staff and BOD members who attend conferences | |
| Provide ways for more audience participation. | | | Artistic Staff | |
| Increase the number of collaborative relationships with non-choral organizations. | | | Artistic Staff | In the next few seasons |
| Consider the drawbacks and benefits of individual and joint performances between all choirs | | | Artistic Staff | |
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OBJECTIVE 2: OFFER A VARIED REPERTOIRE OF ORIGINAL, CLASSIC, AND NEW COMPOSITIONS.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|--------------------|-------|
| Gather favorites and/or suggestions for repertoire from DCC and DCYC. | | | Artistic Directors | |
| Include ways to increase audience and singer participation and awareness of artistic decision making. | | | Artistic Directors | |
| Explore collaboration opportunities with organizations, both choral and non-choral to partner with the DCC and choirs | | | Artistic Directors | |

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| Continue to seek sponsors and/or funding to commission new works. | | | | |
| Offer varied programming based on completed and ongoing audience surveys | | | Artistic Directors | |
| Continue emphasis on classical favorites including major and lesser known works | | | Artistic Directors | |
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OBJECTIVE 3: ENHANCE THE USE OF TECHNOLOGY TO DEVELOP AND MAINTAIN CONNECTIONS TO THE COMMUNITY INCLUDING OUR AUDIENCE BASE, MEMBERSHIP AND ALUMNI

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|-----------------------------------|---|
| Hire a designer to create a professional looking page across social media platforms. | | | | |
| Create a web and social media blog and assignment schedule for posting twice weekly from August to May. | | | | |
| Post Artistic Director weekly missive and BOD monthly missive on the Website member area. | | | | Board Missive Monthly is probably too often. Recommend quarterly or semi-annual |
| Continue to explore opportunities and funding for promotional audio and video productions emphasizing artistry. | | | Artistic Director and Development | |
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OBJECTIVE 4: SUPPORT AND EXPAND MARKETING EFFORTS AND OPPORTUNITIES TO INCREASE AWARENESS OF THE DCC AND ITS CHOIRS. CONSIDER DRAWBACK AND BENEFITS OF INDIVIDUAL AND JOINT PERFORMANCES?

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------|--------|-------|
| Create standardized collateral marketing materials to use when seeking donors and sponsorship ads. | | | | |
| Define how best to give sponsors visibility in our programs and/or website | | | | |
| Develop marketing plan for the DCYC. | | | | |
| Ask BOD members to identify 3 or more potential donors (using Laura's form) and contact them for a donation. | | | | |

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| Consider benefits and drawbacks of individual and joint performances? | | | Artistic Directors | |
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CORE STRATEGY 3: TO GROW IN ARTISTIC EXCELLENCE

OBJECTIVE 1: EXPLORE AND SECURE PERFORMANCE VENUES APPROPRIATE FOR OUR REGION, PARTNERSHIPS, SIZE, AND PURPOSE.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|--|--------|----------|--------|---|
| The Concert Committee will explore alternative performance and/or rehearsal space prior to the Fall 2020 concert, e.g., Oak Grove, Mt. Christian Church, and Church of the Nazarene. Parking is also important in venue selection. | | | | |
| Develop the role of “Choir Manager” to observe each performance and provide feedback to the choir and staff | | | | Unpaid volunteer Find a good title for the person who will help us with Jackets buttoned, tasteful jewelry hair combed, how to carry our music etc |
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OBJECTIVE 2: CONTINUE BUILDING THE MEMBERSHIP BASE OF ALL THREE CHOIRS IN KEEPING WITH THE DESIRED STANDARDS OF EXCELLENCE.

| ACTION STEPS | % DONE | DUE DATE | MEMBER | NOTES |
|---|--------|----------|--------|--|
| Advertise for new members in various community newspapers and calendars | | | | |
| Encourage BOD support for all activities of DCYC and DCC | | | | Some BOD members should be at each DCYC and Chamber Choir function which is open to the public |
| Develop a mentoring component between adult and youth choir members | | | | |
| Create a bridge component between the DCC and DCYC to provide the older DCYC singers an opportunity to sing with the DCC. | | | | |

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CONCLUSIONS/RECOMMENDATIONS