

Manassas Chorale 5 Year Plan

2017 -2022

Manassas Chorale Five Year Plan

Table of Contents

1. Development.....	1
1.1 Membership Development	1
1.2 Audience Development.....	2
1.3 Financial Development	5
2. Management and Governance	7
2.1 Financial Management.....	7
2.2 Organizational Governance	9
2.3 Organizational Management	9
3. Artistry	13
3.1 Strengthen the program for vocal skills development	13
3.2 Develop small performing groups within the Chorale.....	13

Manassas Chorale Five Year Plan

Chorale Strategic Planning

1. Development: The Chorale will increase regional influence and performance support by increasing numbers and cultural diversity of members, increasing numbers and geographic locations of audience members, and increasing both individual and business patrons and sponsors.

Goal	Objective	Task	Metric	Measure	Responsible	Time
1.1 Membership Development						
	1.1.1 Increase number of members		Number of members at end of previous FY	Increase number of members by 5 each year [Database records]	Development Committee Chair	End of each FY
	1.1.2 Increase diversity of age in membership		Number of members under 40 at end of previous FY	Increase number of members under 40 by 5 each year [Database records]	Development Committee Chair	End of each FY
	1.1.3 Increase racial and ethnic diversity of members		Number of members self-identifying as racial and/or ethnic at end of previous FY	Increase number of racial and/or ethnic members by 2 each year [Database records]	Development Committee Chair	End of each FY
	1.1.4 Leverage other vocal performing groups to build membership		Number of members from other groups (0)	Increase number of members generated by this effort by 5 per year [Outreach Chair records]	Outreach Chair	End of each FY
	1.1.5 Improve balance of vocal parts within the Chorale		Balance as defined by the Artistic Director	Balance as defined by the Artistic Director	Artistic Director and Executive Director	End of each FY

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
1.2 Audience Development						
	1.2.1 Increase e-newsletter circulation					
		1.2.1.1 Increase frequency	Number of newsletters currently is 9 (2 per concert, 1 seasonal)	Increase the number of newsletters by 2 over existing number [Mailchimp data]	Executive Director	End of each FY
		1.2.1.2 Increase subscribers	Number of subscribers currently is 1,118	Increase the number of subscribers by 50 each year [Mailchimp data]	Development Committee Chair	End of each FY
	1.2.2 Publicize in specific geographic areas					
		1.2.2.1 Define geographic areas of interest	1 list	List of areas [Committee records]	Marketing Chair	End of FY18
		1.2.2.2 Identify publicity target in each area	1 list	List of targets [Committee records]	Marketing Chair	End of FY18
		1.2.2.3 Develop targeted messages	1 list	List of messages [Committee records]	Marketing Chair	End of FY18
		1.2.2.4 Identify publicity channels	1 list	List of channels [Committee records]	Marketing Chair	End of FY18

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
		1.2.2.5 Establish publicity distribution	1 plan	Distribution plan [Committee records]	Marketing Chair	End of FY18
	1.2.3 Target specific community groups for concert attendance					
		1.2.3.1 Identify target groups	1 list	List of groups [Committee records]	Outreach Chair	End of FY18
		1.2.3.2 Contact high school and university music departments and teachers	At least 5 groups contacted	Number of groups contacted	Outreach Chair	End of FY18
		1.2.3.3 Contact church music departments and directors	At least 5 groups contacted	Number of groups contacted	Outreach Chair	End of FY18
		1.2.3.4 Contact community organizations	At least 5 groups contacted	Number of groups contacted	Outreach Chair	End of FY18
		1.2.3.5 Explore creative opportunities for alternative programming and collaboration with arts organizations that will attract different audiences	1 list of opportunities	List created	Artistic Director	End of FY19

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
	1.2.4 Improve utilization of online presence (website and social media outlets)					
		1.2.4.1 Increase "likes" on Facebook page	825 Likes (March 2017)	Increase by 25 each year	Executive Director	End of each FY
		1.2.4.2 Add online donation capability to website	Function for online donation	Online donation capability established	Executive Director, Treasurer	End of FY18
		1.2.4.3 Add online registration capability to website	Function for online registration	Online registration capability established	Executive Director, Treasurer	End of FY18
		1.2.4.4 Develop a social media plan	1 plan	Social media plan created	Marketing Chair	End of FY19
	1.2.5 Develop comprehensive marketing plan					
		1.2.5.1 Develop marketing brand and themes	Branding themes approved by board	Branding themes created	Marketing Chair	End of FY18
		1.2.5.2 Develop marketing "kit" as introduction or leave behind material	1 kit	Kit created	Marketing Chair	End of FY18

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
1.3 Financial Development						
	1.3.1 Increase ticket sales					
		1.3.1.1 Sustain ticket sales	Fall – 389 Winter – 580 VU – TBD Spring – TBD (2016-17 concert season)	Current year ticket sales per concert compared with ticket sales for the previous concert season	Admissions POC	End of FY18, 19
		1.3.1.2 Annually increase ticket sales by 10% per concert	110% of ticket sales data from previous season	Current year ticket sales per concert compared with ticket sales for the previous concert season	Admissions POC	End of FY20, 21, 22
	1.3.2 Increase the number of individual and business patrons					
		1.3.2.1 Increase and maintain sponsors for all concerts	4 concerts per season	One concert sponsor per concert	Patron Chair	Annual
		1.3.2.2 Increase patron donations by 10% each year	110% of previous year's patron total	Patron annual total	Patron Chair	Annual
		1.3.2.3 Develop donor appreciation plan	Donor appreciation plan approved by the Board	Donor appreciation plan created	Patron Chair	End of FY18

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
	1.3.3 Research and expand grant opportunities					
		1.3.3.1 Maintain current grants	3 grants	Manassas, Prince William, Virginia (VAC)	Grant Chair	Annual
		1.3.3.2 Add 2 new grants	2 grants	2 new grants added	Grant Chair	By June 2022
		1.3.3.3 Add Grant for GMCC	1 grant	1 grant	GMCC Grant Chair	End of FY19
	1.3.4 Schedule fundraisers to raise revenue to support annual budget					
		1.3.4.1 Increase the annual net amount of fundraisers by 10%	110% of previous year's fundraising total	Amount of fundraiser income minus expenses	Fundraising Chair	Annual
	1.3.5 Increase paid ads in concert programs					
		1.3.5.1 Increase number of paid ads by 10% each year	14 ads (FY17)	Number of paid ads per year	Fundraising Chair	Annual

Manassas Chorale Five Year Plan

2. Management and Governance: The Chorale Board of Directors, through effective governance, will advance and expand the mission and vision of the Chorale.

Goal	Objective	Task	Metric	Measure	Responsible	Time
2.1 Financial Management						
	2.1.1 Develop budget annually with quarterly reviews to modify as needed					
		2.1.1.1 Create annual budget and present to Chorale Board for approval	Annual budget document	Board approved prior to time designated	Treasurer	Prior to July 1 of each year
		2.1.1.2 Create a monthly financial statement	Monthly budget for review by President and Executive Director	Report provided monthly	Treasurer	Monthly
		2.1.1.3 Review budget with Chorale Board, make modifications as needed and approve	Budget report to the Board	Report provided at each regular Board meeting	Treasurer	Each Board meeting
		2.1.1.4 Prepare quarterly budget report	Quarterly budget report to Chorale membership	Quarterly budget report provided to Chorale membership	Treasurer	Quarterly

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
	2.1.2 Balance sheet will reflect at least a fifty percent reserve of budgeted expenses					
		2.1.2.1 Review the balance statement monthly	50% of budgeted expenses excluding In/Out expenses	Compare total assets from the balance sheet to 50% of the current year's budgeted expenses	Treasurer	Monthly
	2.1.3 Institute a financial plan for discretionary/contingency spending					
		2.1.3.1 Research and define which CDs to purchase and a timeline for purchasing them	CD purchase plan	Purchase plan approved by Chorale Board	Investment Committee Chair	Jun 30, 2018
		2.1.3.2 Purchase first set(s) of CDs	TBD from 2.1.3.1	TBD from 2.1.3.1	Treasurer	Jun 30, 2019
		2.1.3.3 Purchase next set(s) of CDs	TBD from 2.1.3.1	TBD from 2.1.3.1	Treasurer	Jun 30, 2020
		2.1.3.4 Purchase final set(s) of CDs (if needed)	TBD from 2.1.3.1	TBD from 2.1.3.1	Treasurer	Jun 30, 2021

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
2.2 Organizational Governance						
	2.2.1 Review policies and draft new policies in response to needs					
		2.2.1.1 Conduct analysis of the organization for compliance to policies	Analysis	Completion of analysis	Policy Chair	Annual or as needed
	2.2.2 Communicate to membership the state of the organization					
		2.2.2.1 Provide annual report to the membership (e.g. "State of the Chorale")	1 report	Report at annual general membership meeting	President	Annual
2.3 Organizational Management						
	2.3.1 Recruit, retain and supervise appropriate staff and volunteers for the artistic and administrative support of the organization					

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
		2.3.1.1 Provide detailed job descriptions of the contracted staff	Position descriptions approved by the Board	Job descriptions including responsibilities, authorities, products, and schedules	President	Approved before start of each year (July 1 annually)
		2.3.1.2 Recruit and retain contracted staff	Number of contracted staff positions	All positions are filled	Elected Officers	Annually by August 15, or as needed
		2.3.1.3 Develop evaluation criteria plan	1 plan approved by the Board	Plan for evaluating contracted staff	President	End of FY18
		2.3.1.4 Perform evaluations	All contracted staff evaluated	All contracted staff evaluated	President	Annual
		2.3.1.5 Provide artistic and operational reports from each group	4 reports	Number of reports	Artistic Director, Executive Director/ Director of Operations	Each Board meeting
	2.3.2 Recruit and train volunteers					
		2.3.2.1 Provide detailed job descriptions of the volunteer staff	Position descriptions approved by the Board	Job descriptions including responsibilities, authorities, products, and schedules	Executive Director, President	Approved before start of each year (July 1 annually)
		2.3.2.2 Recruit and retain volunteer staff	Number of volunteer staff positions	All positions are filled	Executive Director, President	Annually, or as needed

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
		2.3.2.3 Document current practices and provide to volunteers	Documented practices	All volunteers trained	Executive Director	December 2017, and annually, or as needed
	2.3.3 Orient new board members with training for specific roles and responsibilities					
		2.3.3.1 Define specific At Large board member roles	Job descriptions approved by the Board	Job descriptions	Governance Committee Chair	Initially Dec 2017 then annually as part of governance review
		2.3.3.2 Make role/committee assignments	Committee assignments as approved by the Board	Roles filled	President	End of FY18
		2.3.3.3 Identify training sources	1 list	List of training sources	President	Initial list end of FY18, annually update after that
		2.3.3.4 Develop training strategy including both initial and sustainment training	1 plan	Training strategy	President	Initial plan end of FY18, annually update after that
	2.3.4 Provide mentoring to better assimilate new and potential members					

Manassas Chorale Five Year Plan

Goal	Objective	Task	Metric	Measure	Responsible	Time
		2.3.4.1 Develop mentor plan	1 plan approved by the Board	Plan that describes how mentors will be established and trained	Outreach Chair	End of FY19
		2.3.4.2 Recruit and train mentors	1 per vocal section (SATB)	All mentor positions filled	Outreach Chair	Annually, or as needed
		2.3.4.3 Obtain feedback and evaluation from new members	Number of new members	All new members' feedback gathered	Outreach Chair	Per segment

Manassas Chorale Five Year Plan

3. Artistry: The Chorale will improve the musical skills and artistry of individual singers to maintain and elevate the quality of each performing group.

Goal	Objective	Task	Metric	Measure	Responsible	Time
3.1 Strengthen the program for vocal skills development						
	3.1.1 Provide opportunities for development of vocal skills outside of Chorale rehearsals					
		3.1.1.1 Provide focused vocal clinics at least twice per year	At least twice per year	Number of opportunities	Artistic Director	Annual
3.2 Develop small performing groups within the Chorale						
	3.2.1 Develop plan for integrating small performing groups in collaboration with the Artistic Director		1 plan approved by the Board	Plan that describes the operation of the small performing groups	Artistic Steering Chair	End of FY18
	3.2.2 Execute the plan		1 plan executed	1 plan executed	Artistic Steering Chair	FY19, and annually after that