

2026-2028 MANASSAS CHORALE STRATEGIC PLAN

GOALS

Adopted by the Manassas Chorale Board of Directors on May 5, 2025

The following goals are closely tied to our mission and lay out what matters the most to the future success of the Manassas Chorale. These goals will guide our decision making for the next three performance seasons.

1. **SINGING AND PERFORMANCE:** DEVELOP COLLABORATIVE PERFORMANCE OPPORTUNITIES FOR MANASSAS CHORALE MEMBERS AND OTHER SINGERS IN THE COMMUNITY.
2. **AUDIENCE DEVELOPMENT:** EXPAND TARGET AUDIENCE ENGAGEMENT, FOCUSING ON NEW AUDIENCE MEMBERS.
3. **RECRUITING/RETENTION AND GROWTH:** PROMOTE CHORALE MEMBERSHIP COMMUNITY-WIDE, ESPECIALLY TO UNDERREPRESENTED GROUPS.
4. **COMMUNITY SERVICE/OUTREACH:** IMPROVE THE EFFECTIVENESS OF EACH OF THE FOUR MAIN PROGRAMS OF THE MANASSAS CHORALE: VOICES UNITED, THE GREATER MANASSAS CHILDREN'S CHOIR, CONCERTS WITH A CAUSE, AND FREE COMMUNITY PERFORMANCES.
5. **FINANCIAL MANAGEMENT AND PATRON RECRUITMENT:** ENSURE THAT THE CHORALE AND GMCC MAINTAIN A SUFFICIENT FINANCIAL BASIS.

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STRATEGIES

This section lays out 4 Strategies to accomplish each of the 5 Goals of the Strategic Plan.

1. SINGING AND PERFORMANCE: DEVELOP COLLABORATIVE PERFORMANCE OPPORTUNITIES FOR MANASSAS CHORALE MEMBERS AND OTHER SINGERS IN THE COMMUNITY.

- a) Increase exposure by participating in additional community events.
- b) Encourage travel performances such as Carnegie Hall in New York, Bruton Parish in Williamsburg, and international singing tours.
- c) Increase frequency of communication with former singers and Voices United participants.
- d) Collaborate with other artists and arts groups for performances and education opportunities.

2. AUDIENCE DEVELOPMENT: EXPAND TARGET AUDIENCE ENGAGEMENT, FOCUSING ON NEW AUDIENCE MEMBERS.

- a) Increase ticket sales/attendance at concerts from the 2024-2025 season by 5% in the 2025-2026 season.
- b) Promote concert attendance to specific groups such as veterans, teachers, first-responders, senior citizens, college students, and other local community groups.
- c) Develop and execute a plan to improve contact with current concert attendees.
- d) Create a team of Chorale members and interested community members with marketing expertise to review, design, and implement a Marketing Plan, which will include use of social media and Internet, as well as other

media advertising, such as calculated concert poster placements and Chorale postcards and brochures.

3. RECRUITING/RETENTION AND GROWTH: PROMOTE CHORALE MEMBERSHIP COMMUNITY-WIDE, ESPECIALLY TO UNDERREPRESENTED GROUPS.

- a) Use a variety of approaches to promote the benefits of Chorale membership to high school and college students.
- b) Develop new social media content to contact prospective Manassas Chorale and Greater Manassas Children's Choir (GMCC) members.
- c) Improve frequency of contacts with middle school and high school chorus members with invitations to join GMCC or Manassas Chorale.
- d) Develop collaborative performance opportunities that will present the Chorale to high school choral groups and community college students.

4. COMMUNITY SERVICE/OUTREACH: IMPROVE THE EFFECTIVENESS OF EACH OF THE FOUR MAIN PROGRAMS OF THE MANASSAS CHORALE: VOICES UNITED, THE GREATER MANASSAS CHILDREN'S CHOIR, CONCERTS WITH A CAUSE, AND FREE COMMUNITY PERFORMANCES.

- a) Participate in additional pro bono performances in the community, especially singing of the National Anthem and patriotic repertoire at veterans' and civic events.
- b) Support local restaurants with cooperative fundraisers, for example Red Robin, Chick-fil-A, Texas Roadhouse, and others.
- c) Promote Concerts with a Cause and feature different community charities to include other non-profits (such as veterans' groups) in addition to SERVE.
- d) Increase collaboration with other non-profits to fulfill community needs, i.e., promote Voices United to local churches and schools.

5. FINANCIAL MANAGEMENT AND PATRON RECRUITMENT: ENSURE THAT THE CHORALE AND GMCC MAINTAIN A SUFFICIENT FINANCIAL BASIS.

- a) Form a working group to identify and contact potential business/corporate sponsors and develop existing business/corporate partnerships.
- b) Manage GMCC and Chorale budgets to encourage GMCC autonomy.
- c) Balance the budget and work toward maintaining a reserve equal to two years of normal expenditures.
- d) Promote unrestricted donations that will allow the Chorale to allocate resources as needed to support mission, operations, and strategic goals.