

Holland Chorale Strategic Planning Report - February, 2020

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(Written with assistance from Jennifer Brunk)

Strategic Planning Purpose:

The Chorale is in need of a clear and consistent vision that resonates with the surrounding community and a strategic framework which will help steer our continued work, creative planning and development.

Impact on Chorale organizational health

As we celebrate our 60th anniversary season, we are aware that our traditional audience is aging. It is essential that we expand our outreach and relevancy to serve the needs and interests of the singers and broader community.

Strategic Planning Process & Overview

- We will learn from and work with a facilitator/consultant.
- We are currently seeking support to hire a consultant to educate and guide the board and staff members through the development of a strategic framework.
- We have met with Tamela Spicer with the Johnson Center of Philanthropy and received a bid from her for this work in 2019. (The bid was \$14,500. It was decided to continue looking.)
- We are currently seeking and considering other consultants who are well qualified professionals with excellent referrals.
- The board of directors consisting of 12 members, plus the Chorale's artistic director, and operations manager will participate in the facilitated meetings to create the strategic framework.

Proposed Budget

\$1500 - POD Grant (this is the max amount to request; needs to be used by Sept. 2020)
\$6000 - other gifts, sponsorships (POD grant can only be 1:4 ratio of project expenses)
\$7500- total

Proposed Time Frame

January 2020 - apply for POD Grant

February 2020 - identify and refine goals through meeting between VP and artist director, interview possible consultants, get additional proposal(s)

March and April - conduct audience survey at March 15th concert in Holland, hire consultant and set dates for facilitated meetings, plus put together a team to conduct focus group and stockholder interviews.

May - conduct focus groups and stockholder interviews, and compile information with focus group team assistance.

June and July - hold facilitated meetings directly funded in part by the POD grant

August - Draft strategic framework, artistic director and board review

September - adopt framework at board meeting, begin implementation