

## Holland Chorale

### Staffing Recommendations for 2022-23 Budget

By the Executive Committee to the Board of Directors

(Based on input from Tom Busa & Mike Pikaart, sub-team appointed to review staffing)

1. Fill the open Operations Manager Position, adding in Bookkeeping (overseen by the treasurer), and Ticket Manager (taken off from working board). This brings the position back to what it was previously. Add in additional publicity items currently done by working board, with the exception of the creative process of graphics. Change the hours to an average of 15 hours a week for the full year, instead of reducing hours for the summer. (The summer now includes preparation for GNFS, season publicity, and bookkeeping.)
2. Rehire a Development Director, paid hourly based on 5-10 hours average a week. Add to the current job description to include procuring digital ad sales, fundraising event assistance, team leader for the MACC Grant, and assisting with other grants as needed.
3. Bring back the Operations Committee under a new name. Suggestion of Membership Engagement Committee. Move all areas that are operations in nature to oversight by the Operations Manager. (Examples: Member Roster, dues, emails to group etc). Put all singer volunteer positions that are not working board positions under this committee. (This has already sort of been in place for the last couple years)
4. Contract out or continue using a volunteer from the Chorale membership (currently Carol Zeh) for seasonal Graphics. (season theme logo and concert promotions)
5. Plan for hiring a Communications & Marketing Director for the 2023-24 season.

#### Further Comments:

- We compared our current budget to that of 2018-19, the last budget that included both the Operations Manager and Development Director. It is favorable to support both positions again.
- Our Treasurer, Julie Anderson, believes that “some revenue streams will likely increase given the improvement of COVID rates - ticket sales, membership fees. Also. adding a Development Director will continue to build and grow on the momentum that Jean has started. (in her volunteer role) The position should pay for itself by increasing underwriting as well as an increased awareness that could have impacts to other giving, community involvement, and increased concert attendance.”

#### Other Recommendations for Future (based on suggestions by Tom Busa & Mike Pikaart)

- Include oversight of bylaws in one of the working board positions. This could be included with Legal (Jenny DeGraves) and/or Strategic Planning (Tom Busa) to assist in helping the board keep the by-laws before us, interpret, and follow them.
- During the 2022-23 season, look at changes needed to the by-laws based on the current working board process, staffing changes, and other outdated areas.
- In the fall, present to the whole Chorale membership an update on staffing, committee changes, and volunteer needs. It's recommended to do this in the fall instead of now because there are too many items still being worked work out, plus the season is winding down with precious rehearsal time. The fall is a better time to introduce new things. Also, recruitment can take place over the summer for the areas that need to be in place by the fall kick-off.