

# **Siskiyou Singers**

## **Strategic Plan: 2018 – 2023**

Siskiyou Singers, a 35-year contributor to the artistic life of the Rogue Valley, recognizes that it needs to be guided by a Strategic Plan that addresses the imperatives of continuing financial sustainability, choir vitality and audience development.

This Strategic Plan update builds upon the base of the 2013 – 2018 Strategic Plan and associated actions and is intended to guide the choir's Board of Directors toward success in ensuring that Siskiyou Singers remains a vigorous and vital participant in the the cultural life of the Rogue Valley.

## **Mission, Vision and Values**

- **Mission:** Siskiyou Singers seeks to promote and enrich musical culture in the Rogue Valley.
- **Vision:** Siskiyou Singers is a first class choral group dedicated to performing a wide variety of the world's music in performances that are inviting and affordable to listeners of all ages and interests.
- **Values:**

**Excellence** – We perform choral music that is recognized as excellent in both performance quality and imaginative programming.

**Approachability** – We provide the opportunity to enjoy choral music, either as an audience member or as a singer. We keep ticket prices and membership fees as low as our financial situation allows.

**Hospitality** – We provide a welcoming environment for all choir members, and encourage choir collegiality and sense of community.

**Diversity** – We strive to be inclusive in the types of musical programs we offer, and in our efforts to widen the demographics of our choir membership and our audiences.

**Sustainability** - We manage choir operations with a focus on long term choir sustainability. This includes development and execution of plans to address the imperatives of financial sustainability, choir vitality and audience development.

**Transparency** - The Board of Directors is proactive in providing choir members with access to current information about board discussions, issues and actions, as well as choir financial status.

## **Financial Objectives**

- Raise sufficient revenue each year to cover annual operating expenses plus an \$8,000 annual addition to cash reserve
- By 9-1-2023, bring cash reserve to amount equal to average annual operating expense, calculated as the running average of the current and previous year's operating expenses

### **Key Revenue Generation Activities**

- Continue formal annual Fall fund raising drive
- Continue seeking and developing sponsors/underwriters for concerts, musicians, artistic director, accompanist
- Continue seeking and developing relationships with major donors and grantors

## **Choir Vitality Objectives**

- Acquire and retain qualified singers so as to keep the choir size and voice part composition at an optimum number, as determined by the Artistic Director and the Board of Directors
- Encourage recruiting new members from all age ranges, social and cultural demographics

## **Audience Development Objectives**

- Acquire additional concert attendees
- Retain existing concert attendees

## **Recommendations**

1. Establish a Siskiyou Singers budget and subsequently use normal budgeting processes to manage choir financial operations (this should be a minor effort, as Laura Barlow already maintains a spreadsheet containing most, if not all, of the information needed for a budget). Most granting organizations require grant applicant organizations to provide copies of their budgets, so having a formal budget for Siskiyou Singers will assist when we make grant applications. Furthermore, formal budgeting will assist the board when new expenditures are proposed.
2. Increase the choir's cash reserve objective (\$40,000 at the end of fiscal 2017 – 2018) to an amount that reflects current average annual operating expenses. Calculate this objective as an annually updated average of the current year's and the previous year's operating expenses (Approximately \$55,000 at the end of fiscal year 2017 – 2018). This algorithm takes into account annual expense variations for such things as contract performers, artists, etc.
3. Establish a *Membership Committee*, charged with acquiring new choir members and retaining current members
4. Continue the *Development Committee*, which is charged with raising funds to cover annual operating expenses and with achieving the Siskiyou Singers cash reserve objective.

5. Establish a *Marketing Plan Committee*, charged with developing and gaining Board approval of a Siskiyou Singers marketing plan. The marketing plan would include:
  - Analysis of choral concert attendee demographics in the Rogue Valley, including assessment of which segments of the choral concert attendee “market” are available to Siskiyou Singers;
  - Plans for retaining current Siskiyou Singer concert audiences and increasing the number of concert attendees;
  - Communications plan covering such things as print materials, publicity, Board-choir communication, the Siskiyou Singers web site and use of social media;
  - Development of a Siskiyou Singers “brand” identity, including factors that differentiate Siskiyou Singers from other choral groups in the Rogue Valley and highlighting Siskiyou Singers’ uniqueness among choral groups in the Rogue Valley.