

TRUE CONCORD STRATEGIC PLAN

MISSION, VISION AND VALUES

MISSION

True Concord shares beauty, joy and harmony with the world, by creating musical experiences that move, enrich and inspire.

We accomplish this primarily through performances and recordings of masterworks, new works and the music of America's cultural mosaic.

VISION

We envision True Concord advancing the choral art form as the premier American chamber choir and orchestra.

VALUES

Excellence: Providing the highest quality performances of distinctive choral and instrumental music, whose artistry, beauty and passion excite and fulfill our musicians, and move and enrich our audiences; and taking care to apply patron-centered, best practices in all facets of our organization.

Exploration: Ensuring a focus on education to increase awareness of, knowledge about, and appreciation for the integration of choral and instrumental music.

Interconnection: Creating relationships, links and experiences to build an expanding community of engaged and committed participants and supporters.

Diversity: Inspiring and engaging audiences, artists, board members and staff who reflect the cultural diversity of our region.

Artist Wellbeing: Compensating vocalists and instrumentalists fairly and commensurate with similar organizations; supporting and promoting the careers of our artists; and ensuring they are rehearsing and performing in a safe and respectful environment.

Goal 1. Present the highest quality, unique programs and performances of masterworks, new works and music of America’s cultural mosaic. (Music Director & Staff)

- Obj. 1.1: Increase remuneration of all singers and players annually toward a minimum of \$130/service *by the FY26 season* and attain highest base per-service music rate in Tucson *by FY29*.
- Obj. 1.2: Deepen relationships and strive to create partnerships with at least three leading vocal/choral training programs for the ongoing development of True Concord’s artist roster *in FY25-29 seasons*.
- Obj. 1.3 Continue to broaden the pool of instrumentalists from beyond Tucson *in FY24-29 seasons*.
- Obj. 1.4: Continue to premiere a new work every year through the Stephen Paulus Emerging Composers Competition and be premiering a new work by a leading composer annually *starting in FY26*.
- Obj. 1.5: Annually release a commercial recording, *starting in FY24*.
- Obj. 1.6 Continue to engage nationally recognized artists, ensembles and/or guest conductors for at least one performance collaboration each year *in FY24-29*.
- Obj. 1.7 Engage Artists-in-Residence to guide and assist in broadening and diversifying of True Concord’s programming *starting in FY25*.
- Obj. 1.8 Continue to broaden the cultural diversity to 25% of True Concord’s rostered artists *by FY29*.
- Obj. 1.9 Deepen relationship, and strive to create official partnership with, Catalina Foothills High School in order to secure most concerts there more consistently and earlier *by FY26*.
- Obj. 1.10 Evaluate options for and conduct feasibility study of establishing our own permanent venue in Tucson *by FY29*.

Goal 2. Build a significant, loyal, knowledgeable and expanding audience that is local, regional and global in scope (Audience Development Committee and Staff).

- Obj. 2.1: Achieve annual increases in our Tucson and Green Valley audiences with the goal of achieving an overall growth level of 10% in our audience each year (*ongoing*).
- Obj. 2.2: Develop an annual audience development / marketing plan and calendar for season programming and seasonal run-out performances. The plan will include specific tactics that will assist the organization in accomplishing diversity of age, ethnicity and socio-economic status. The calendar will include a schedule of regular communications in social and print media with current and potential patrons (*ongoing*).
- Obj. 2.3: Identify opportunities presented by specific repertoire that may resonate for specific target or underserved markets and promote these utilizing partnerships, special promotions and other similar tactics (*ongoing*).
- Obj. 2.4: Undertake annual reviews of ticket prices and other non-gift revenue opportunities and revise as appropriate (*ongoing*).
- Obj. 2.5: Create opportunities for specific audience feedback using tools such as surveys, suggestion fishbowls and informal focus groups, *beginning in FY2024*.
- Obj. 2.6: Enhance the concert experience and the direct connection to the audience through pre-concert talks, post-concert discussions, post-show cookie receptions and other relevant experiences (*ongoing*).
- Obj. 2.7: Build visibility for the organization in the community at large with targeted activities and partnerships, and development and implementation of a public relations plan focused on increasing recognition locally (*ongoing*).
- Obj. 2.8: Increase online content including recordings, concerts and interviews. Continue to extend our online presence through more robust website social media and other digital platforms including artist participation in social media outreach (*ongoing*).

Goal 3: Grow a sustainable financial base of charitable gifts that includes sponsorships, contributions and grants (Fund Development Committee and Staff).

- Obj. 3.1: Create and implement a written development plan for the Annual Fund to include strategies to a) ensure an increase of at least 10% in dollars and 10% in the overall number of donors; b) increase the number of Sponsors by 10% annually; c) increase donor retention activity; d) begin effective prospect development; e) research to identify and apply to at least 2 new grant sources each year; and f) create a calendar for solicitations, for both personal meetings and direct mail, *by September 30 of each year.*
- Obj. 3.2: Implement and annually review a moves management** process to advance all Circles level donors and prospects along the giving continuum *by December 31, 2023.*
- Obj. 3.3: Evaluate giving levels and review and enhance benefits offered to Circles Donors *by December 15, 2023.*
- Obj. 3.4: Identify and begin to cultivate prospects for both planned and endowment gifts *by January 1, 2024.*
- Obj. 3.5: Design and carry out a 20th/25th Anniversary Campaign to fund artistic initiatives and endowment, using the results and recommendations from an ongoing campaign study, and engage any professional guidance that the Board deems appropriate, *starting in September 2023.*
- Obj. 3.6: Explore the financial feasibility of hiring a development staff person and research potential funding sources *by June 30, 2024.*

** Moves Management is the process of identifying, assessing giving potential and developing specific activities in order to try to “move” current and prospective donors to a higher level of giving or engagement. “Moves” are the interactions designed to develop new donors, steward existing donors, individually or in groups, and develop strategic targeted communications.

Goal 4. Recruit and retain a generous, diverse, influential and effective governing board. (Governance Committee and Music Director)

- Obj. 4.1: Annually update the profile (matrix) of True Concord's desired board that includes needed skills, diversity, capacity and spheres of influence, *starting in FY24*.
- Obj. 4.2: Develop, codify and implement an ongoing process to identify and cultivate potential board members, 25% of whom come from underrepresented groups, to maintain a board of 15-20 members, *starting in FY24*.
- Obj. 4.3: Maintain an annual orientation procedure for new Directors, with flexibility to allow for their varied past board experiences (*ongoing*).
- Obj. 4.4: Annually review the yearly board self-evaluation/satisfaction process that is administered, evaluated and reported on by the Governance Committee (*ongoing*).
- Obj. 4.5: Collaborate with Board Chair and Music Director on annual board retreat review of strategic plan, and retreat sessions on board governance and fundraising skills *beginning in FY24*.
- Obj. 4.6: Develop a plan to retain the expertise and enthusiasm of past True Concord board members *beginning in FY24*.
- Obj. 4.7: Complete a review of existing Board policies and recommend improvements or additions *by end of FY24*.

**Goal 5. Maintain and expand best practices for financial management.
(Finance Committee and Staff)**

Obj. 5.1: Adopt investment and endowment policies appropriate to our level of financial assets and the skills available to the organization *by March 2024*. Policies should be reviewed annually.

Obj. 5.2: Determine appropriate target level for cash reserves *by Dec 2023* and a plan for maintaining that reserve.

Obj. 5.3: Retain the services of an outside CPA *by June 2024* to prepare a formal financial review of the year-end financial statements in a form that can be shared with donors and prospective funders.

Obj. 5.4: Create a written accounting policy and procedures manual for financial management *by May 2024*.

Obj. 5.5: Begin exploration of multiyear budgeting (3-5 years) with the goal of stabilizing funding for future projects, including the celebration of the organization's 20th and 25th anniversaries *by FY 2025*.

Obj. 5.6: Form an Investment Committee to determine where endowment funds will be held, how invested and managed *by March 2024*.

Goal 6. Broaden and deepen our presence in and engagement with the southern Arizona community. (Staff)

- Obj. 6.1: Strive to broaden the cultural diversity of True Concord's staff and volunteers to 25% *by FY29*.
- Obj. 6.2: Continue and strive to expand performance collaborations with local ensembles, organizations and presenters *in FY25-29 seasons*.
- Obj. 6.3 Continue and expand Vocal Masterclass program to reach increasingly more high school students *in the FY24-29 seasons*.
- Obj. 6.4: Launch expansion of Jocelyn Hagen's "Compose-Like-a-Girl" program to Tucson in collaboration with Tucson Girls Chorus and Stories that Soar *by FY25*.
- Obj. 6.5: Explore possibilities of expanding and deepening engagement with senior living centers *by FY26*.
- Obj. 6.6 Offer more open rehearsals and weekday daytime mini-performances at local schools and community centers during performance weeks beginning *in FY25*.
- Obj. 6.7 Explore the creation of an Octet-in-Residence for appearances and presentations in the local area beyond performance weeks *by FY29*.
- Obj. 6.8 Strive to offer one free-admission concert annually in unique, important, diverse and/or outdoor venues, *beginning in FY25*.
- Obj. 6.9 Develop and launch an annual community sing-a-long with True Concord event *by FY27*.
- Obj. 6.10 Further develop video educational material with Arizona PBS to accompany video concerts for free distribution to schools (*ongoing*).

Goal 7. Grow our national profile as the premiere American chamber choir and orchestra. (Staff)

- Obj. 7.1: Develop and implement a comprehensive public relations plan focused on increasing national recognition *by FY25.*
- Obj. 7.2: Explore possibilities of parlaying performances and recordings of major commissions into national performance and/or broadcast opportunities, including around America 250 celebration activities *beginning in FY25.*
- Obj. 7.3 Regularly appear in print and online publications of Chorus America and ACDA *starting in FY24.*
- Obj. 7.4: Strive to appear on an ACDA national convention *by FY29.*
- Obj. 7.5: Continue to submit True Concord for Grammy and Emmy nominations *in FY24-29.*
- Obj. 7.6 Coordinate with Record Label to deepen and widen outreach to public radio stations for more airplay of albums starting *in FY24.*
- Obj. 7.7 Continue to grow online, professional quality, recorded video performance content to one of the largest of any U.S. choral ensemble *by FY29.*
- Obj. 7.8 Gradually increase season program offerings in Phoenix area beginning in FY25 to full subscription season *by FY29.*
- Obj. 7.9 Engage management firm for purpose of regular booking of True Concord on regional, national and international concert series and festivals *by FY29.*