



## Tri-City Youth Choir Strategic Plan 2021-2024

### **Mission:**

The mission of the Tri-City Youth Choir is to provide a wholesome refuge for youth to develop and excel in their musical talents, nurture resilience and enhance the choral arts locally; a place where God and the arts coexist, where youth realize the source of their gifts and their responsibility to share them with others. As ambassadors for all that is good, the Tri-City Youth Choir will bring hope to the community through song and performances created to uplift and inspire

### **Motto:**

We inspire hope, connection and confidence through wholesome interaction with music.

### **Strategic Priorities:**

1. Broaden TCYC influence in the community by increasing exposure, & storytelling
2. Lease a space so we can start music therapy choirs and shepherd underprivileged kids and those with special needs into existing programs
3. Hire an executive director to manage the expansion of programs, extend community outreach and work on grant acquisition.
4. Establish a TCYC Executive Board with separate boards for each TCYC Group.
5. Continue to fundraise for a TCYC Building.

### Strategic Priority 1:

**Broaden TCYC influence in the community by increasing exposure, & storytelling.**

### Key Performance Indicator:

By 2024, double the number of forte! show attendees, program participants, volunteers and donors. Quadruple the number of Facebook & Instagram followers.

### Major Initiatives:

1. Build the TCYC brand by combining social media pages under the TCYC heading and holding campaigns that expand brand exposure.
2. Sell our mission – the why of what we do.
3. Beef up our social media campaign. Recruit volunteers specific to this until we have funding to hire.
4. Increase exposure by advertising in new places and providing incentives to like our pages at shows.
5. Interview participants for stories of impact. Share stories through social media and other platforms.
6. Participate in more public performance opportunities.
7. Get press kits out early to news stations, newspapers and radio stations.
8. Introduce our mission to churches.

### Strategic Priority 2:

**Hire an executive director to manage the expansion of programs, extend community outreach and work on grant acquisition.**

#### Key Performance Indicator:

In 2021, hire an executive director. Procure funding sources for staff and new programs.

#### Major Initiatives:

1. Define board vs executive director responsibilities.
2. Secure funding
3. Hire executive director
4. Apply for grants to cover staff and new program costs.

### Strategic Priority 3:

**Lease a space so we can start music therapy choirs and shepherd underprivileged kids and those with special needs into existing programs.**

#### Key Performance Indicator:

In 2021, TCYC will lease a rehearsal facility with adequate rehearsal studios for current and proposed programs. Have all programs in full swing by 2024

#### Major Initiatives:

1. Find an affordable lease in a central area in the Tri-Cities.
2. Fundraise money to purchase materials
3. Remodel the area with volunteer labor
4. Create an operation and staffing plan for the new facility.

5. Recruit additional board members with needed skills, a passion for the mission, and access to funding.
6. Hire a music therapist
7. Identify needs to create most needed music therapy groups.
8. Create pilot program curriculums.
9. Reach out to specified individuals and start classes.
10. Obtain funding to include special needs kids.
11. Once funding is established, work with the ARC to begin incorporating special needs kids into existing programs.
12. Secure program and transportation funding to include underprivileged kids in already existing programs.

#### Strategic Priority 4:

**In 2021, establish an Executive Board with Advisory Boards for each TCYC Group.**

#### Key Performance Indicators:

1. A realignment and new creation of board responsibilities to more fully meet the needs of each group through the TCYC mission.
2. Advisory Boards to write policy for new groups
3. A Cut back of outrageous volunteer hours by board members who are currently overworked.
4. Smoother interactions with hired specialists.

#### Major Initiatives:

1. Reorganize and add to the TCYC Handbook to divide group responsibilities appropriately between Executive Board, Advisory Boards and paid staff.
2. Write policies for new groups, protective of the TCYC mission
3. Review staff & program performance. Set goals for improvement and track progress.
4. Look for ways to increase effectiveness without increasing the workload. Simplify.
5. Conduct a needs assessment to identify new board member positions.
6. See that all board members and staff are properly trained and functioning.
7. Align staff duties and responsibilities with the mission of TCYC.
8. Back the directors by enforcing policy and code of conduct.

#### Strategic Priority 5:

**Continue to fundraise to construct a TCYC Building**

#### Key Performance Indicators:

1. Prepare a Case of Support

2. Purchase property with TCYC Building Fund money
3. Once property is purchased, start talking to contractors about In-Kind donations after city approval of the existing architectural plan
4. Find room sponsors
5. Establish new and expand existing programs to demonstrate needs, establish financial accountability, and organization stability.
6. Collect individual stories of how our mission is being fulfilled through programs
7. Hold fundraisers to get to 75% of the cost.
8. Apply for grants