

# **Reading Choral Society Long-Range Strategic Plan**

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*2008 Strategic Plan Summary*

## Message from the President

Insert your letter here.

Sincerely,  
President

## Mission Statement

The mission of Reading Choral Society is to perform, foster and advance choral music in the Reading and Berks County Community.

## Vision Statement

In 2006, as the leadership of Reading Choral Society begins its planning activities, it has created the following vision of the outcomes of its efforts.

The Reading Choral Society is a diverse community of choral singers and supporters who promote and foster the enjoyment of choral music in Reading and Berks County. Our high-quality artistic and administrative staff makes us an independent, financially stable community asset.

Our commitment to artistic excellence and the development of our members' talents position us as the "go to" resource for other choral organizations. We are broadly known for our outstanding sold out performances of the works of the Great Masters, other composers and commissioned artists. Because of our members and diverse programming, our chorus is recognized as the premier performing choral organization in our region.

## Long-Range Strategies

Based on the strategic assessment as detailed previously, Reading Choral Society has identified four overriding strategies, with supporting strategic actions, it will implement in its efforts to fulfill its mission and achieve its vision.

**Reading Choral Society will explore and develop relationships with other community organizations to enhance its performance opportunities and further its mission.**

**Reading Choral Society will increase its membership to one hundred members, including both traditional singers and new, non-singing members.**

**Reading Choral Society will increase its revenue by increasing its performance ticket sales to 33 percent of its income budget and by raising its non-Reading Musical Foundation contributions to \$20,000.**

**Reading Choral Society will strengthen its board of directors by identifying and nurturing new board candidates, while reducing its reliance on the board members to perform operational and administrative functions.**

## Operational Objectives

During the second year (January 2008 through December 2008) of this long-range strategic plan, Reading Choral Society will implement the following operational objectives.

- Develop and implement a mentoring program for new members.
- Survey and conduct exit interviews of departing members to determine cause.
- Explore with the Reading Symphony the expansion of choral performances with the symphony.
- Perform one of our concerts at additional venues or at additional performance times.
- Develop a program to improve our members' musical skills.
- Increase the Society's public awareness through a planned marketing effort.
- Formalize a board of director's evaluation, needs assessment, and development process.
- Identify and recruit individuals from outside RCS that can bring needed expertise to the board of directors.

## Critical Measures of Success

In order to evaluate the effectiveness of and progress toward its long-range strategic plan, Reading Choral Society will measure and track the following *Critical Measures of Success*. The leadership team will review the results on a regular basis.

- Membership data including:
  - total members
  - number of members by membership category
  - number of singer members performing
  - number of new members
  - number of dropped members

- average length of membership
- Dollar amount of membership dues income
- Number of tickets sold and ticket revenue
- Ticket income as a percentage of total income by venue and concert
- Percentage of members who have sold tickets
- Number of new names added to the contact mailing list
- Dollars spent on concert promotion and advertising as per ticket sale
- Number, by category, of gifts/donors from non-foundation donors
- Dollar amount, by category, of gifts from non-foundation donors
- Number of media references
- List of administrative/operational tasks outsourced, and the hours purchased
- List of identified potential new leadership and those who accept nomination
- Number of board and committee members that received outside training and dollars spent on the training
- Contributed dollars raised by member, including gifts in kind