

Strategic Plan 2008

Battle Creek Youth Orchestra

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December 2007

Dams | STRATEGIC
& Associates, Inc. | PERFORMANCE
CONSULTING

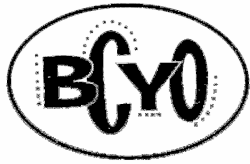


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Introduction

During the fall of 2007, a group of stakeholders in the Battle Creek Youth Orchestra met in a series of four meetings to develop a five-year strategic plan. The committee was comprised of current and past members of the BCYO Board of Directors, staff, parents, and a student representative. The results of these meetings are contained in this document and will be the guide for the future of the Battle Creek Youth Orchestra.

As a result of the strategic planning process, the Battle Creek Youth Orchestra has redefined the organization's mission and vision to meet the current needs of our students in this extra curricular orchestral program. The strategic plan will be used by the Board and staff as they direct the organization to meet these needs.

Although this strategic plan was created for a five-year vision, the plan will be revisited annually and adjustments made as conditions and needs of BCYO students change.

The Board and staff of the Battle Creek Youth Orchestra are looking forward to implementing the strategic plan. They are dedicated to providing the needed and desired musical opportunities.

Sue Case
Board President

Leigh Russell
Executive Director



Guiding Principles

Mission

The mission of the Battle Creek Youth Orchestra is to foster a love of music and build friendships through quality orchestral education and performance experiences.

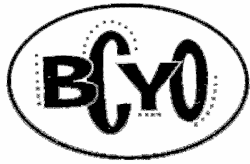
Vision

It is our vision that the Battle Creek Youth Orchestra and its extension programs will be widely recognized as a premiere and affordable orchestral education program for all ages.

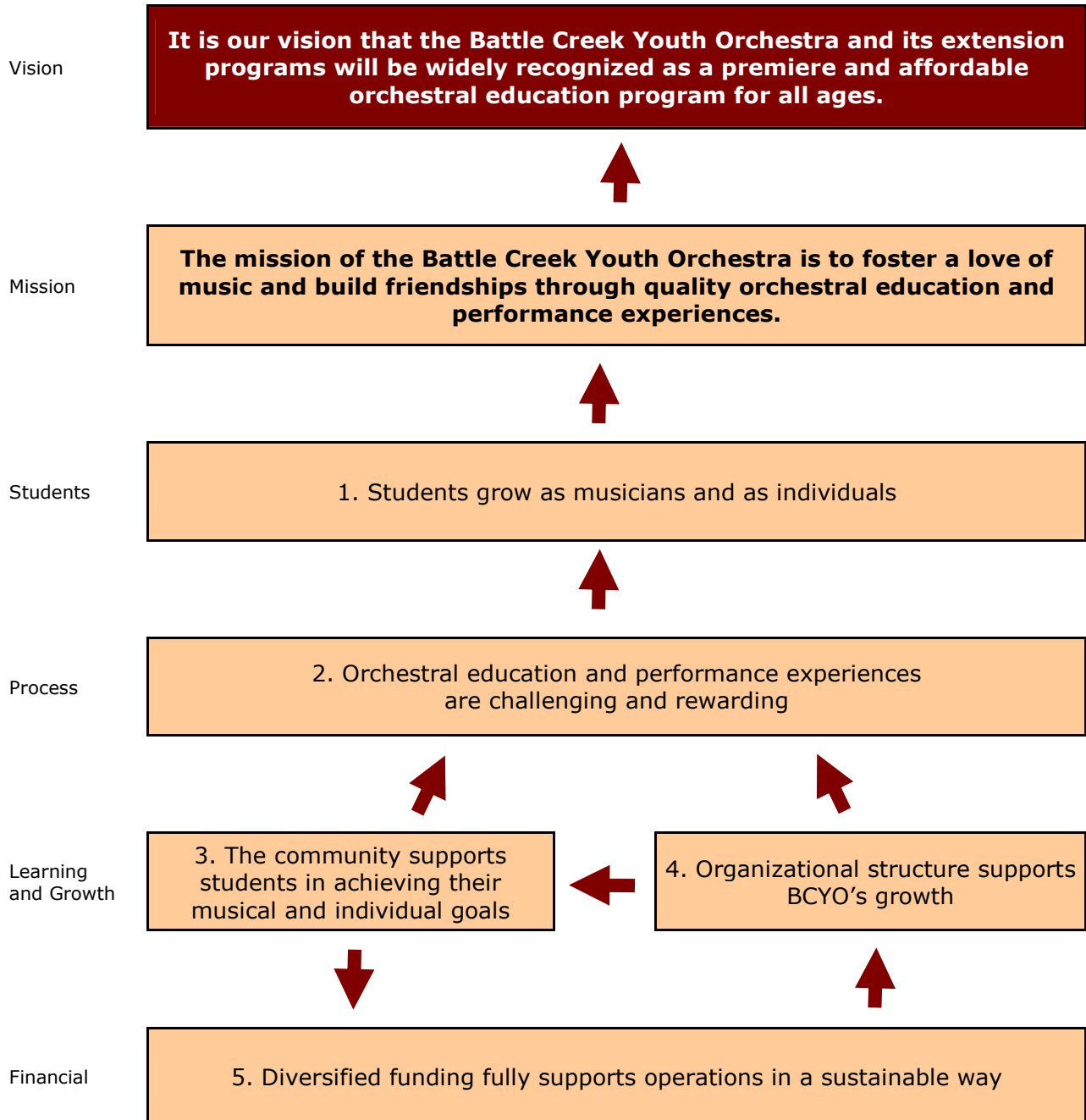
Values

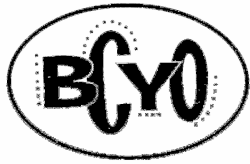
As members of the Battle Creek Youth Orchestra, we will demonstrate leadership in our interactions with students, families, the community, and each other as we exemplify these values:

- Professional
- Inspiring
- Inclusive
- Respectful
- Responsive



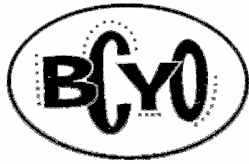
Strategy Map





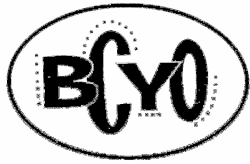
Goal 1: Students grow as musicians and individuals

1. Objective a. Action Item	Target Date	Responsible	Resources needed
Students grow as musicians			
1. Develop music skills development plans for each student a. Review plans at end of season, and at beginning of season for returning students b. Insert plans into handbooks c. Students will bring plans to audition	June 2008	Leigh, Sue, Sharyn, and parent	Committee to develop structure of plan (1 page) Students' skill baseline will be taken at audition
2. Develop a student advisory committee consisting of 4 students a. A committee task: Determine percent of students who actively participate in community events in surrounding counties	February 2008	Leigh will appoint committee	Two girls and two boys Two experienced and two new
Students grow as individuals			
3. Develop personal development plans for each student a. Support students in developing and reviewing personal goals	June 2008	Leigh, Sue, Sharyn, and parent	
4. Provide leadership opportunities a. Participate in planning joint fundraising events, trips, social events b. Serve as student rep, on student committee, head of ensemble c. Volunteer as needed	January 2008	Leigh Student Committee	
5. Allow for social time before practice a. Provide snacks during announcements b. When group rehearsal attendance goals are achieved, have pizza parties before practice	January 2008	Parent Committee	



Goal 3: The community supports students in achieving their musical and individual goals

1. Objective a. Action Item	Target Date	Responsible	Resources needed
11. Communicate desired level of involvement to all stakeholder groups a. Link BCYO web site to AIC web site b. Broadcast emails via AIC. Start with email update on new mission, vision, and goals c. Put strategic plan and environmental scan report online	January 08 February 2008 February 2008		After board approves strategic plan
12. Establish a music educator advisory committee that meets annually between January and March a. Assess how the BCYO can help music educators b. Create expert-in-residence program in collaboration with school districts c. Collaborate on programs and events	April 2008	Sharyn	Invite representatives from schools, private lesson teachers, and Music Center
13. Apply for AIC marketing grant	April 2008	Leigh	
14. Hire a marketing firm to assist in developing a marketing plan	June 2008	Board	
15. Create a marketing plan that addresses the following items: a. Short- and long-term benefits for students and parents b. Community benefits from students' BCYO experience c. Incorporate results of Strengths Analysis and Stakeholder Analysis d. Incorporate results from 2007 Environmental Scan e. Target marketing per stakeholder group	June 2008	Leigh	



Goal 4: Organizational structure supports BCYO's growth

1. Objective a. Action Item	Target Date	Responsible	Resources needed
Staff			
16. Create full-time executive director position	2009, sooner if possible	Board	Funds for salary and benefits
17. Set up staff benefits	t.b.d.	Board	
18. Review need for music directors in light of educational programming requirements	Ongoing	Board	
Board			
19. Develop desired board profile and recruit new board members that match profile	January 2008	Sue	
20. Board members and staff discuss examples of living BCYO values	January 2008	Sue	
21. Board members communicate new mission, vision, and values to students and parents	February 2008	Sue and Parent Committee	Before/during rehearsal
Volunteers			
22. Develop a volunteer involvement plan that addresses the following items: a. Creation of a volunteer coordinator position b. Parent volunteer committee c. Parent volunteers to help with student goal setting d. Annual parent (volunteer ?) appreciation meeting (with raffle?) e. Recruiting senior volunteers	March 2008	Sue	
Administrative Infrastructure			
23. Up-to-date office equipment a. Print programs and large volume items out-of-house	Ongoing December 2007	Leigh	
24. Electronic communication a. Explore electronic communication and marketing across different media (e.g., cable access, web site, online video sites)	Ongoing	Leigh	Explore grant opportunities (e.g., AIC)



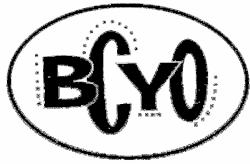
Goal 4: Organizational structure supports BCYO's growth

1. Objective a. Action Item	Target Date	Responsible	Resources needed
25. Develop an evaluation plan for measuring effectiveness of BCYO programs with respect to their impact on outcomes for each goal. The plan should address the following items: <ul style="list-style-type: none"> a. Tracking of process and outcome measures b. Periodic reviews of programs and their impact on students achieving their musical and individual goals c. Partner with other music educators for scoring the difficulty of the music taught and performed 	August 2008	Leigh	
26. Conduct student and audience surveys <ul style="list-style-type: none"> a. Annual student and parent surveys b. Survey concert audiences c. Begin with spring concert, include asking for zip codes 	April 2008 Spring concert	Leigh	



Goal 5: Diversified funding fully supports operations in a sustainable way

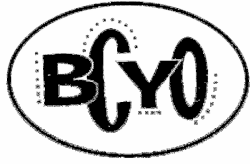
1. Objective a. Action Item	Target Date	Responsible	Resources needed
27. Develop a funding plan that diversifies BCYO funding across multiple funding streams. The plan should address the following items: <ul style="list-style-type: none"> a. Develop consistent and effective fundraising, including fund drives and campaigns b. Explore the feasibility of the following funding streams: <ul style="list-style-type: none"> i. Mission-based revenue generation through sale of BCYO products, such as CDs ii. Corporate sponsors iii. Tuition iv. Grants v. Patrons 	March 2008	Sue and Board	



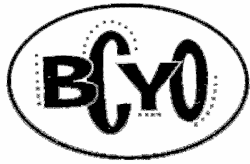
Implementation Schedule

Target dates are based on the monthly board meeting schedule. Complete action items before target dates so the board can review and adopt items by the target date.

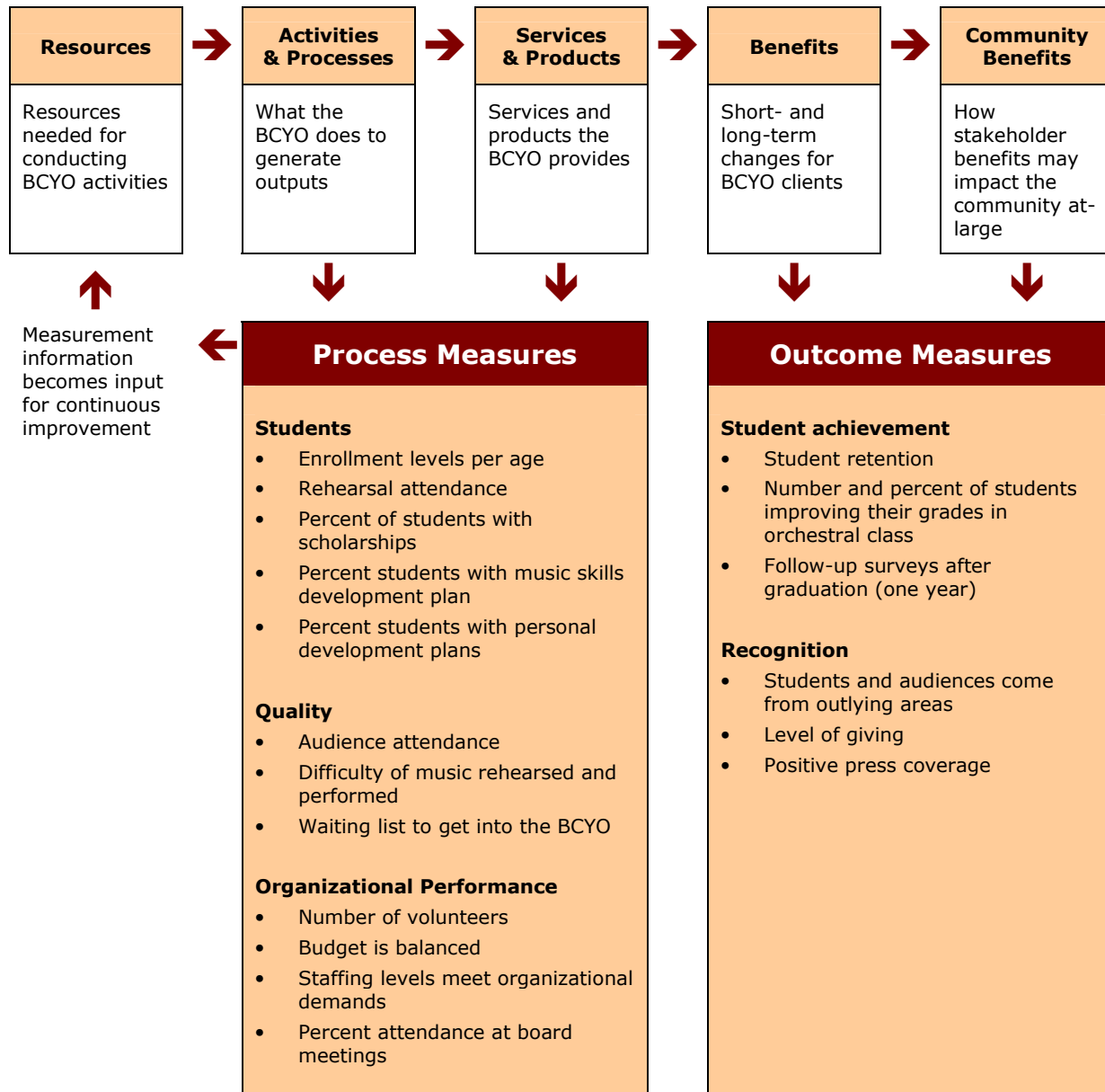
Implementation Schedule Action Items (per target date)	2008				2009	2010	2011
	Q1	Q2	Q3	Q4			
8. Develop programs for non-traditional students	Ongoing						
11. Communicate desired level of involvement to all stakeholder groups	Ongoing						
18. Review need for music directors in light of educational programming requirements	Ongoing						
23. Up-to-date office equipment	Ongoing						
24. Electronic communication	Ongoing						
4. Provide leadership opportunities	Jan						
5. Allow for social time before practice	Jan						
11. a. Link BCYO web site to AIC	Jan						
19. Develop desired board profile	Jan						
20. Board members and staff discuss examples of living BCYO values	Jan						
23. a. Print programs and large volume items out-of-house	Jan						
2. Develop a student advisory committee (4 students)	Feb						
11. b. Broadcast emails via AIC. Start with email update on new mission, vision, and goals	Feb						
11. c. Put strategic plan and environmental scan report online	Feb						
21. Board members communicate new mission, vision, and values to students and parents	Feb						
22. Develop a volunteer involvement plan	Mar						
27. Develop a funding plan	Mar						
12. Establish a music educator advisory committee that meets annually between January and March		Apr					
13. Apply for AIC marketing grant		Apr					
26. Conduct student and audience surveys		Apr					
1. Develop a music skills development plan for each student		Jun					
3. Develop a personal development plan for each student		Jun					
14. Hire a marketing firm		Jun					
15. Create a marketing plan		Jun					
6. Develop an orchestral education plan.			Aug				
25. Develop an evaluation plan			Aug				
7. Determine need and locations for satellite programs				Oct			



Implementation Schedule Action Items (per target date)	2008				2009	2010	2011
	Q1	Q2	Q3	Q4			
16. Create full-time executive director position					2009 or sooner		
6. h. Launch a community orchestra						2010	
6. i. Establish a symphonic orchestra						2010	
9. Create opportunities for national and international travel and exchange every three years							2011
10. Provide recording opportunities	t.b.d.						
17. Set up benefits for staff	t.b.d.						



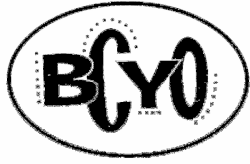
Key Performance Indicators



In addition to these key performance indicators, the BCYO will develop and track performance indicators for specific goals as needed. The focus will be on meaningful measures that will allow the BCYO to continuously improve its services to students, parents, and the community.



The Strategic Planning Process



Strategic Planning Participants

Board of Directors

Sharyn Austin, Past President

Sue Case, Board President

Elizabeth Insley, Parent

Delores Philp, Board Secretary

Julie Schmitt, Board Member

Samantha Troutman, Student Representative

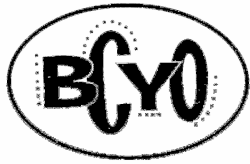
Kim Williamson, Board member

Staff

Alice Hammond, Director, Junior Winds, Junior Strings, and Junior Youth Orchestra;
Beginning Strings Teacher

Leigh Russell, Executive Director

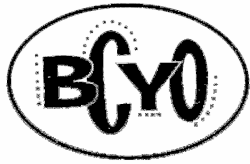
Dr. Peter Dams, Dams & Associates, Inc., Consultant/Facilitator



Planning Schedule

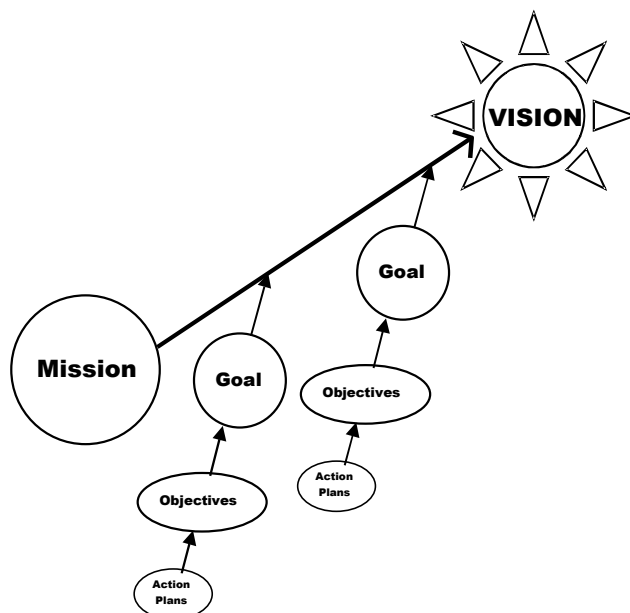
The Battle Creek Youth Orchestra accomplished its planning in four sessions: Two planning sessions with the board and student representative, and two follow-up work meetings with the executive director, board president, and past president.

-
- | | | |
|----------|---|---|
| 1 | November 13, 2007
Lakeview High School | Planning session # 1
Mission review
Develop vision and values
Stakeholder analysis
Conduct trend analysis
Conduct competitive scan |
| 2 | November 30 | Follow-up work meeting #1
Fine-tune guiding principles
Elaborate on stakeholder and trends analyses,
competitor scan |
| 3 | December 4
Lakeview High School | Planning session #2
Review fine-tuned material from first session
Review draft results from environmental scan
Conduct SWOT analysis
Conduct gap analysis
Draft goals and objectives
Draft critical few performance indicators
Outline implementation steps |
| 4 | December 12 | Follow-up work meeting #2
Review strategic plan draft
Fine-tune goals and objectives
Fine-tune key performance indicators
Develop action items and timelines |
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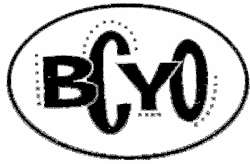
Mission and Vision = Foundations for the Future

Mission	Vision
<p>Explains why an organization or group exists</p> <p>Describes purpose</p> <p>Practical</p> <p>Describes benefits to clients and stakeholders</p>	<p>Shows what organization wants to become</p> <p>Describes potential</p> <p>Inspirational</p> <p>Describes benefits to community</p>
Mission Example	Vision Example
<p>The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.</p>	<p>To be the airport of choice for all Southwest Michigan air travelers.</p> <p>To have more non-stop airline service to more major cities than any other airport our size.</p> <p>To be the most environmentally friendly airport in the nation.</p>



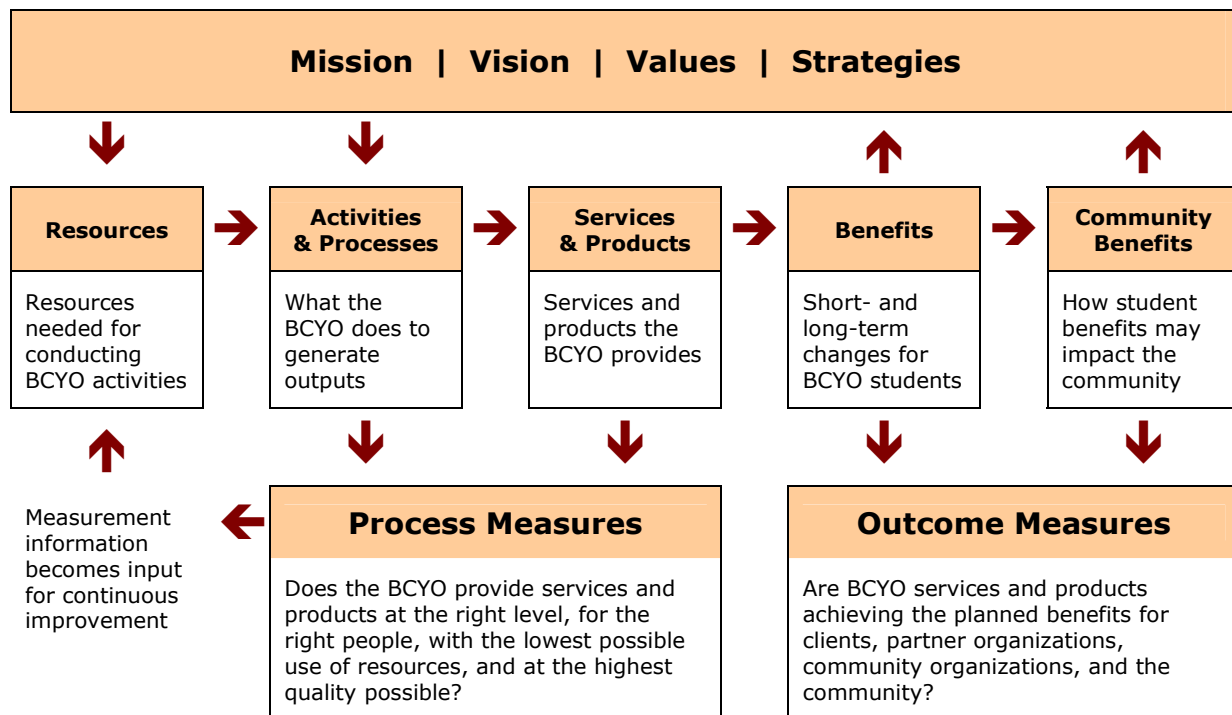
Once the vision is established, an organization can create the long-term goals needed to move toward the vision.

Objectives and action plans break the goals into manageable smaller implementation steps.



The BCYO = An Organizational System

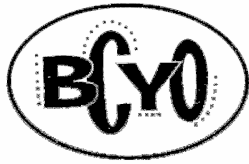
The purpose of this exercise was to develop a shared understanding of the BCYO as an organization. This summary description is a helpful for educating future staff, board members, volunteers, partners, funding agencies, and the community.



Every organization uses resources such as staff, money, and equipment to conduct activities that result in specific services and products. The underlying assumption is that stakeholders will benefit in the short- and long-term from these services.

Ultimately, benefits to stakeholders should result in positive outcomes for the entire community.

Read from right to left, the systems view becomes a logic model. That is, in order to achieve the benefits, what services does the BCYO have to provide?



Resources	Activities & Processes	Services & Products	Student & Family Benefits	Community Benefits
<p>STUDENTS Qualified students 9 – 19 years old from the greater Calhoun county and neighboring public and private schools Homeschoolers</p> <p>STAFF AND FACULTY Part-time executive director Part-time music directors/ educators for youth orchestra and junior groups Volunteers Parent Committee</p> <p>FUNDING Grants, donations, tuition, fundraisers</p> <p>PARTNER ORGANIZATIONS Marketing, event planning, administration that promote efficiencies and sustainability of BCYO operations</p> <p>FACILITIES Provided through partners (e.g., Lakeview School District)</p> <p>FEEDBACK Annual year-end student and parents surveys</p>	<p>PROGRAMS Youth Orchestra Junior Strings Junior Winds Junior Youth Orchestra Beginning strings (2007-08) Auditions Provide real music (not arranged as is case in most school programs) Marketing and promotion Cross promotion in collaboration with partner organizations Parent Committee Provide and receive referrals Fundraising</p> <p>BENEFICIARIES Students Parents Music educators Organizations interested in music education or performances Listeners who might not have the opportunity to attend professional orchestral performances</p>	<p>MUSIC EDUCATION Weekly rehearsals Individual instructions Sectionals with professionals musicians Performances and rehearsals with BCSO every other year Music education for other organizations (e.g., LASSE) Orchestra Camp Stand partner with a professional musician</p> <p>PERFORMANCES Three free major concerts per year with concerto opportunity for solos at last concert Solo and ensemble performance opportunities throughout the year at community and culture events</p> <p>OTHER Tuition for BCYO Receptions after concerts Newsletters Trips if funding available (Japan 2000; Florida '02) Special programming with other music organizations (e.g., BCSO; joint concerts)</p>	<p>SHORT-TERM STUDENTS Learn greater techniques Mentor/learn from other students Continue music education if school music programs have block scheduling conflicts or are not available Experiences not available through private lessons or school band/string programs</p> <p>SHORT-TERM PARENTS Low cost high-quality music education for their children</p> <p>LONG-TERM Increased understanding of music and instrument skills Improved instrumental music and performance abilities Become best musician possible Opportunity to conduct an ensemble (junior program) Know what it takes to become a professional musician Develop team/leadership skills Qualify for existing school programs Support college application</p>	<p>Quality music education available to all regardless of ability to pay Only full orchestra program in Calhoun County Improved school music education programs Live orchestral listening experiences at BCYO concerts, and community and cultural events Access to string education for students in school districts without string education programs and for students who missed the opportunity to begin their own school's string music education programs Strengthened interest in local music Increased availability of high quality music education programming in Calhoun County Availability of BCYO attracts more families to the area</p> <p>BENEFITS TO OTHER ORGANIZATIONS Music education programs (e.g., LASSE) Low-cost high-quality musical performances Visibility</p>

School music programs are enhanced or supported

Short-term Benefits

Cuts across boundaries/common ground
Meet students from other schools

Long-term Benefits

Youth don't get into trouble
Build self-esteem for youth who might not have other opportunities to build self-esteem
Better chance at getting a "better" life and career because of music skills
Communication skills

Alumni become music teachers

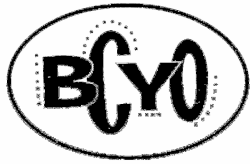
Alumni become performers

Youth don't get into trouble (e.g., pregnancy,)

High-quality program for children

Brings art to Battle Creek

These items were added at the November 13, 2007, strategic planning



Crafting the Mission

Based on the system elements exercise, we created the following mission statement drafts. **Bolded phrases** were considered to convey key elements the mission should contain.

The mission of the Battle Creek Youth Orchestra is to . . .

Draft 1

To provide (B) **quality orchestral education and performance experiences** opportunities for youth in southwest Michigan.

Draft 2

To **foster a love of (A) music** (B) through classes, concerts, **friendships**, and **experiences**.

(B1): and build friendships through (B2)

Draft 3

To **educate**, validate, and broaden the music student.

Draft 4

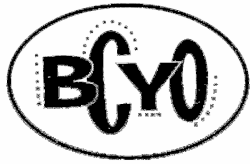
To provide and support **education, experiences, and friendships** through music.

Current mission

The Battle Creek Youth Orchestra provides excellent music education opportunities for youth in and beyond the greater Calhoun County area through ensemble rehearsals, sectionals, coaching, and performance opportunities. In an atmosphere that promotes learning, respect and friendship, BCYO nurtures each student as a unique individual.

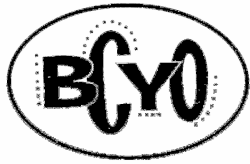
Proposed Mission

The mission of the Battle Creek Youth Orchestra is to foster a love of music and build friendships through quality orchestral education and performance experiences.



Crafting the Vision: Imagine five years from now . . .

How will the BCYO serve students, parents, and the community differently than today?	How will BCYO students, parents, and the community describe the BCYO differently than today?	How will the BCYO operate differently?	How will the BCYO be funded five years from now?
Actively participate in community events in surrounding counties More support from BCSO After-school programs offered in schools More support from school programs More people involved Offer college scholarships Electronic/virtual Waiting list International travel and exchange Leader in music education Feeder programs Beginners to advanced (strings) Junior wind program Artist-in-residence program Community orchestra for adults Only string program in town Increase size (symphonic orchestra) Recording opportunities	Vibrant Professional Model organization Major part of community Lucky to get in They have the best students Better than Kalamazoo How much money to you want? Vast opportunities Invaluable educational resource Friendly	Run after-school and in-school programs Full-time staff with benefits Up-to-date office equipment Office: Visible and accessible Ownership of instruments Library Committees of parent volunteers Volunteer coordinator (staffed by volunteer) Good committed board Senior volunteers Collaborate with schools on programs and events	Self-funded Sponsors Corporate sponsors County-wide art tax Tuition Grants Patrons Public education funds Provide a product to raise revenues (e.g., sell CDs) Fundraisers Marketing Fund drives Campaigns



Crafting the Vision – continued

We then drafted the following possible vision statements and key phrases. None were considered key elements that should be contained in the final draft.

Five years from now, the BCYO will . . .

Draft 1

. . . be recognized around the state as an **outstanding music organization**.

Draft 2

. . . serve a large number of K-12 students through a variety of programs culminating in major symphony productions attended by the community.

Draft 3

. . . be a **vibrant professional and self-sustaining organization** that is **highly visible in schools and the communities** by providing music opportunities for everyone.

Draft 4

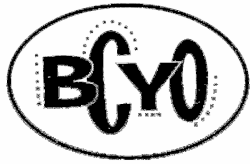
. . . ~~non-threatening~~, supportive, and exciting
. . . be known in Battle Creek and surrounding cities as a success story of positive realignment, music education success, and relevant alumni endorsements.

Other key phrases

- **Model program mentoring other music programs in counties around the state.**
- Attract outstanding musicians

Proposed Vision

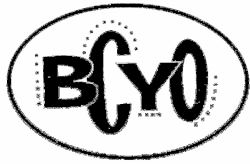
It is our vision that the Battle Creek Youth Orchestra and its extension programs will be widely recognized as a premiere and affordable music orchestral education program for all ages.



BCYO Values

How should we as members of the BCYO conduct ourselves as we work to achieve our mission and vision?	What do students, families, other organizations, and the community expect from us in terms of our behavior?
<ul style="list-style-type: none"> • Professional • Positive attitude and words • Ethical • Fair • Cooperative • Energetic • Inspiring • Inclusive • Welcoming • Friendly • Honest 	<ul style="list-style-type: none"> • Supportive • Fairness • Respectful • Honest • Leadership • Quality • Helpful • Diversity • Collaboration • Cooperation • Openness • Responsive • Encouraging • Courageous

Suggested value statement
<p>As members of the Battle Creek Youth Orchestra, we will demonstrate leadership in our interactions with students, families, the community, and each other as we exemplify these values:</p> <p style="text-align: center;">Professional</p> <p style="text-align: center;">Inspiring</p> <p style="text-align: center;">Inclusive</p> <p style="text-align: center;">Respectful</p> <p style="text-align: center;">Responsive</p>



Stakeholder Assessment

Stakeholders are individuals, groups, or organizations who *can* exert substantial influence over BCYO's operations and outcomes.

Our Stakeholders	Desired Level of Involvement	Possible Strategies
Parents, families, caregivers	<ul style="list-style-type: none"> • Commitment • Recognize value • Support students' commitment • Volunteer network • Attend concerts • Ambassadors 	<ul style="list-style-type: none"> • Satellite programs • Transportation • Annual parent appreciation meeting (with raffle?) • Volunteer as volunteer coordinator
School districts Superintendent Music teachers	<ul style="list-style-type: none"> • Feeder • Advertise for BCYO • Support students • Come to concerts • Financial support 	<ul style="list-style-type: none"> • Expert-in-residence program • Advisory committee (how can WE help you; meet between January and March) • Superintendents: Presentation about importance of music education - bring in a speaker; financial focus: if you can't afford music programs, we can provide service to your students at x cost/student
Students	<ul style="list-style-type: none"> • Attend rehearsals • Practice on their own • Be responsible for their music and instrument • Respectful • Positive • Ambassadors with fellow students • Recruiting • Be active in fundraising 	<ul style="list-style-type: none"> • Pizza parties/social time before practice • Trips (joint fundraisers for entire group)
Funders	<ul style="list-style-type: none"> • Educated about program • Trust that we do the right thing • Use us • Attend concerts 	<ul style="list-style-type: none"> • Family tickets • Invite to student presentation/award/concert
Community	<ul style="list-style-type: none"> • Attend concerts • Realize importance of music education • Newspaper articles 	<ul style="list-style-type: none"> • Partner with another organization (e.g., food bank) • Senior citizens (partner with senior facilities) • Church youth groups; girl/boy scouts • Life demonstrations before concerts (e.g., senior facilities)
Employers	<ul style="list-style-type: none"> • Funding • Promotion • Sponsor an event 	<ul style="list-style-type: none"> • Start in year 2 • Donate product or service for raffles

For ALL stakeholder groups: Communicate desired level of involvement
 Increase marketing (focus on benefits per group)

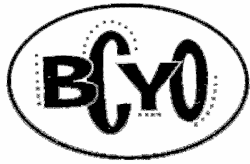


Scanning the Competitive Environment

We identified the following organizations, services, media, etc. competing with BCYO for students and resources (such as funding or volunteers).

Competitors	Competing for . . .
Music Center	Money Send students to Kalamazoo Attention
Nonprofits (including arts)	Money Volunteers
Schools with music programs; extracurricular sports	Students' time
Students' jobs	Students' time

Note: Use list when developing strategies for marketing plan.



SWOT Analysis

The SWOT analysis helped identify BCYO’s Strengths, Weaknesses, Opportunities, and Threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> • BCYO’s current capabilities • Capitalize upon them for fulfilling the mission and moving toward the vision 	<ul style="list-style-type: none"> • BCYO’s current opportunities for improvement • If not addressed in the strategic plan, the weaknesses could impede fulfillment of mission and progress toward vision.

Opportunities	Threats
<ul style="list-style-type: none"> • Identify trends that can become advantages for fulfilling the the BCYO mission and moving toward the vision. 	<ul style="list-style-type: none"> • The strategic plan’s goals and objectives must address threats so they do not impede fulfillment of mission and progress toward vision.

Given BCYO’s strengths and weaknesses, participants determined whether the trends and their impacts identified at the first planning retreat presented potential *opportunities* or *threats* to BCYO’s future.

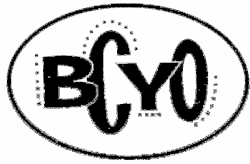
Trends were defined as (future) external events that may have a positive or negative impact on BCYO’s operations.

A trend cannot be both an opportunity *and* a threat.



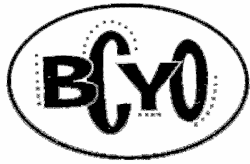
BCYO's Current Strengths and Weaknesses

Strengths	Weaknesses
<p>Long history</p> <p>Quality educators and staff</p> <p>Only game in town</p> <p>Money in bank</p> <p>A few committed individuals</p> <p>Increasing parent involvement</p> <p>Able to operate inexpensively – volunteer time</p> <p>Low operating cost</p> <p>Partnerships with school districts for facilities and instruments</p> <p>Students meet students from other schools, build friendships</p> <p>Provide services regardless of ability to pay</p> <p>Provide services no one else offers – and to younger ages</p> <p>We go to where the students are</p> <p>High retention rate of students</p>	<p>Not enough money</p> <p>No fulltime executive director</p> <p>No physical office/visibility</p> <p>No proper office equipment</p> <p>A few committed individuals</p> <p>All B/O directors do not love us; they send students elsewhere or not at all</p> <p>Limited fundraising experience</p> <p>Short-staffed</p> <p>Volunteer base not large enough</p> <p>No enough students</p> <p>Limited audience for performances</p> <p>Not enough exposure</p>



Opportunities and Threats

Social Trends	Impact on the BCYO	O/T
1. Less family involvement → less supervised time	Lack of parent involvement and commitment	T
	Fewer enrollments	T
2. Early retirement	Volunteers with skills and connections provide meaningful involvement, such as mentoring and community orchestra	O
3. People work longer	Fewer volunteers	T
4. Parents run children to other activities	Fewer enrollments (Strategy: Make BCYO more accessible)	T
Political Trends		O/T
1. Cut in state funding of arts	Fewer grants	T
	Increased competition from other organizations	T
Economic Trends		O/T
1. Families leave for jobs	Fewer paying students	T
2. Increase in cost of living	No money for tuition	T
	No money for instruments and lessons	T
3. Businesses do not support nonprofits as much	Less funding for BCYO	T
Technology Trends		O/T
1. Couch potatoes → less personal participation in cultural events	Less attendance	T
	Less interest	
2. Web sites	Marketing	O
	Broadcast performances	O
3. Kids relate to web sites	Means of communication	O
4. AccessVision	Broadcast performances	O



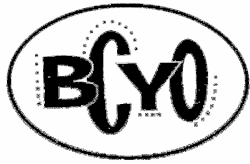
Gap Analysis

The road to where you want the BCYO to be in five years will be marked by gaps and barriers. During this exercise, participants identified these potential gaps and barriers.



- What is missing today that we need to fulfill our mission and reach our vision?
- What do we not know that we should know for planning our future direction?
- What are the gaps?
- What are the barriers?

Lack of quality fundraisers	Lack of students	Lack of publicity	Lack of community support	Lack of passionate volunteers	Lack of music educator support	Lack of stated educational goals and outcomes	Lack of money
<p><u>Too much</u> focus on fundraising</p> <p>Limited fundraising opportunities</p> <p>Fundraising</p> <p>Need fundraisers</p> <p>Need a public fund drive</p>	<p>Not enough commitment from students</p> <p>Not finding <u>interested</u> students</p> <p>Not enough students (e.g., no violas at Junior Youth)</p> <p>Not enough students</p> <p>Not enough students</p>	<p>Not enough positive publicity</p> <p>Lack of marketing for performances</p> <p>Need a marketing plan</p> <p>Need a marketing plan</p> <p>Barrier – attitudes, preconceived notions of the past</p> <p>No marketing plan</p> <p>Marketing</p> <p>Not enough exposure: media, schools</p>	<p>Not enough interest from the community at large</p> <p>Not enough community sponsorships</p> <p>Lack of audience</p> <p>Not appealing to a large audience in the community</p> <p>Not having community support</p> <p>Not enough support: schools, parents, community</p> <p>Not enough community recognition</p>	<p>(Too) Young board (limited experience)</p> <p>Limited board involvement (not enough)</p> <p>Not enough parent involvement</p> <p>Too few parent committees: volunteer, fundraising, concert</p> <p>Need volunteers to help with tasks</p>	<p>Conflict with music teachers (too much)</p> <p>Need support of music educators</p> <p>Not having music community support</p>	<p>Need consistent structure for ensembles</p> <p>Not professional enough</p> <p>Curriculum</p> <p>No trips planned</p>	<p>Need funds for operating</p> <p>Not enough money</p> <p>Not enough \$</p> <p>Not enough money</p> <hr/> <p>Lack of staff</p> <p>No executive director full-time</p> <p>No enough staff time</p> <hr/> <p>No transportation when needed</p>



Seven Reasons for Measuring Performance

- 1 What gets measured gets done.** *Are we measuring the right things?*
- 2 If you don't measure results, you can't tell success from failure.** *Are we counting activities or results?*
- 3 If you can't recognize success, you can't reward it.** *Are our performance standards specific enough?*
- 4 If you can't reward success, you're probably rewarding failure.** *Are we measuring results and communicate success?*
- 5 If you can't recognize success, you can't learn from it.** *Are we identifying benchmarks?*
- 6 If you can't recognize failure, you can't correct it.** *Can we identify failing programs, services, or program components?*
- 7 If you can demonstrate results, you can win public support.** *Do our programs receive and maintain strong public support and funding?*

Based on J. Walters (1998). *Measuring Up: Governing's guide to performance measurement for geniuses and other public managers.* Washington, DC: Governing Books.



Identify “The Critical Few” Key Performance Indicators

We explored what critical success indicators are implicitly or explicitly stated in the new mission and vision statements and other possible BCYO success indicators.

Students

- Enrollment: Youth, other ages
- Rehearsal attendance
- Follow-up surveys after graduation (one year)
- Percent of students with scholarships
- Student retention
- Number and percent of students improving their grades in orchestral class
- Age distribution

Quality

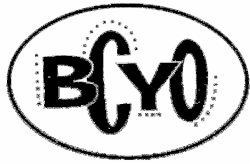
- Audience attendance
- Difficulty of music rehearsed and performed
- Waiting list to get into the BCYO

Organizational Effectiveness

- Number of volunteers
- Budget is balanced

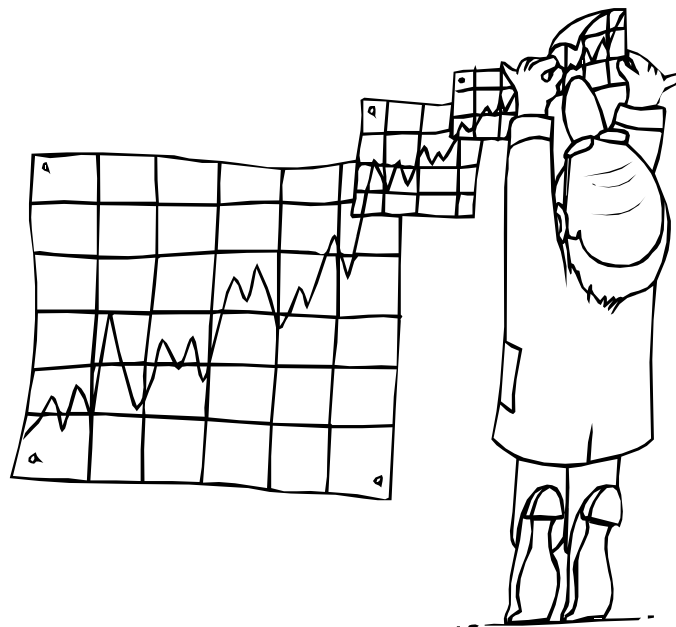
Recognition

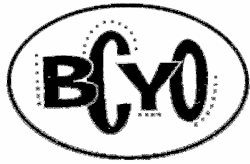
- Students and audiences come from outlying areas
- Level of giving
- Positive press coverage



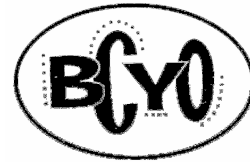
Next Steps

- Dams & Associates delivers strategic plan document
- Board adopts plan
- Staff develops detailed action plans
- Implement action plans
- Track progress and identify data trends
- Focus on strategy throughout the year through strategy-based board agendas
- Report results to the community
- Use outcome measures for continuous improvement toward service excellence
- Regularly review, validate, and update the strategic plan





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