

**Princeton Pro Musica
Strategic Action Plan
July 1, 2019 - June 30, 2022**

Strategic Priorities

Marketing/Awareness	Fundraising/Development	Artistic Planning/Development	Internal Operations
---------------------	-------------------------	-------------------------------	---------------------

Business Imperatives

<ul style="list-style-type: none"> • Optimize the basics • Establish the brand • Engage the community • Leverage the choir • Develop the audience 	<ul style="list-style-type: none"> • Secure Development Director • Increase individual donations • Increase corporate donations • Increase foundation support (grants) • Increase gifts to endowment 	<ul style="list-style-type: none"> • Preserve and promote the artistic quality of PPM's musicians • Challenge and develop the audience • Seek mutually-beneficial collaborations across all media and with all kinds of performing artists 	<ul style="list-style-type: none"> • Create designated volunteer roles • Create a Timeline of Activities • Leverage software to its fullest extent
--	---	---	---

Business Outcomes

<ul style="list-style-type: none"> • Continue to benefit from effectiveness of existing marketing channels (print ads/mailers/etc.) • Increase donations and ticket sales through corporate and community awareness • Increased donations and ticket sales through community engagement • Grow ticket sales by leveraging the choir via free marketing efforts • Increase audience diversity across demographics (age, ethnicity, ability, etc.) 	<ul style="list-style-type: none"> • The development of high-level plans, oversight for the strategic enactment of same • Increased number of individual donors and average gift per donor • Increased number of individual corporate sponsors and average gift per corporate supporter • Increased number of grant submissions, improved quality of submitted proposals, increased foundation support via more grants won • Secure a more stable, financially secure future for PPM through growth of its existing endowment funds 	<ul style="list-style-type: none"> • Improved vocal health and greater musical accountability • With reasonable frequency present new works in a fiscally responsible way, supported by robust education efforts • In the next few seasons, collaborate with Roxey Ballet and/or other dance groups; remount the high school choral festival 	<ul style="list-style-type: none"> • Segmented and specific volunteer roles to include donor management, program production, liaison to PPM alumni, chorus communication • A documented record of perennial, recurring tasks to assist both staff and volunteers with the daily work of PPM • Expanded and improved use of the platforms currently employed by the organization (Patron Manager, Emma, Chorus Connection, etc.)
---	--	---	---

Marketing/Awareness

Strategy	Business Imperatives	Owner	Outcomes	Key Actions/Timing	Resource Needs (People/\$)
Marketing/ Awareness	Optimize the basics	Exec. Director	Continue to benefit from effectiveness of existing marketing channels (print ads/mailers/etc.)	Ongoing marketing activities (FY20)	ED, marketing committee/volunteers
	Establish the brand	Exec. Director, marketing committee, (new) consultant	Realize increased ticket sales and donations through optimized community/corporate awareness	<ul style="list-style-type: none"> • Either via Catchafire or a new hire, secure marketing consulting services (FY21) • Create comprehensive brand messaging and communication strategies (FY21) • Evaluate website, create clearer Calls to Action (FY20) 	<ul style="list-style-type: none"> • ED, Board President • Exec. Committee, consultant, marketing committee • Exec. Committee, webmaster
	Engage the community	Exec. Director, marketing committee	Increased donations/ticket sales through expanded community engagement		
	Leverage the choir	Exec. Director, marketing committee	Grow ticket sales by leveraging the choir via free marketing efforts	<ul style="list-style-type: none"> • Provide opportunities to the chorus and board to act as marketers for the organization (FY20) • Use choristers/trustees to generate video content for web/social media presence (FY20) 	<ul style="list-style-type: none"> • Staff • Board • Chorus
	Develop the audience		Increase audience diversity across demographics (age, ethnicity, ability, etc.)	<ul style="list-style-type: none"> • ADA compliance in all venues 	

Fundraising/Development

Strategy	Business Imperatives	Owner	Outcomes	Key Actions/Timing	Resource Needs (People/\$)
Fundraising/ Development	Secure Development Director	ED, Board President	The development of high-level plans, oversight for the strategic enactment of same	<ul style="list-style-type: none"> • Either via Catchafire or a new hire, secure a development director (FY20) • Develop comprehensive strategies for increasing funding across all available channels (FY21) • Action Team to serve as interim "Development Director Team" (FY20) 	<ul style="list-style-type: none"> • ED, Board President • Exec. Committee, development committee, consultant • Action plan team
	Increase individual donations	ED, development committee	Increased number of individual donors and average gift per donor	<ul style="list-style-type: none"> • Identify/acknowledge all individual donors in a timely fashion • Optimize Spring/Winter appeals (to include monthly donation option) • Establish template schedule for all fundraising activities • Identify/cultivate/steward high-capacity donors • Optimize existing gifts (employee matching) 	<ul style="list-style-type: none"> • Exec. committee, Development committee • Exec. Committee • MT, development committee • MT, KL, RJB • Volunteer/Development committee

Strategy	Business Imperatives	Owner	Outcomes	Key Actions/Timing	Resource Needs (People/\$)
Fundraising/ Development, cont'd.	Increase corporate donations	ED, development committee	Increased number of corporate sponsors and average gift per corporate sponsor	<ul style="list-style-type: none"> Continue to grow list of local business who purchase program ads (or solicit purchase-based donations à la McCaffrey's) Research Princeton/regional corporate community support programs 	<ul style="list-style-type: none"> Program ad manager, volunteers Volunteer
	Increase foundation support (grants)	Development committee	Increased number of grant submissions, improved quality of submitted proposals, increased foundation support via more grants won	<ul style="list-style-type: none"> Continue foundation prospecting/qualifying Train volunteer(s) on creation of template letters, proposal narratives, grant writing best practices 	<ul style="list-style-type: none"> KL/volunteer KL
	Increase gifts to endowment	Development committee	Secure a more stable, financially secure future for PPM through growth of its existing endowment funds	<ul style="list-style-type: none"> Create an appeal specifically targeted at endowment giving Create hard copy/digital collateral explaining the importance of endowment giving 	<ul style="list-style-type: none"> Exec. Committee, development committee Marketing (in collaboration with Development)

Artistic Planning/Development

Strategy	Business Imperatives	Owner	Outcomes	Key Actions/Timing	Resource Needs (People/\$)
Artistic Planning/Development	Preserve and promote the artistic quality of PPM's musicians	RJB	Improved vocal health and greater musical accountability	<ul style="list-style-type: none"> Engage someone to present vocal instruction first to the group in a class setting and thereafter one-on-one (FY20) Re-engage 8 professionals (FY21) 	<ul style="list-style-type: none"> vocal instructor fee increased professional chorister budget MT/RJB devise language, cost for ad posts
	Challenge and develop audience	RJB/MT	With reasonable frequency present new works in a fiscally responsible way, supported by robust education efforts	<ul style="list-style-type: none"> Find place for newly-written or new-to-audience work (FY21) Develop educational component (on project basis) 	<ul style="list-style-type: none"> cost of educational component, "project assistant" (i.e. content creator, videographer, et al.)
	Seek mutually-beneficial collaborations across all media and with all kinds of performing artists	RJB/MT	In the next few seasons, collaborate with Roxey and/or other dance groups and remound the high school choral festival	<ul style="list-style-type: none"> * Begin discussions with potential collaborators (FY20) Build collaboration costs into budget and seek specific funding (Q3 FY20) Secure necessary venues (Q2 FY20) 	<ul style="list-style-type: none"> possible commission fees "collaboration assistant" to help oversee project enhanced venue costs

Internal Operations

Strategy	Business Imperatives	Owner	Outcomes	Key Actions/Timing	Resource Needs (People/\$)
Internal Operations	Create designated volunteer roles	MT	Segmented and specific volunteer roles to include donor management, program production, liaison to PPM alumni, chorus communication	<ul style="list-style-type: none"> Determine necessary roles, create descriptions for each (FY20) 	MT
	Create Timeline of Activities	MT	A documented record of perennial, recurring tasks to assist both staff and volunteers with the daily work of PPM	<ul style="list-style-type: none"> Update existing annual calendar (FY20) Digitize activities on interactive platform (ClickUp or similar) (FY21) 	MT, support from KL
	Leverage software to its fullest extent	MT	Expanded and optimized use of the platforms currently employed by the organization (Patron Manager, Emma, Chorus Connection, etc.)	<ul style="list-style-type: none"> Create clear documentation of all possible (and practical) uses of PatronManager (FY20) Utilize Emma analytics to inform marketing efforts (FY20) Clarify and optimize use of Chorus Connection (FY20) 	<ul style="list-style-type: none"> Richard Farris MT, DDM MT, KL