

TUBA BACH
Board of Directors

TUBA BACH'S THREE-YEAR STRATEGIC PLAN (2016-2018)

- A. Tuba Bach's Mission Statement (its social purpose, its most enduring statement on why it exists).

Tuba Bach's Mission: Enriching the lives of adults and children in Big Rapids and West-Central Michigan through exemplary performances and programs presented by world-class musicians

- B. Tuba Bach's 2018 Vision Statement (our mental picture of what Tuba will be in the year 2018, the future which we will devote our energy and resources).

Tuba Bach's vision for 2018: To build on its foundation as a premier Big Rapids music organization while evolving toward serving the West-Central Michigan region.

- C. Functions of Tuba Bach (what it does to achieve its mission and vision)

1. Music performance functions
 - a. Fall music festival
 - b. Year-round concerts and special events
 - c. Educational outreach program (Tuba Tales assembly programs for elementary schools, master classes for young musicians, and "edu-tainment" concerts with visiting artists)
2. Support functions
 - a. Audience development
 - b. Financial development and fundraising
 - c. Marketing and branding
 - d. Board of Directors development
 - e. Community relationships and partnerships
 - f. Volunteer development (Tuba Bach Auxiliary)

- D. Strategic Goals (major action steps to be taken to achieve the mission and vision)

1. Strategic Goal One: Building on its foundation as a Big Rapids music organization, take first steps toward serving the mid-Michigan region
 - a. Conduct study of the feasibility of making Big Rapids and the fall Tuba Bach music festival a destination for the west-central Michigan region
 - b. Conduct research on the best practices of other regional music festivals
 - c. Develop a marketing partnership with the Mecosta Area Convention and Visitors Bureau, the Mecosta County Chamber of Commerce, and other regional groups
 - d. Provide exploratory music performances and/or programs in the region

- e. Make first contacts with regional organizations and individuals to explore program, financial, and marketing support for Tuba Bach
2. Strategic Goal Two: Redesign Tuba Bach as an organization
 - a. Change the role of the Board of Directors (increase the size of the Board and determine programming, funding, marketing, etc. roles for each member)
 - b. Create the “Tuba Bach Auxiliary” to provide support services
 - c. Adjust staffing to help Ed Mallett focus more on his role as the artistic director
 - d. Improvement of the evaluation of the end result: satisfaction of audiences, performers, venue owners, funders, etc.; achievement of mission, vision, and goals; ratio of benefit to resources expended
 3. Strategic Goal Three: Develop the Tuba Bach performance and education program
 - a. Plan changes for each annual fall music festival
 - b. Plan and implement compelling and inspiring year-round music performances and programs
 - c. Plan and implement excellent educational outreach programs for schools, young musicians, and community groups
 4. Strategic Goal Four: Develop and implement a sustainable financial strategy and expanded fundraising program
 - a. Modify the annual fundraising cycle to maximize the funds available as the annual performance and outreach programs are being planned
 - b. Secure increased fundraising advice through voluntary or consultative services
 - c. Initiate tracking, reporting, budget forecasting, etc. improvements
 5. Strategic Goal Five: Strengthening the marketing and branding of Tuba Bach and its programs
 - a. Secure increased marketing and branding advice through voluntary or consultative services
 - b. Develop media relations (print, TV, radio, etc.)
- a. Strategic Goal Six: Institute an annual Plan>>Do>>Check>>Act (PDCA) cycle for 2016 and 2017.
 - b. Complete a first six-month cycle: develop concrete action plans for the six-month July-December 2016 period applying the PDCA cycle
 - c. Complete year 2017 PDCA cycle

Reviewed: May 2016