



LOS ANGELES CHILDREN'S CHORUS
LONG-RANGE PLAN
2011 - 2014

MISSION STATEMENT

Los Angeles Children's Chorus provides choral music education of the highest quality to young people who represent richly diverse racial, economic, and cultural backgrounds.

The program ignites a love of singing and nurtures the full expression of each individual's potential for artistic and personal excellence through the collaborative experience of choral music performance.

Through the beauty of inspired and joyful singing, Los Angeles Children's Chorus brings the transformative power of music to communities throughout Southern California, the nation and the world.

~Adopted by the Board of Directors on June 7, 2010

HISTORICAL STATEMENT

As the Los Angeles Children's Chorus celebrates its 25th Anniversary, it has clearly established a reputation as one of the nation's leading children's choruses. Since its founding in 1986, LACC has provided first-rate choral music training for more than 1,700 children. During the 25th Anniversary Season in 2010-2011, more than 350 singers from 60 communities throughout greater Los Angeles will participate in one of six choral ensembles based on musical skill level or vocal range. While LACC's program is tuition-based, fully 20% of LACC's participants receive tuition assistance.

LACC's comprehensive educational program addresses diverse learning styles and levels of experience through a sequential music literacy curriculum and rehearsal schedule. Their experiences with LACC transform children into highly accomplished musicians while also teaching such critical life skills as self-discipline, collaboration, cultural understanding, and the value of striving for personal excellence.

LACC annually produces professional quality concerts; collaborates with world-class arts organizations, and tours regionally, nationally, and internationally. In addition, LACC offers a

vibrant program of community engagement, professional development opportunities for music educators, and in-school programs for elementary school children.

THE GOALS

GOAL I. The Artistic Program

VISION

Los Angeles Children's Chorus will provide a music education and performance experience that challenges the mind, voice and spirit of each individual chorister. Through the ensemble experience, LACC will teach the power of working with others to achieve meaningful goals. LACC will strengthen, expand and diversify its music education and performance programs as an exemplary leader in the children's choral movement, locally, nationally, and internationally.

GOALS

Building on the distinctive quality of its sound and a tradition of excellent teaching, LACC will further develop its educational curriculum and performance practice using a broad range of repertoire to create a strong musical foundation; technical mastery; wide-ranging musical expression, and personal growth.

Through passionate and joyful participation LACC will promote understanding of the choral ensemble as a sustaining community for young people who are inspired to explore and appreciate the values of diverse cultures and music traditions.

RATIONALE

Throughout the world, music remains a source of soul-satisfying joy. To discover this at a young age is a gift for life. Development of future generations of singers steeped in historic traditions of music as well as with contemporary compositions and performances is essential to the cultural health of the human community worldwide.

IMPLEMENTATION

Excellence

- Ensure the continuing recruitment and retention of highly qualified artistic staff to maintain LACC's high standards.

- Enhance the strong educational program through strategies that include: strengthening and refining the music literacy curriculum; increasing individual vocal coaching, and further refining and promoting the teaching of *bel canto* technique.
- Develop new initiatives to strengthen the sense of community within LACC through such initiatives as a structured mentorship program, ensemble retreats, and social activities among ensembles.
- Create a systematic, intentional program of professional development and support for the artistic and teaching staff that includes seminars led by guest conductors and staff, as well as individual coaching by experts in the fields of conducting and teaching.

Enrichment

- Commission new works to enhance LACC'S chorister education and reputation as an innovative organization that encourages a broad musical range.
- Develop innovative performance approaches, including multi-media presentations, recording, and inter-disciplinary productions.
- Expand the global musical repertoire of the chorus.
- Strengthen existing and establish new partnerships with other community and music organizations—locally, nationally and internationally.
- Host international youth chorus festivals and events.
- Serve as an educational resource for the choral arts community.
- Extend LACC's reach by seeking new performance venues.
- Invite guest artists and conductors to introduce diverse approaches and musical styles.
- Sustain LACC's commitment to a robust touring program for the development of cultural understanding and international friendships.

Expansion

- Expand core membership of the choirs to create greater flexibility of ensembles and repertoire and to allow for more diverse performance opportunities.
- Enlarge educational offerings and chorister membership to reach more children by creating classes in a wide range of subjects such as AP Theory, composition, music history, and accompanying.
- Cultivate and expand current staff to facilitate goals for growth by increasing hours for key staff and increasing Artistic Administrative staff.

GOAL II. Community

VISION

LACC will expand the cultural, racial and economic diversity of its chorus, board of directors, and staff better to serve children and to deepen its relationship with the greater Los Angeles community.

GOAL

In pursuit of its commitment to diversity, and to deepen the larger community's awareness of that commitment, LACC will strengthen community partnerships and pipelines, as well as community outreach through its performances.

RATIONALE

Expanding the economic, racial and cultural reach of LACC and its program enriches both the LACC community and the community at large by modeling broader and richer ways of experiencing people and traditions. Such expansion allows LACC to reach beyond its historical networks and methods of attracting choristers to become a full participant in the Los Angeles music community.

IMPLEMENTATION

- Leverage new and existing *partnerships* to facilitate outreach efforts
- Create access for new members from diverse backgrounds through educational outreach and feeder organizations.
- Use performances to inspire, engage and recruit interest in LACC among the community at large.
- Reinforce to parents, educators, donors, key community leaders and media that LACC is a vital member of the community and represents the musical interests of children from all cultural, racial and economic backgrounds.

GOAL III. Marketing

VISION

LACC will establish and leverage strategic marketing programs in order to strengthen revenues and raise LACC's profile.

RATIONALE

A dedicated marketing program that reflects the values of LACC will align the level of recognition and reputation with the excellence of the artistic program and performances. Such recognition will support long-term financial sustainability.

GOALS

LACC will explore and optimize revenue streams to generate increased earned income through higher ticket sales; collaboration with high-profile arts organizations; alternative performance venues and opportunities; sustainable tuition levels; merchandising, and licensing strategies.

LACC will launch a professional branding process that will lead to an integrated communications campaign that effectively and efficiently reaches a broader segment of the community and broadens the audience for performances.

IMPLEMENTATION

- LACC will undertake a thorough, professional branding process that will link LACC's perception in the community to the breadth and depth of its excellent program and outreach.
- LACC will develop a new visual identity style guide to unify all publications and web presence graphically and stylistically.
- LACC will conduct surveys and focus groups of past and current parents to strengthen its communications and marketing plans and to learn ways to better serve its constituents.

GOAL IV. Development

VISION

Los Angeles Children's Chorus will design and implement a robust fundraising plan that supports and sustains the values of the Mission Statement as well as the ambitious goals set forth in this Long Range Plan.

GOALS

LACC will strengthen its development initiatives to build a robust program of consistent and increased annual giving that maintains strong annual support for operating costs and provides for healthy reserves.

LACC will address long-term sustainability through vigorous pursuit of increased gifts to endowment.

LACC will set specific fundraising goals, both for annual voluntary support and for long-term endowment gifts to ensure sustainability.

RATIONALE

To achieve its vision for growth and sustainability, LACC must commit resources to fundraising efforts and active, systematic cultivation of relationships with individual donors and other funding sources.

IMPLEMENTATION

- Identify and cultivate donors of significant capacity to create a base of lifetime donors who will position LACC to build a significant endowment.
- Set specific goals for fundraising for endowment.
- Establish a formal planned giving program.
- Establish an effective, systematic program to cultivate alumni of the chorus.
- Establish a systematic program to cultivate a desire to "give back" among current choristers.

GOAL V. Finance

VISION

Develop a sustainable business model that ensures organizational stability, promotes responsible growth, and supports the mission.

GOALS

Design an effective financial model to achieve revenues and manage expenses.

Establish efficient and effective systems for managing space, equipment and information.

Construct comprehensive HR protocols that secure necessary resources and align those resources for effectiveness and efficiency.

RATIONALE

To create financial sustainability, LACC must ensure predictable, steady annual income and develop three to five-year financial plans to inform annual budget decisions.

IMPLEMENTATION

- Make LACC's financial health and stability a priority for the work of the Board of Directors.
- Analyze program components to determine real costs for budgeting purposes.
- Develop and implement a formal protocol for determining financial assistance awards.
- Establish a multi-staged plan with timeline for moving LACC to a permanent facility better suited to teaching and rehearsal spaces with adequate office space for staff.
- Develop a comprehensive three-year technology plan to address staffing, equipment and information needs.
- Conduct a full review of all human resource practices and protocols to ensure a fair workplace and legal compliance.
- Ensure proper staffing to meet financial goals and program objectives.

GOAL VI. Governance

VISION

To achieve the highest standards at all levels for LACC's board of directors and leadership staff, foster increased board depth and quality to protect LACC legally and fiscally, and sustain LACC's ability to fulfill its mission-

GOALS

LACC's board will enhance the effectiveness of its leadership of the organization through annual evaluation and development of board members and board leadership; identification and recruitment of new members who will further strengthen and diversify the board; leadership succession planning, and effective committee structure, and implementation of best practices, policies, and procedures.

RATIONALE

Governance grounded in transparency, discipline, and foresight provides the framework for all other board functions and is the necessary foundation for a highly effective board.

IMPLEMENTATION

- Address risk management issues by conducting risk assessment, identifying policies to minimize risk, including legal issues, and develop relationship(s) with outside counsel.
- Evaluate current board strength, identify areas for improvement, and recommend plan for board enhancement.
- Clarify expectations of individual directors and hold them accountable.
- Assess committee structure and redefine charters for each committee.
- Conduct periodic review of by-laws to identify and recommend improvements.
- Establish formal succession plan for Board Chair, Executive Director and Artistic Director.
- Review and assess job descriptions for board officers, Executive Director and Artistic Director.

Adopted by Los Angeles Children's Chorus Board of Directors – October 18, 2010