



Swallow Hill Music

Strategic Plan

(Revision 1, October 2012)

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Background

This document represents the collective work of the Strategic Planning Committee as modified through the full Board of the SHMA. We decided to combine “traditional” strategic planning elements and threat [SWOT] analysis; and goal and objective analysis with the Balanced Scorecard Initiative’s “Strategy Map” methodology. Lastly, this document presents a time-phased roadmap for accomplishing these objectives in 1-3 year timelines.

There are always some sensitive issues in this kind of exercise. The Committee tried to keep the document at a strategic, rather than tactical, level. The Committee was vigilant to keep the “separation of state” between Board and Staff—namely the need to for the Board to stay focused on vision and policy and not meddle in the Staff’s responsibility for execution. We believe the inclusion of the Executive Director as an *ex officio* member of the Committee has been instrumental in finding the correct balance.

2. Revisions

A Strategic Plan for Swallow Hill Music was first completed in April of 2009, with the anticipation a revision every three years. The current document is the first revision, completed October of 2012. The revision retains elements of the original which are consistent over time, ongoing items, along with updates and changes.

3. Swallow Hill Music Values, Vision, and Mission

(as revised 10-2012)

Values

Swallow Hill Music:

*Offers a **welcoming, friendly** and **casual** environment for students, concert goers, employees, and guests*

*Promotes **inclusiveness** in our programming, employment practices and leadership recruitment, reflecting the diversity of communities and interests we serve*

*Makes learning to play music **enjoyable** through **sociable** lesson settings, and **friendly, approachable** teachers*

*Presents a consistently high **quality** music listening experience in a **comfortable** and **intimate** environment*

Vision

To positively impact the quality of people’s lives through music

Mission

Building community by connecting people to diverse music traditions on the stage and in the classroom

4. Stakeholder Analysis

Swallow Hill reflected the personal, political and social values of the time in which it was born - and music was a key part of those values. Some still think we have that legacy. Others think we no longer belong to that, but nonetheless are pigeonholed by "outsiders" as being solely of that age. In many ways, this reflects a dichotomy around the word "folk" - most "insiders" view the term with affection, as connoting a very broad range of musical styles and genres, while "outsiders" often define "folk" very narrowly as representing an "out of date" time.

The committee's consensus is that we must maintain, in fact honor, the legacy of our heritage while simultaneously embracing a future that is not constrained only by that legacy. Music and community are ever-evolving—always changing into something new while never completely abandoning the past. Swallow Hill's place in our community is "like the symphony and opera but we present music from the other end of the spectrum." And like many symphonies and operas, we offer both well-known presentations from our legacy while pushing the envelop and giving new artists with new ideas the chance to perform and younger students with a wide range of musical tastes the chance to learn.

Key stakeholders in the Swallow Hill Music Association community include:

- Members
- Friends of Swallow Hill
- Concertgoers
- Class students
- Staff
- Teachers
- Volunteers
- City of Denver
- Grant providers
- Sponsors
- Studio customers
- Performers
- Board
- Outreach recipients
- Other financial supporters

5. SWOT Analysis

A full SWOT Analysis (strengths, weaknesses, opportunities and threats) was conducted. The results were compiled into 5 basic themes as outlined below:

Experience	Brand	Play up Strengths	"Behind the Scenes"	Partnerships
<ul style="list-style-type: none"> • An A+ experience <ul style="list-style-type: none"> ○ Roof and air conditioning ○ Interior design (carpet, walls, bathrooms) ○ Stage set ○ Café ○ Alcohol permit ○ New building (long-term) • Access, integration and immersion <ul style="list-style-type: none"> ○ Premium products ○ Season/package tickets ○ Underplays ○ Multimedia and multi-experience (e.g. ukefest) • Great performers, great teachers 	<ul style="list-style-type: none"> • Honor our legacy while embracing our future <ul style="list-style-type: none"> ○ Champion our past <ul style="list-style-type: none"> ▪ History book ▪ Library ▪ Curator/museum ○ Set the vision for our future <ul style="list-style-type: none"> ▪ Go Green ▪ Communicate the "love, listen and learn" theme ▪ Modernize our look and feel <ul style="list-style-type: none"> • Logo • Newsletter • Marketing & Communications <ul style="list-style-type: none"> ○ Focus on "acoustic" and our quality performances vs "folk" ○ Market Research ○ Public Relations to get the brand out in the community ○ Emphasize strengths <ul style="list-style-type: none"> ▪ Purity of purpose ▪ Location ▪ "Emotional appeal" video • Value (low ticket and school price, free parking) 	<ul style="list-style-type: none"> • Performances • School • Leverage existing base <ul style="list-style-type: none"> ○ Cross-sell and up-sell ○ Embrace the current demographic as more likely to contribute ○ Target the "next generation" most likely to embrace us (i.e. 35-45 year olds, not 15-25 year olds) ○ "3,000 by 30" ○ Create building maintenance campaign to focus donations ○ Turn performers into advocates 	<ul style="list-style-type: none"> • Human Resources <ul style="list-style-type: none"> ○ Staff Development ○ Volunteer development <ul style="list-style-type: none"> ▪ General development of daily volunteers ▪ Recruit/develop program manager volunteers ○ Board development • IT improvements • Continue expanding FoSH 	<ul style="list-style-type: none"> • Future of the Broadway corridor • Expand current direct partnerships (e.g. Denver Film, Pearl St) • Expand to new ones (e.g. AEG Red Rocks opportunity, scout programs, others...) • Bigger venues, bigger acts • Outreach and grant development

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6. Goals, Strategies, and Objectives

➤ 6.1 Ensuring Financial Responsibility

6.1.1. Establish and execute a concert strategy

Swallow Hill Music produces over 250 concerts, festivals, and events annually, predominantly in 3 main venues at 71 East Yale Ave: Daniels Hall (capacity 299), Tuft Theater (capacity 95), and Café (capacity 65). Based on demand, the organization rents outside facilities with greater capacity. Within the concert business unit, the organization earns revenue through tickets sales and merchandise splits with the artists, as well as sponsorships and food & beverage income. The organization's talent buying, production, and administrative team have a proven track record for holding successful events, both financially and production-wise, at various venues and capacity levels.

In 2010, Swallow Hill Music partnered with the Denver Botanic Gardens to produce their annual summer concert series at York Street (capacity 2500) and Chatfield (capacity 5000). Swallow Hill Music also hosts its annual RootsFest, a signature fundraising and branding event for the organization, presenting artists of national/international renown.

6.1.1.A. Strategies

- Increase the number and proceeds of concerts presented, decrease over-dependence on Denver Botanic Gardens Concert Series, and overcome in-house scheduling shortfalls by:
 - i. Developing stronger partnerships with local clubs, theaters, and event spaces in order to increase outside venue rental options and opportunities.
 - ii. Develop partnerships with non-competing organizations for a signature concert series in Denver, such as:
 - Wings Over the Rockies
 - Levitt Pavilions
 - iii. Develop a signature summer street festival in Denver exclusively funded/owned by Swallow Hill Music
- Develop ancillary concert revenue :
 - i. Implement alcohol license (See Section 6.2.2.)
 - a. Remodel the Cafe to serve upgraded food and beverage, and create an improved venue and more desirable gathering place
 - b. Establish beer and wine vendor relationships
 - c. Marketing - Branding/Look & Feel
 - d. Development – Sponsorships and promotions
 - ii. Increase facility rental revenues
 - iii. Increase funding through greater corporate sponsorship and grant funding
 - iv. Identify and solicit corporate sponsors and grants for concerts, series and events.
- Plan toward a new concert venue
 - I. Work closely with CEO and Finance Director to plan for an integrated performance facility
 - II. Revisit and revise new concert hall concept document
- Enhance the current physical plant

- i. Make space and facility improvements in Daniels Hall, Tuft Theatre and the Café to serve as suitable venues until the organization moves into a new building location.
 - ii. Replace lobby carpet
 - iii. Replace marquee with digital signage
- Understand and meet the needs of target audiences via new patron research and analysis system
 - i. Utilize the impending new database system (Efficient Tickets), to conduct research regarding interests and desires of patrons and community needs in order to offer more focused and balanced offerings.
 - ii. Increase cross selling between students and concert goers
 - iii. Implement a patron feedback system
 - iv. Use patron feedback in the determination of new shows, series, and emerging interests
 - v. Research the competition for offering/pricing/scheduling information
- Ensure Concert Department stability through collaboration with the Director of Finance in development of sound financial management, reporting, and forecasting.

6.1.1.B. Timing

All of these strategies are either underway or will begin in 2013, with timing and priority to be determined by the CEO and the Concert Director

6.1.1.C. Financial & Human Resources

The Concert Director and Staff will be responsible for the initiation, implementation, and completion of the items above. Funding will come from both capital expenditures as well as self funding via the revenue generating strategies.

6.1.2. Professionalize our development effort

Development as a Department has not been under the supervision of a Director as is the case with School, Concert, Marketing, and Administration. As such, while there have been efforts on many fronts by many individuals, there has been a lack of singular coordination in developing/implementing goals and strategies for increased effectiveness in this area.

6.1.2.A. Strategies

At the time of the writing (10-18-2012) a Director of Advancement has recently been appointed, with responsibilities for the tasks outlined above.

Develop a gift acceptance policy

6.1.2.B. Timing

Director of Advancement will develop a gift acceptance policy in the immediate future, and set a timeline for other advancement strategies herein

6.1.2.C. Financial & Human Resources

Recent increases in net income have been deemed sufficient to fund the aforementioned position.

6.1.3. Augment our Board, especially in fundraising capability

The Board of Directors, and members thereof, provide guidance and support for the organization in numerous ways including the following:

- Skills to meet the requirements of elected or standing positions, chair/ serve on active committees.
- Expertise in areas necessary or beneficial to the organization.
- Capability as significant donors to the organization.
- Capability to solicit significant donors for the organization.
- Provide fund raising training and resources for board members.

6.1.3.A. Strategies

Initiate efforts to find and recruit interested board members with a capacity to bring Swallow Hill Music to the attention of willing, enthusiastic and capable donors.

6.1.3.B. Timing

Immediate and ongoing.

6.1.3.C. Financial & Human Resources

Efforts by existing board members, the Executive Director , Director of Advancement, (and others) to think of, and seek out individuals meeting the stated criteria.

6.1.4. Identify, cultivate, and solicit benefactors

Much as item 6.1.3 states the need for board members with the ability to attract donor prospects, it is similarly important for each board member, the Executive Director, and any person with responsibility over development efforts (see item 6.1.2.) to make efforts to identify, cultivate, and solicit donors, sponsors and benefactors.

6.1.4.A. Strategies

Thinking of, and seeking out, by group or individual effort, persons or organizations whose values align with the Swallow Hill Music mission. Among them, identifying parties interested in establishing a supportive relationship with our organization. Support may come in donation, sponsorship, gifts in kind, but implicit in this item is an emphasis on relationship, which defines a benefactor as an especially valuable long-term, and steadfast supporter.

6.1.4.B. Timing

Immediate and ongoing.

6.1.4.C. Financial & Human Resources

Efforts by existing board members, the Executive Director, Director of Advancement, (and others) to think of, and seek out individuals or organizations as described above.

6.1.5. Identify and implement factors and incentives that attract significant donors (>\$1000)

We have little if any objective information on what attracts our existing donors or what might attract potential donors. In order to successfully gain and maintain the good graces of those who would support us, we need to know what motivates them to do so. We have gotten specifics on both school and concert, as to what students and patrons want. We aim to meet those wants and have seen marked increases in both areas. We do not have such specifics as to those who give. Without them we are working unaware, and at risk of not being nearly as effective or *affective* as we could be.

6.1.5.A. Strategies

Apply marketing survey and study in the donor arena in order to identify objectively the reasons people do or would support Swallow Hill Music . Ask the questions why do you, or what would motivate you, to give to the organization and mission that is Swallow Hill Music. With this information regarding reasons and motivations, find the means to reach people in a way that will be meaningful to *them*. Build membership, sponsorship, donor ship and relationships, around what is truly meaningful to each.

6.1.5.B. Timing

ASAP.

6.1.5.C. Financial & Human Resources

he expertise of the Marketing Department , Director of Advancement, and the new and improved database capabilities. And the ultimate human resource, our customers, patrons, and supporters.

6.1.6. Organize a planned giving program

To date, we have had one generous bequest with the residual estate of a former board member recently and currently being liquidated and the proceeds given to SHM. It will represent the single largest financial gift in the organizations history. This area has been otherwise unexplored. With a sizeable member base, there are likely others who would wish to include Swallow Hill Music Music as a beneficiary in their estate planning. Many colleges and other institutions have had great success in generating funds through planned giving, so it certainly warrants attention as a possible part of our developments efforts.

6.1.6.A. Strategies

Research the details of planned giving programs. Seek out institutions that have had success. And develop an effective way to present the option of planned giving to our members/donors. Make the option well known so that those who would wish to support SHWA in their estate planning do not overlook the possibility out of simple unawareness. Make clear the beneficial impact that bequeathed gifts can have on the lives of many through the transformative power of music, Swallow Hill Music and its mission. Ultimately, set a goal to have planned giving represent a significant percentage of our donated support.

6.1.6.B. Timing

Begin research into subject at the start of 2013 and have and program in place by Q, 2013.
[my words, KAW]

6.1.6.C. Financial & Human Resources

Responsibility would fall to the Director of Advancement, and would likely involve help from Marketing on the program plan, as well as the design of presentation methods and materials.

6.1.7. Membership Growth

Swallow Hill Music has 2,114 current members. Through its history, SHM has enjoyed tremendous membership growth, though the recent rate of increase is not on as steep an incline as we would like. Also, attrition seems to be a large factor in offsetting the gain in new members. Increases in member numbers have not matched the increases seen in our two main income generating departments, Concert and School. Increased membership (through both acquisition and retention) is of paramount importance as income generation, a pool of support for School and Concert, a growing donor base, and the health and vitality of the Swallow Hill Music Community at large.

6.1.7.A. Strategies

Continued (and perhaps improved) recruitment efforts through School. Continued (and perhaps improved) recruitment efforts through Concert, including the development and use of a multimedia presentation which communicates SHM's need for public support, the benefits of membership, and a strong, immediate and effective motivation to join the community of members.

Utilize the capabilities of the new IT system to lower the barriers to join, increase the ease of joining, and reduce the attrition rate. Methods include the following:

- Lower the barriers to membership (make it easy to join). This would include self sign up onsite in the form of a highly visible terminal/kiosk that makes joining easy and immediate (as compared to a form which requires more effort for the patron, duplicate entry by SH, and allows delay; the number one cause for lack of completing the process). This method has great strength in that it is ever present, plus it can be especially effective with concert goers and students.
- Increase online sign up through website visitors. There is currently a "get involved" tab on the homepage that leads to a terrific membership page. As core as this issue of membership is, perhaps a more noticeable link to a join here page would be a useful strategy (read: a big audacious, glowing, blinking button). There is huge potential in the ability to simply tell prospects to visit the site.
- The option of automatic monthly payments for dues, donations, FoSH membership, etc.
- Automatic renewal. Effortless renewal equals renewal. The impact on attrition could be stunning. An opt out for those who prefer, but make renewal the default. (Anecdotal evidence at least, as well as some more valid studies, suggest that many of those who do not renew are happy members who simply forget or don't bother. In retrospect, they state that they would have, in fact, preferred to have maintained their membership status).
- Track non-renewals and gather the eminently valuable "why?". Follow up when appropriate.
- Ask. Each of us with genuine belief and affection for Swallow Hill Music has numerous opportunities to tout our virtues. A simple yet effective street tactic is to wear the brand, mention it, spread the word at places you frequent. When interest arises, invite.

6.1.7.B. Timing

Immediate and ongoing

6.1.7.C. Financial & Human Resources

School, through classes and teachers. Concert, offer membership to patrons, via oral or media presentation. Marketing in ongoing membership efforts. Staff and Board Member efforts to recruit. Use and development of IT system to implement the aforementioned strategies. Time and effort of staff, board members, and all stake-holders eager to promote the growth, recognition, and reach of Swallow Hill Music and its value.

6.1.8 Develop a compelling narrative for reasons to support Swallow Hill Music

The value of the services and mission of Swallow Hill Music may not be readily apparent to some. Additionally, while no less important, our cause may not have as immediate or obvious an emotional appeal as some others. As such, it is essential to bring the benefits of our ambitions to light in a visceral way.

6.1.8.A. Strategies

Develop a compelling and emotive description of Swallow Hill Music's activities and mission. Create oral, written, visual and various media versions which convey meaningful reasons to support Swallow Hill Music.

6.1.8.B. Timing

To be completed by year's end.

6.1.8.C. Financial & Human Resources

Time and effort of the appropriate staff applied to the above. Possible funds for outside help.

6.1.9. Support Efforts to Reauthorize SCFD Funding in 2016

The Scientific and Cultural Facilities District (SCFD) draws its funds through a voter approved portion of sales tax dedicated to supporting not-for-profit scientific and cultural organizations. SCFD provides significant funding to SHM. It is, in fact, our single largest source of public funding, and thereby extremely important to the financial standing of our organization. This tax based funding will be up for reconsideration by voter approval in 2016. It is the best and vital interest of SHM to support public advocacy and lobbying efforts toward reauthorization of this funding.

6.1.8.A. Strategies

Budget dollars in advance toward an SCFD support fund. Provide fiscal and other means of support, to the fullest extent possible, to the efforts in promoting renewal of this important source of funding.

6.1.8.B. Timing

Begin budgeting for an SCFD support fund as of 2013. Other efforts to commence as advocacy and lobbying efforts require.

6.1.8.C. Financial & Human Resources

Budgeted funds as mentioned above. Staff time and effort as necessary and possible. Board and Board Member support by donation of dollars, time, skill/expertise, advocacy, influence, and other efforts as needed in the campaign for reapproval.

6.1.10. Increase other public support

This item is worth mentioning here for the sake of completeness as there are infinite ways to increase support from a near infinite number and variety of sources. Items 6.1.2. through 6.1.8, as well as several items to follow, all relate to this topic and form a comprehensive, but not exhaustive list. So perhaps the word "other" in this item's title leaves room for things not yet mentioned or even thought, and is an appropriate conclusion to this section.

➤ 6.2 Presenting a Quality Experience

6.2.1. Building Maintenance Campaign

Significant progress has been made in this area since the writing of the previous Strategic Plan. Success in the goal of raising \$250,000 for building improvements, along with the Executive Director's efforts to secure reduced fees and pro bono work, allowed for improvements including:

- Repair and structural improvement of the roof.
- Doubling the air conditioning capacity.
- Replacing all chairs in Daniels Hall with new ones which are, wider, cushioned, and fire code compliant.

A similar effort along with increased net income allowed for further improvements including:

- A sprinkler system for increased safety, and code compliance toward obtaining a liquor license.
- Grading improvements around the building to prevent further settling and flooding problems.
- Parking lot improvements, eliminating potholes, and allowing for more parking area and efficiency.
- Revamping of the restrooms with new tile, wall covering, fixtures and partitions.

Plans are in place for further improvements.

6.2.1.A. Strategies

Rehab the building facade. Repair sidewalk cracks and settling issues. Build financial reserves for future building maintenance and improvements needs.

6.2.1.B. Timing

Some of the above are recently underway. Others, such as the Cafe improvements, are slated to begin in the upcoming weeks to months. As always, building maintenance needs will arise from time to time into the future.

6.2.1.C. Financial & Human Resources

Expenditures for outsourcing the projects outlined above.

6.2.2. Alcohol license and Café Revamp

Previous efforts have secured an arts liquor license that is currently pending building inspection and approval. Plans are to serve beer and wine in order to offer increased options to patrons, allow an up-scaled image and service similar to other venues, and create an additional revenue source.

6.2.2.A. Strategies

Get necessary inspections and approval in order to activate the liquor license. Improve the Cafe area to facilitate greater use, liquor, beverage and food sales.

6.2.2.B. Timing

As the alcohol license carries an expiration date, it is advisable to get inspections completed and the license invoked as soon as possible. The Cafe revamp should also begin as soon as possible in order to take advantage of sales and events in the Cafe.

6.2.2.C. Financial & Human Resources

Expenditures for outsourcing Cafe improvements. Volunteer coordination and efforts in staffing the Cafe. Possible future need for Cafe staff depending on sales volume, hours, use and events.

6.2.3. Create a consistent, and comprehensive Swallow Hill Music brand

SHM suffers from a lack of visibility and recognition. We are lesser known than our size, services and mission might merit. One of several initiatives that would help SH become better known, more familiar and recognizable, is to create and utilize a unified brand that can be used across all materials and media, such that "Swallow Hill Music" as a name, place, service, venue and mission, could be presented and recognized as a single entity.

6.2.3.A. Strategies

Invest in a comprehensive branding program to meet the objectives outlined above. Use the "brand" (logo, look and feel as per above) across departments, promotional materials, media (including internet and website), events, merchandise and facilities.

6.2.3.B. Timing

No definitive time line has been set, though sooner is better. Timing of this initiative should be determined by the Executive Director with consideration of priority and available funds.

6.2.3.C. Financial & Human Resources

Expenditures necessary for investment in professional branding services. Efforts by SH staff to effect and coordinate universal use of the developed brand.

6.2.4. Staff development

With significant growth in revenue and net income, SHM has had the need and ability to add a number of key staff members, and increase salaries and bonuses. As such, there has been an increased investment in the SH staff. Long term employee retention is beneficial to any business, and along with it comes an increased value and importance of staff training and development.

6.2.4.A. Strategies

Budget funds for staff development. Identify areas of need for increased training and expertise for various staff positions. Develop criteria for employee eligibility, as well as qualifying opportunities.

6.2.4.B. Timing

At the latest this item should begin with the next budgeting cycle, which will be for calendar year 2013.

6.2.4.C. Financial & Human Resources

Funding for staff training. Staff time away for training purposes.

6.2.5. Board Leadership Development

The Board of Directors composition and qualifications are discussed in 6.1.3. Another important Board related focus is recruiting/developing board members with the skills to occupy elected positions and chair committees as needed. The bylaws mandate term limits for elected positions, and individual circumstances can lead to changes. It is, therefore, important to have capable successors available.

6.2.5.A. Strategies

Maintain and recruit board members with skills suitable for elected positions. Create a plan of succession such that willing and interested board members have the opportunity to move from board member to officer, and upward in office positions. Provide training, either by direct experience within the board, or outside sources as needed.

6.2.5.B. Timing

Immediate and ongoing.

6.2.5.C. Financial & Human Resources

The Board President, as overseer, would construe a succession plan as per the above. All board members should consider their interest and ability to pursue officer and chair positions. Budgeted funds for outside training if and when deemed necessary.

6.2.6. Better access to customer data

Customer data is vitally important in nearly every operational aspect of the organization. The better we can know and access information about our customers, the better we can serve them. We have had difficulties in the input, integration, quality, quantity and access to adequate customer related data. This has been a limiting factor in improving and maintaining the level of customer service which we strive to provide.

6.2.6.A. Strategies

The new IT system is designed to better enable all of the above. The goal now is to maximize its capabilities, and have staff well trained in its effective use. All departments can look for ways in which improved customer data can be beneficial.

6.2.6.B. Timing

Current and ongoing

6.2.6.C. Financial & Human Resources

The new IT system is purchased and in place. Staff will need time and training dedicated to effective use, and the programming may need modifications if it is found to be lacking in related capabilities.

6.2.7. Formulate a Facility Plan to pursue a new facility, improve the existing, or some combination

As we have reached capacity in certain areas, increased net proceeds, and received a significant estate gift, the possibility of a new facility is being considered. A feasibility study has been done to analyze all aspects of this question.

6.2.7.A. Strategies

The results of the feasibility study have been presented and reviewed. Several locations/opportunities have been considered. As the ideal situation has not presented, the search will continue.

6.2.7.B. Financial & Human Resources

The study results, along with time to review and discuss, plus possible additional input from other outside or inside sources of expertise.

6.2.7.C. Timing

To be determined by the results of the ongoing search, and opportunities found.

6.2.8. Look at other models for possible developmental concepts

Other similar organizations (i.e. The Old Town School of Folk Music) can serve as a resource for concepts and ideas which are similar and/or different than our own.

6.2.8.A. Strategies

Examining and sharing ideas with other institutions by visit, conversation, viewing their website and other means.

6.2.8.B. Timing

This can be done at anytime, and on an ongoing basis. A concerted effort to study other organizations may be done at the discretion of the Executive Director.

6.2.8.C. Financial & Human Resources

Executive Director and staff time. Possible travel expenses.

6.2.9. Keep improving on what we're doing

SHM has had impressive success, financial and otherwise, in many areas. The key departments of School and Concert have grown significantly despite difficult economic conditions. The Marketing Department has played an important role in this growth, while also improving and increasing our on-line presence. Financial performance has been remarkable. The staff, volunteers, board members, and many others have all played a role in SH's success. The only thing left to do is to keep on doing it, with an eye toward improving service and mission at every opportunity.

6.2.9.A. Strategies

The entire Strategic Plan could be considered a guide toward this end.

6.2.9.B. Timing

Always.

6.2.9.C. Financial & Human Resources

The exemplary efforts of those mentioned above.

➤ **6.3. Building Community Through the Love of Music**

Swallow Hill Music is the premier community resource for teaching, presentation and preservation of roots, folk and acoustic music. One of our main goals in building up and growing the Swallow Hill Music community is to encourage and enhance connections among our stakeholders through the love of music. Swallow Hill Music stakeholders include our donors, sponsors, grant providers, other financial supporters, partners, cities, and, of course, our members, concert audiences, students, performers, teachers, studio users, jam participants, volunteers, staff and board members. We would like the Swallow Hill Music experience to stimulate our stakeholders, including our national and international concert musicians, to share us with the “world”.

6.3.1 Preservation/archiving

Swallow Hill Music has been a community resource for over 30 years. In that time we have gathered many materials that should be preserved as part of our mission. Steps in the historical preservation process include:

6.3.1.A. Strategies

- Locate and inventory existing archives.
- Identify type (print, photograph, recording, etc.)
- Determine condition and any immediate steps needed to be taken to preserve and protect at risk items.
- Determine a suitable location to house and protect items.
- Ascertain suitable use of items.
- Make a conscious effort to identify and acquire new items of significance.

6.3.1.B. Timing

There is a staff member who is currently working on this project four to five hours a week. With volunteer assistance, this project can make significant headway in 2012 and next year.

6.3.1.C. Financial & Human Resources

Preservation and display needs are being determined. Considerations include material donations (photographs, picture frames, recordings, etc.), physical plant allocation and security needs. A staff member has met with professional archivists. Volunteers could provide much of the work and be under the direction of a project coordinator who could be either a Board member or a staff member.

6.3.2. Children's Programming

The Swallow Hill Music mission to teach music and advance the enjoyment of music must include involving children in the Swallow Hill Music community. Appealing to younger age groups will help to maintain the vitality and growth of our Association, and broaden the student base. We currently offer a variety of music classes for early childhood (ages 6 mo. to 4 yrs.), young children (ages 5 to 12 yrs.), and tweens and teens (ages 11 to 18 yrs.). Facility improvements are needed for children's programs. Given limited resources, this activity has started but is moving slowly. The second floor has been recarpeted and the children's rooms (201, 205) have been recarpeted with extra padding. We are also working on children's fairs with PBS and sing-a-longs twice a week with the Children's Museum. There are still several questions that must be addressed for this activity to progress further.

- Are there any current or potential zoning issues?
- What additional curriculum will we develop for these young age groups?
- What other facilities issues must we deal with?
- Can we profitably rent space in other locations to reach out further?

6.3.2.A. Strategies

- Offer more classes and more class times for children.
- Offer classes which enhance motor skills in toddlers and young children as they learn to sing and play simple instruments.
- Create the opportunity to enroll more elementary age students and more adult students as young kids grow and advance into older student classes, and parents become familiar with Swallow Hill Music.
- Provide children's programs at satellite location(s) – see section 6.3.3.
- Create and maintain partnerships relating to children's programs.
- Make facility improvements which are child-friendly.

6.3.2.B. Timing

These efforts are underway.

6.3.2.C. Financial & Human Resources

Additional funding requirements will need to be determined but will have to include instruments and supplies, other activities materials, possibly other room modifications or rent, startup marketing expenses, etc. Although some existing teachers enjoy and work well with young children, we would likely need to recruit additional teachers dedicated to this age group. A Director of Children's Programming has recently been appointed with responsibility for much of the above

6.3.3 Continue to Develop the School

The school is a critical part of Swallow Hill Music's "immersion" theme as well as the goal to allow people to grow as musicians to whatever level their talent and desire will take them. There has been a 50% increase in total enrollment for all school programs over the last four years. Strategies include:

6.3.3.A. Strategies

- 5% annual growth in group classes, workshops, individual lessons and outreach.
- Increase scholarship opportunities for students.
- Improve the information technology system.
- Develop guitar reference materials for teachers.
- Create supplemental music book for students.
- Continue our outreach programs in the schools by providing music education and instruction through assemblies, group lessons and our Traveling Troupe program.
- Establish successful summer programs for kids, tweens and teens. We currently have three summer camps: House of Rock (7 one-week Camps for teens), Gleek Week (6 one-week camps for tweens and teens), and Explore Music (1 two-week camp for 6-11 year olds).
- Create a network and provide the tools for technically-based education including distance learning and on-line classes.
- Create a new website that is user friendly and programmer friendly.
- Continue to make the school "Green." Green activities include our extensive recycling program.
- Capture a younger student base while keeping the older students.
- Examine opportunities to provide classes downtown near light rail, restaurants etc.
- Create a summer music program for adults in the mountains.

6.3.3.B. Timing

An improved information technology system is being deployed in 2012. The system includes a better student database that teachers can use to manage student schedules and it should also reduce staff time. It is intended to improve efficiency and customer satisfaction. A satellite facility of approximately 3000 square-feet is currently in the planning stages with a tentative opening in 2012. Complete build-out of the facility will occur in later years as the success of the outreach facility is evaluated and funding becomes available.

6.3.3.C. Financial & Human Resources

A greatly-enhanced scholarship program has been established for 2012 to help individuals who would otherwise be unable to afford classes or workshops. The scholarships are funded through grants and private donations. Resources are needed to remodel the classrooms and to enhance marketing efforts to support the class growth and broader demographic composition goals. The short-term focus is on continuing to grow and enhance the teaching faculty. Distance learning goals will require additional web design and graphics support. In the long term, the school will be able to afford and recruit department heads for areas like guitar, etc.

The goal of the satellite facility is to reach out and expand the Swallow Hill Music music school to develop a student base that is not currently participating in our programs. There will be expenses incurred in developing a satellite facility. Expenses will include infrastructure costs such as construction, utilities, furniture, fixtures, office equipment, signage and instruments as well as other miscellaneous costs including rent, teacher compensation, advertising and marketing. Financing has been approved by the Board for a satellite facility. It is expected that the facility will lose money in the first year but hopefully develop into an income-producer in later years.

6.3.4. Dance

Dance has long been a part of Swallow Hill Music's mission statement. In recent years, it has not gotten any significant attention, and this goal intends to rectify the omission. A vibrant dance program at Swallow Hill Music would:

6.3.4.A. Strategies

- Attract dance patrons to SH that would not otherwise visit us and "cross-sell" our programs.
- Strengthen the "Community feel" at Swallow Hill Music.
- Attract younger patrons through offering a variety of dance styles.
- Operate as a revenue source that would contribute positively to our finances.

6.3.4.A. Timing

We recognize that there are more goals and objectives than financial and human resources available, so dance is not an immediate priority.

6.3.4.B. Financial & Human Resources

Any near-term activity on this goal would have to be net-income neutral. Management of a dance program would have to start as a volunteer activity and possibly grow into a part-time paid position. Some amount of the marketing team's time would be needed. In addition, space would have to be made available for dancing. Scheduling would have to be worked out with the music programs occurring in the concert facilities and café.

6.3.5. Expand the Mission and Base of Volunteers

The current volunteer program, while essential to Swallow Hill Music's operations, is primarily oriented towards making the shows, festivals and events run.

6.3.5.A. Strategies

This goal and objective focuses on two key elements:

- Create a program of recruitment, development and reward so that we have a sustainable base of volunteers for an expanding range of activities. This activity has started and is progressing.
- Reach out to our stakeholder base to recruit volunteers to serve in a wider range of capacities (e.g. managing an outreach program, archiving and preservation, fundraising).

6.3.5.B. Timing

Start in first year; steady progress required over several years.

6.3.5.C. Financial & Human Resources

The primary workload will be on the Volunteer Coordinator, with assistance from other staff and a Board member with volunteer experience, and volunteers. Depending how this grows, the Volunteer Coordinator position will likely require more hours. We may eventually need an Assistant Volunteer Coordinator and/or additional staff support. Some limited financial investment may be required for materials.

6.3.6. Stimulate major artists interest in supporting Swallow Hill Music – Share us with the "World"

Swallow Hill Music enjoys an esteemed reputation among artists.

6.3.6.A. Strategies

Continue to nurture strong, positive relationships with artists and encourage them to spread the word.

➤ **6.4. Partnering Strategically**

The goal of partnering strategically is to forge mutually beneficial alliances with other organizations that enhance our respective missions. We would like to keep our current partnerships and, in addition, widen our sphere of relationships and attract a visible potential ally or allies.

6.4 A. Strategies

Natural partners to be considered would include public and possibly commercial television stations, radio stations, newspapers, other music centers and concert venues, schools, children's activity centers and museums, university music departments, cities, resort facilities, grant organizations and foundations, and other Tier I and Tier II organizations. We already have established relationships and partnerships with some of these organizations.

6.4.B. Timing

Year One: Board member(s) or subcommittee, Director of Development and Marketing Department to develop a short list of potential partners, meet with them and determine the mutual benefits to be gained by teaming with one or more current and new potential partners. Agreement on a teaming arrangement with a new partner is a goal for year one.

Year Two and beyond: Execute and review Plan semi-annually.

6.4.C Financial & Human Resources

Partnering strategically will require planning and time commitments from the Director of Development, Executive Director, the Marketing Department and Board members.

There should not be additional initial costs other than staff time. There is a potential for additional expenses if the staff or Board determines the need for any management and/or financial consulting. Such expenditures would be subject to identification of funding sources and Board approval. Key human resource needs will be the Executive Director, Director of Development, Marketing Department, Finance Committee and Board.

We will need to continually analyze results and respond accordingly.

6.4.1. Attract a visible potential ally

As referenced in the opening paragraphs of this section.

6.4.2. Widen our sphere of relationships

As referenced in the strategy paragraph of this section.

6.4.3. Keep and expand our donor base and partnerships

As referenced in the opening paragraphs of this section.

➤ **6.5. Taking It to the Street: Maximizing access to performance and education through marketing, outreach, technology and advocacy.**

Explore opportunities to tap into new potential audiences and students by providing accessibility to Swallow Hill Music programming through effective marketing campaigns, outreach activities, implementation of new technologies, and advocacy opportunities while continuing to deliver a quality end-to-end experience to current Swallow Hill Music supporters.

6.5.1 Increase Visibility and Access

Achieving this goal will solidify the current base of supporters while building the future of the organization to be more inclusive of those who are not currently involved with Swallow Hill Music due to lack of awareness or ability to fully participate in programming.

6.5.1.A. Strategy

Activities may include, but are not limited to:

- Increased marketing within the Denver community to increase visibility as an arts/entertainment and education venue.
- Continued development of a strong online presence through the website and various electronic marketing platforms.
- Expansion of education and outreach into other geographic areas within metro Denver.
- Development of consistent, clear and constant messaging to engage potential supporters/donors and solicit larger gives from existing donors.
- Create a graduated step-up program to move bottom tier members into higher tiers.

6.5.1.B. Timing

Initiatives have been launched in CY2011 and CY2012 to improve online and electronic communication channels. It is expected to continue to evolve throughout 2012 and into 2013.

Educational programming and outreach began in 2011 with various programs, such as monthly sessions at the Denver Children's Museum (expanded to twice weekly in 2012). New activities should be launched in 2012 and carry through into future opportunities.

6.5.1.C. Financial & Human Resources

Involvement of the Directors of Marketing, Development and the Music School, and the marketing communications team, is required to ensure success in this area. Funding has been allocated for these activities.

6.5.2. Outreach

The Swallow Hill Music community is bound together by a passionately-held belief that music has the power to positively impact peoples' lives but the organization has had only limited success in bringing the power of music to those who lack financial resources and mobility.

6.5.2.A. Strategies

Achieving this goal will bring the power of music to all those who can benefit from it, regardless of their ability to pay or travel. "Outreach" activities include:

- Providing concert tickets at reduced or no cost and, if needed, transportation.
- Providing more school scholarships for low-income students, especially children.
- Creating partnerships with local school districts to augment current music curriculum or replace programming.
- Providing music instruction programs in cooperation with public schools.
- Establishing a second physical location for lessons and other educational programming not affiliated with local school districts.
- Creation of "virtual" Swallow Hill Music education opportunities (e.g., live concert webcasts streaming video, etc.).
- Providing a web-based system for matching capable musicians who are willing to perform at no or low cost with medical and senior care facility administrators.

6.5.2.B. Timing

Work on this goal has begun and will continue. Near term initiatives include the establishment of a second location for classes, possible expansion to a new physical space along with potential collaboration with the Denver Public School (DPS) district. Actions include:

- Offering reduced-price or no cost concert tickets and transportation.
- Providing more school scholarships.
- Evaluating locations for a satellite facility for classes.
- Establishing on-line classes.
- Bringing musicians to medical and senior care facilities.

6.5.2.C. Financial & Human Resources

Funding has been allocated for a second location for classes (see section 6.3), improving on-line access and offering on-line classes, providing school scholarships and working with the public schools. Some of the Outreach goals are somewhat limited by financial and staff/volunteer resources. Many of the goals must be funded by grants. The Executive Director and Director of Development will need to evaluate our Outreach programs to make sure they are relevant, effective and fundable. A board member is working with the Executive Director to develop an outline of each outreach program and pursue corresponding grants.

6.5.3. Establish online resources which would bring traffic to Swallow Hill Music's website

6.5.3.A. Strategies

Develop musical guidance, learning aids, and other such resources that would serve as another avenue bringing people to the website

6.5.4.B. Timing

Beginning in the first half of 2013

6.5.4 Recording Studio and Distance Outreach

We will maintain the Charles Sawtelle Recording Studio as a key dimension in our portfolio of music involvement resources. Our state of the art recording studio includes three rooms and an industry-standard digital service. The studio is specialized in recording acoustic music and is available to musicians at very competitive prices.

6.5.4.A. Strategies

Expand marketing efforts to support the recording studio. We will further leverage the recording capabilities and invest in broadcasting capabilities to potentially:

- Broadcast live and recorded concerts
- Post content on our website and other social media outlets

6.5.4.B. Timing

The operation of the studio is ongoing and we expect to implement recording and outreach functions in all years. Radio station KUNC (91.5FM) is a concert series sponsor. Selected concerts are recorded by Swallow Hill Music and mixed in our recording studio for rebroadcast at a later date by KUNC as "Live with Swallow Hill Music". Information on the studio is presented on the Swallow Hill Music website.

6.5.4.C. Financial & Human Resources

Broadcasting would require an investment in technology, plus the cost and manpower of a second sound engineer. A bigger challenge is to contract appropriately with the artists to reproduce their performances and pay any appropriate licensing/rights fees to the writers and publishers of the music.

1. Strategy Map



