



# *Strategic Plan* *2019 – 2024*



# Forward

I am pleased to introduce the Sun Harbor Chorus Strategic Plan for 2019 - 2024. The goals and objectives in this plan are driven by the overarching values conveyed by our membership and Director.

We recognize the distinct privilege and opportunity we have to enhance the quality of life in San Diego through barbershop harmony. Our Chapter members, performances and programs aspire to be more diverse to reflect the diversity of the community that we serve. It also exhibits our commitment to creating a diverse and inclusive culture, growing our membership, developing fun Chapter programs, producing an abundance of quality performances, providing life transforming customer service activities and events, and informing the community of San Diego about all of our programs and performances through effective innovative marketing.

Our members are passionate about our vision, mission, strategic initiatives and goals, and we look forward to serving you and performing for you with our award-winning chorus.

In Harmony,

*Bradley A. Roberts*

Bradley A. Roberts  
President and Lead Section Leader  
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# Strategic Framework

## Our Vision

The Sun Harbor Chorus aspires to be a dynamic, inclusive, entertaining men's a cappella chorus that encourages quartet singing and brings barbershop harmony to the greater San Diego community by having fun in the pursuit of musical excellence.

## Strategic Initiatives

- Diverse and Inclusive Culture
- Growing Membership and Fun Chapter Programs
- Abundant Quality Performances
- Life Transforming Community Service
- Effective Innovative Marketing

## Our Goals

- Culture
- Membership and Chapter Programs
- Performances
- Community Service
- Marketing

## Our Mission

The Sun Harbor Chorus builds a spirit of camaraderie within its membership, and entertains, educates and serves the community of San Diego through outreach, education and performance in the barbershop style.



## Culture

Establish a diverse and inclusive culture that celebrates the joy of singing together at every rehearsal, performance, contest, program, and event in a welcoming, friendly and fun environment. This culture is dedicated to the pursuit of musical excellence, providing innovative programs and quality performances, and serving the community of San Diego. We will establish this culture by doing the following:

- Provide a welcoming and friendly environment for men of any age, race, nationality, ethnicity, religion, sexual orientation or gender expression.
- Celebrate the joy of singing together at every rehearsal, performance, contest, program and event.
- Encourage the growth of a wonderful community that is filled with music, laughter and camaraderie.
- Ensure that Chapter leadership projects a positive, encouraging and enthusiastic attitude, and that they listen to the needs and concerns of all members and guests.
- Strive to create that a friendly and supportive environment exists during every rehearsal and meeting.
- Warmly welcome all guests.
- Always maintain a welcoming, collegial and supportive atmosphere on the risers.
- Provide individual non-judgmental help from Section Leaders and/or others as needed.
- Offer programs at some rehearsals that emphasize fun.

## Culture Continued...

- Promote the development of a diverse and inclusive chorus through social media marketing campaigns (e.g., Chapter website, Meetup and Facebook, etc.) and performances.
- Provide rehearsals that contain lessons in vocal and performance skills.
- Commit to ongoing improvements and growth (individually, as a section, and as a chorus) in vocal production.
- Provide ongoing opportunities to learn interesting and challenging arrangements of new songs.
- Be prepared for every rehearsal.
- Fully participate in all vocal exercises during rehearsals.
- Always sing with our best voice.
- Engage our body, emotions and facial expressions through every song.
- Develop a variety of innovative Chapter programs for members and the community.
- Provide quality performances for the community of San Diego.
- Actively participate in community service performances, activities and events.



## Membership

Build a thriving, growing, diverse and inclusive membership that consists of men of any age, race, nationality, religion, ethnicity, sexual orientation or gender expression that are all part of a wonderful community that is filled with music, laughter, fun Chapter programs, friendship and camaraderie. We will build our membership by doing the following:

- Develop an effective membership program based on proven, successful membership practices from other award-winning choruses (e.g., San Diego Chorus, Masters of Harmony Chorus, and Westminster Chorus).
- Encourage diversity and inclusiveness in membership by reaching out to a variety of groups including men between the ages of 45 to 55 and younger, and minority populations (e.g., black, Latino and Asian) through performances in their communities, “Meetup” and social media marketing campaigns.
- Increase membership by a minimum of 10 new members each year, and have a total of 50 members by 2024.
- Establish a Mentor program for prospective new members including ongoing trainings for Mentors.
- Ensure that Greeters help guests to feel welcomed at every rehearsal, that guests have signed the Guest Book, provided a name tag, assigned to a mentor and have an accurate, up to date music book to borrow.
- Provide prospective new members with membership letters that are intended to be given to them at their first, second and third visit.

# Membership Continued...

- Assist prospective new members with the audition process (e.g., through the assistance of the Vice President of Membership, Mentor, Section Leaders and Director).
- Assist prospective new members with the BHS membership application process once they have successfully passed their audition (e.g., through the assistance of the Vice President of Membership and the Chapter Secretary).
- Plan and implement fun Chapter programs for existing members such as Chapter Picnics, Quartet Competitions, Afterglows, Open Houses, Guest Nights, guest quarters, social events with other BHS and SAI choruses, and tag singing and refreshments during rehearsal breaks (e.g., through the combined efforts of the Vice President of Membership and Vice President of Program and Activities).



## Performances

Produce abundant quality performances at different venues in San Diego and beyond throughout the year to gain community exposure, attract new members, and to generate revenue for Chapter operating expenses. We will increase our number of performances by doing the following:

- Plan and schedule a quality show for the Fall every year.
- Plan and schedule a quality show for the winter Holidays every year.
- Plan and schedule six quality paid performances during the year in addition to the Fall Show and Holiday Show.
- Plan and schedule quality community service performances twice a year.
- Plan and schedule quality performances in a minority community twice a year.
- Compete in the Far Western District (FWD) Division and District contests every year.
- Plan and schedule coaching sessions as needed to prepare for contests.
- Develop marketing campaigns for the Fall Show and Holiday Show (e.g., through the combined efforts of the Vice President of Performance and the Vice President of Marketing and Public Relations).
- Select and purchase new formal and informal performance wear.
- Purchase new risers.





## Community Service

Provide life transforming community service performances, activities and events to the community of San Diego as recommended by the BHS “Supercharging Your Chapter” program as a powerful way to engage Chapter members in a group effort to give back to the community of San Diego that has supported the Chapter since its inception.

- Provide free performances to the public to support charity fundraising events and Chapter donation programs (e.g. raising funds for new risers that is also supported by the Chapter’s “Go Fund Me Page”).
- Participate in local community service activities and events such as the annual Youth Harmony San Diego Workshop for middle school and high school students through grant writing, community outreach efforts, committee work, and serving as educators and volunteers the day of the event.
- Support charitable organizations to facilitate better understanding, knowledge and care of people in need such as the International Association of Logopedics and Phoniatics, which supports those with communication, speech, language, voice, hearing and swallowing disorders.



## Marketing

Initiate effective innovative marketing campaigns to expand our community exposure, attract prospective new members, and increase ticket sales for Chapter performances and programs (e.g., Fall Show, Holiday Show, Singing Valentines and Youth Harmony San Diego Workshop). We will improve our marketing efforts by doing the following:

- Create marketing campaigns for all Chapter shows and programs on social media (including the Balboa Park website and Facebook), print, radio and television.
- Create targeted marketing campaigns for growth in membership on social media to a variety of groups including men between the ages of 45 to 55 and younger, and minority populations (e.g., black, Latino and Asian).
- Create a “sizzle video” of the chorus for the Chapter website highlighting the benefits of Chapter membership.
- Maintain the Chapter “Meetup” page as a primary source of new members.
- Develop business cards for Chapter members to give to prospective new members and for potential paid performances.
- Develop a script and program for every show.

## Marketing Continued...

- Develop fliers for every show and distribute them to local senior living facilities, friends and family, etc.
- Develop posters for every show to be displayed in the kiosk located in front of the Casa Del Prado Theater.
- Develop a chorus banner for event tabletop displays (e.g., for events such as San Diego Sings).
- Update the Chapter website continuously throughout the year (e.g., News and Events).
- Develop the “Community Service” Section of the Chapter website as recommended by the BHS “Supercharging Your Chapter” program, which will highlight our community service performances, activities and events.
- Develop the “Officers” section of the Chapter website to include the Board of Directors and Music Team with their names, title, email addresses and photos.
- Develop the “Our Members” section of the Chapter website that includes a list of all members with their names, voice part, email addresses and photos.
- Develop the “Quartets” section of the Chapter website that includes Chapter quartet names, bios, member names, voice parts, email addresses, photos and contact information for gigs.
- Develop the “Leave a Comment” section of the Chapter website that enables fans to provide feedback on our website, chorus shows, testimonials, suggestions, questions and complaints.
- Develop the “History” section of the Chapter website to display our 1946 Charter and a summary of our unique 73-year history.
- Collect data on the number of email addresses and phone numbers of prospective new members and fans received at each Chapter event and performance, and tickets sold for each performance through print and social media, and the number of views and requests for more information through the Chapter website.