

**Golden West Region 21
STRATEGIC PLAN
2009 - 2010**

STRATEGIC ISSUE: Educational Opportunities					
STRATEGIC INITIATIVE: Ensure that all member have access to education and that education is relevant to the region's education needs.					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Develop and implement educational events that address current regional education needs.	A. Develop educational plans based on judges comments and workshop evaluations, Education Coordinator, Chapter, RMT and Director panel discussions.	Leaders have the ability to identify specific areas of need for the education of the region's members/chapters.	Education Coordinator Education Direction Committee (EDC) RMT	Ongoing	03/09
	B. Create and schedule education event programs to address identified needs.	Region receives education that directly addresses the current educational needs of the membership.	Education Coordinator EDC Events Coordinator RMT	Ongoing	03/09
	C. Select and contract with faculty to facilitate education event program	Faculty and contracts are obtained	Education Coordinator EDC	Ongoing	03/09
	D. Create a Regional Faculty to assist in meeting the Region's identified education needs.	Leaders have the personnel necessary to staff the scheduled education events.	Education Coordinator	05/09	In Progress
2. Provide education events to as great a percentage of the regional membership as is financially possible.	A. Conduct a regional events cost/benefits analysis to determine the number and location of events that are possible, including events that are self-sustaining.	Region does not exceed annual events budgets.	Education Coordinator Finance Coordinator Events Coordinator EDC RMT	Ongoing	03/09
	B. Schedule events per analysis results.	Events calendar is established	Education Coordinator	Ongoing	03/09
3. In addition to educational events (i.e., seminars/workshops), provide targeted education in the form of chapter visits and other specialized education to support region's education needs.	A. Utilize the results of the completed needs analysis Refer to 1. A.	Leaders recognize the specialized education needs of the region.	Education Coordinator EDC RMT	Ongoing	12/07
	B. Develop section of Education Plan for targeted groups, e.g., ADP, quartets, chapters, YWIH, etc.	Education Plan reflects plans for targeted education , programs are developed and implemented, targeted groups received needed educational assistance.	Education Coordinator EDC	Ongoing	In Progress 03/09
4. Work with other Regions and International to promote Sweet Adelines and increase individual education.	A. Work with other Regional leaders to help develop education plans to benefit both regions and their membership.	Increased participation of other Regions in Region 21 education events.	Education Coordinator	Ongoing	In Progress

STRATEGIC ISSUE: Communication with members					
STRATEGIC INITIATIVE: Insure that all members are aware of activities and opportunities offered within the region					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Develop and promote two way communication between RMT and the membership and among members	Campaign for increasing membership in regional newsgroup	Increased participation in E groups, specifically the RING.	Communications Coordinator	Ongoing	03/09
2. Increase use of computer technology within choruses	Classes provided at regional meetings	Give latest information to leaders as well as interested members	Communications Coordinator/Web Mistress/RING Host	Ongoing	03/09
3. Create Regional Tech Team	A. Create core of "Tech Contacts" from choruses	Liaison to choruses and help with technical problems and update data	Communications Coordinator/Database Manager	08/09	In Progress
	B. Provide list of members who are knowledgeable and willing to help choruses perform certain technical tasks	Provide help for choruses who wish to set up more efficient methods using technology in both administration and music tasks	Communications Coordinator	Ongoing	In Progress
4. Redesign regional website	A. Obtain resources for development of redesigned regional website.	Functional, member friendly website	Marketing Coordinator, Communication Coordinator, Webmistress	08/09	In Progress
5.. Increase usage of Regional Website	A. Create and archive interactive forms for downloading	Forms available immediately.	Communications Coordinator	08/09	03/09
	B. Update calendar and website regularly	Information is more timely	Communications Coordinator, TC, Web Mistress	Ongoing	03/09
	C. Encourage use of website through presidents/team coordinators, tech contacts, GWM, forums and classes	Usage increased measured by meter	Communications Coordinator, EC, Membership, Marketing, GWM Editor	08/09	03/09
6.. Increase GWM revenue	A. Create a sales team	Use diverse ideas for a more exciting publication	Communications Coordinator, Marketing Coordinator, GWM Editor	Ongoing	In Progress
	B. Develop means of raising revenue through ads and "Love Notes"	Provides some income for publishing costs	Communications Coordinator/GWM Editor, Marketing Coordinator	Ongoing	04/09
7. Annual Chapter evaluation form completed by 100% of regional choruses.	A. Discuss at forums so that presidents understand the importance	More complete responses and more responses returned	Communications Coordinator, Membership Coordinator, Team Coordinator	Ongoing	In Progress
	B. Create cover letter further encouraging thoughtful completion	Leaders realize the importance of their answers to the RMT as well as International	Communications Coordinator	Annually	03/09
	C. Thank you letters to those choruses who complete forms	Larger response in the following year	Communications Coordinator	Annually	03/09

STRATEGIC ISSUE: Marketing**STRATEGIC INITIATIVE: Create and implement a marketing plan that promotes Regional activities and member participation**

STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Increase member awareness of Regional activities	A. Create marketing plan for Regional events	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	B. Inform members of activities through RING network	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	C. Inform members of activities through Regional magazine	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	D. Inform members of activities through website	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	E. Provide information to chapters in a timely and complete manner	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	F. Promote upcoming events at "current" regional events	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	G. Utilize marketing minutes to RING and website	Increased awareness of and participation in regional activities.	Marketing Coordinator	Ongoing	In Progress
2. Increase member participation in Regional activities	A. Provide information on participation to chapters and members in a timely and complete manner	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
	B. Encourage and recognize consistent participaton by chorus and regional leaders	Increased attendance at events	Marketing Coordinator	Ongoing	In Progress
3. Increase community awareness of Sweet Adeline activities and create a positive image for Sweet Adelines in the public eye	A. Create a marketing plan to reach community members and inform them of Sweet Adelines events	More community awareness	Marketing Coordinator	Ongoing	In Progress
	B. Utilize media contacts to inform public of activities	More Press coverage	Marketing Coordinator	Ongoing	In Progress
	C. Fully utilize website resources to inform members of the public about activities within the Region	More Press coverage	Marketing Coordinator	Ongoing	In Progress
	D Add news article to home page of website, using a reporter, changing monthly	Increased awareness of and participation in regional activities.	Marketing Coordinator	Ongoing	In Progress
4. Increase community participation in Sweet Adelines activities	A. Utilize media contacts to inform the public of activities	Increased community participation	Marketing Coordinator	Ongoing	In Progress
	B. Outreach to local community groups to educate them on Sweet Adelines	Increased community participation	Marketing Coordinator	Ongoing	In Progress
5. Support chapter PR/ Marketing activities	A. Utilize e-groups to enhance communications and adoption of best practices at the chorus level	Number of messages posted increased	Marketing Coordinator	Ongoing	In Progress
	B. Work with chorus leaders to help them develop marketing plans for their specific communities	Increased marketing plans for choruses	Marketing Coordinator	Ongoing	As Needed
	C. Serve as a liaison between regional press outlets and local chapters	More and better press coverage	Marketing Coordinator/Chorus Leaders	Ongoing	As Needed

STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
6. Increase awareness and participation in Young Women in Harmony activities	A. Work with YWIH coordinators to help them develop marketing plans for their specific communities and audiences	Increased awareness and participation of YWIH programs and activities	Marketing Coordinator, EC, YWIH Coordinator	Ongoing	As Needed
	B. Utilize media contacts to inform the public of activities	Increased awareness and participation of YWIH programs and activities	Marketing Coordinator, EC, YWIH Coordinator	Ongoing	As Needed
	C. Outreach to local community groups to educate them on Sweet Adelines	Increased awareness and participation of YWIH programs and activities	Marketing Coordinator, EC, YWIH Coordinator	Ongoing	As Needed
	D. Outreach to local educational groups and schools to educate them on Sweet Adelines	Increased awareness and participation of YWIH programs and activities	Marketing Coordinator, EC, YWIH Coordinator	Ongoing	As Needed
	E. Create a system to publicly acknowledge monetary donations to the Young Singers Foundation and Regional YWIH Fund	Increased awareness and participation of YWIH programs and activities	Marketing Coordinator, EC, YSF Coordinator	Ongoing	As Needed
7. Serve as a communications conduit between International and individual chapters	Increase awareness of International marketing resources (such as "Divas Wanted" program)	Increase utilization of International marketing resources	Marketing Coordinator, Membership Coordinator	Ongoing	In Progress
8. Support and promote the consistent excellence of the Region 21 musical product	A. Inform media outlets of Regional successes and upcoming competitions	Increase press coverage and awareness of Regional excellence	Marketing Coordinator	Ongoing	As Needed
	B. Publicly acknowledge Region 21 competitors as they compete at the International level with quality, professional material	Positive public awareness of Region 21 at International - "Looking cool"	Marketing Coordinator	Ongoing	Annually at International Competition
9. Work with other Regions and International to promote Sweet Adelines and increase individual education and opportunities	A. Work with other Regional leaders to help develop marketing plans to benefit both regions and their membership	Increased participation of other Regions in Region 21 education events	Marketing Coordinator	Ongoing	In Progress
	B. Work with International staff to help develop marketing plans to benefit individual chapters and members	Improved overall marketing for Region 21	Marketing Coordinator	Ongoing	As Needed
10. Work with other barbershop organizations and other musical groups to increase awareness of sweet Adelines and increase individual education and opportunities	Work with other musical organizations' leaders to help develop marketing plans to benefit both groups and their membership	Administrative and musical synergy	Marketing Coordinator	Ongoing	In Progress

STRATEGIC ISSUE: Membership Growth and Retention					
STRATEGIC INITIATIVE: Create a regional program that encourages growth and retention of members in Region 21					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
GROWTH:					
1. Develop an organized approach to encourage chapter growth	A. Review International Membership/Marketing program and implement as appropriate.	Increase in Region 21's total membership.	Membership Coordinator Marketing Coordinator	Ongoing	In Progress
	B. Provide chapters with increased awareness of membership tools and programs available, and training in how to use them.	Networking meetings and/or classes scheduled at Summer Seminar for chorus membership coordinators.	Membership Coordinator	Ongoing	03/09
	C. Increase usage of Membership Chair e-group that encourages sharing information and successful programs for membership growth	Increased usage by region for sharing membership ideas.	Membership Coordinator	Ongoing	03/09
2. Develop an organized chapters in underserved areas	A. Survey potential areas in region that might support a new chapter	A. Underserved sections identified in all areas of the region	Membership Coordinator RMT	08/09	Ongoing
	B. Contact CAL members as potential leaders for starting new chapter.	B. Utilization of experienced members of SAI t spearhead drive for new chapter	Membership Coordinator RMT	08/09	Ongoing
	C Contact Regional choruses for members resigning due to move within Region 21	C. Same as above	Membership Coordinator RMT	08/09	Ongoing
	D. Develop strategy to attract potential members in select underserved areas.	D. Resources of Region put to work to successfully start new choruses in underserved areas	Membership Coordinator Marketing Coordinator Education Coordinator	Ongoing	In Progress
RETENTION					
1. Develop an ongoing plan to promote retention activities to minimize the loss of membership in regional choruses	A. Develop a communication strategy to share retention ideas.	Decrease the number of chorus members leaving, thus increasing the region's overall membership.	Membership Coordinator RMT	Ongoing	In Progress
	B. Acknowledge new & long-term members at a regional event annually.	Publish long-term member names in GWM	Membership Coordinator	Annually	03/09
	C. Develop a chapter-level exit strategy for chapters to monitor reasons for members leaving.	Checklist established AND USED by choruses.	Membership Coordinator	08/09	In Progress
	D. Increase awareness that the quality of the musical product has a direct effect on retention.	Fewer members leave as choruses become better singers & performers.	MembershipCoordinador Education Coordinator	Ongoing	In Progress
2. Develop an ongoing plan to recognize the achievements of individuals and choruses	A. Recognize individuals and choruses for their participation in regional activities and events.	Encourage more participation by individuals and choruses	Membership Coordinator	Annually	04/09
	B. Research and recognize individuals and chapters for longevity	Develop pride and encouragement for long time membership in our organization	Membership Coordinator	Ongoing	In Progress

STRATEGIC ISSUE: Financially Secure Region					
STRATEGIC INITIATIVE: End fiscal year with a profit					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Regional events and programs are profitable	A. Re-assess expectations for registration	Budget estimates for AETs are met	FC, EVC, RMT	Annually	03/09
	B. Review cost elements	Regional events are profitable	FC, EVC, RMT	Annually	03/09
	C. Budget such that fees charged exceed expenses	Regional events are profitable	FC, RMT	Annually	03/09
2. Reduce regional expenses	A. Continually explore cost-cutting measures	Regional expenses are reduced	FC, RMT	Annually	03/09
3. Ensure regional budget is balanced	A. Prioritize expenditures to meet the current needs of the region	Regional expenses are reduced	FC, RMT	Annually	03/09
	B. Review budget at every RMT meeting and adjust if necessary	Balanced budget at end of fiscal year	FC, RMT	Annually	03/09
4. Create opportunities for non-dues revenue	A. Develop Ways & Means Committee to explore ways to increase revenue	Non-dues revenue is increased	FC	Ongoing	In Progress
	B. Solicit estate planning donations	Donations are made to region	FC, Marketing Coordinator	Ongoing	In Progress
	C. Investigate Grants and Sponsors	Non-dues revenue for region is increased	FC	Ongoing	In Progress
STRATEGIC ISSUE: Long Range Planning					
STRATEGIC INITIATIVE: The Region will operate through the implementation of a Strategic Plan as a living document.					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Maintain a Strategic Plan that is relevant to the needs of the Region	A. Update Strategic Plan annually at the planning meeting	Consistency in our overall approach to governing the Region	RMT	Annually	03/09
	B. All meeting agendas will include a review of the Strategic Plan	The Strategic Plan remains at the forefront of all our planning and programs	TC	Ongoing	03/09
2. Develop plan for communicating the Strategic Plan, its value and progress to our Regional leaders	A. Distribute a synopsis of the Strategic Plan to all Directors, Presidents/Team Coordinators at the beginning of each fiscal year	Knowledge of the overall plan will promote support for regional activities	TC	Annually	03/09
	B. Post a synopsis of the Strategic Plan on website and notify membership on RING	Membership has knowledge of overall plan	TC, Communications Coordinator	Annually	In Progress
STRATEGIC ISSUE: Leadership Succession and Training					
STRATEGIC INITIATIVE: Ensure that ongoing effective management of Region is secured through Succession Planning					
STRATEGIC GOAL	ACTIONS/TACTICS	MEASURABLE OUTCOME	RESPONSIBLE PERSON	TARGET DATE	STATUS
1. Identify potential successors for leadership roles	A. Solicit nominations from chorus presidents, directors and selected individuals	Chapter experience leads to successful regional leaders	RMT	Ongoing	In Progress
	B. Set up a leadership database to include the Regional Faculty Roster	Multiple candidates for every position	Communications Coordinator / RMT	09/09	In Progress
2. Develop a recruiting program for RMT succession	A. Provide recruiting/succession opportunity at each Regional event	More viable candidates identified	RMT	Ongoing	In Progress
	B. Evaluate Program Chairs annually	Maintain quality in all programs through evaluation of its leadership	RMT	Annually	03/09