



Long-Range Strategic Plan

2011 Strategic Plan Summary

Message from the President

Dear Friend of RMF,

Since 1926, the sole purpose of the Reading Musical Foundation has been to support music across Berks County. Beginning with financially supporting two organizations and a handful of community programs, the organization has branched into nearly every music niche and age group. The first decade of the 21st century brought a new vision to the Foundation, a shift from just funding music performance to include inspiring, managing and implementing numerous outreach and scholarship initiatives.

As we enter the second decade, that focus remains constant. While RMF's commitment to music education remains strong, other factors threaten the art form, beginning in the schools and stretching into the theaters. The Reading Musical Foundation recognizes that we must incorporate an advocacy leadership role to improve the music climate in Berks.

This plan details a roadmap to become such a leader, as well as develop a financial infrastructure that is needed to make a transformational change, inside and outside of the music community. With the grand end goal of reaching every Berks Countian with the message of music's importance, we foresee a community change in status quo by building smarter students, a creative workforce and increased volunteerism through the benefits of music.

Mark A. Hornberger
Chairperson

Keri M. Shultz
Executive Director

Mission Statement

The mission of the Reading Musical Foundation is to promote and facilitate music education and appreciation in order to preserve and develop musical experience and culture within our Berks County Community.

We will provide organizational and financial support for activities and events that lead to the education and development of both artists and audiences. We will carry out our mission through the application of sound principles in management and fiscal stewardship.

Vision Statement

Everyone in Berks County understands and appreciates music and the value it brings to our community.

Long-Range Strategies

Based on the strategic assessment as detailed previously, Reading Musical Foundation has identified three overriding strategies, with supporting strategic actions, it will implement in its efforts to fulfill its mission and achieve its vision.

Reading Musical Foundation will assume a leadership role in promoting the benefits of music in Berks County by becoming the community's primary resource for music advocacy, scholarships, and outreach.

Reading Musical Foundation will build a sustainable resource development function and a comprehensive fundraising initiative that generates over \$1 million in funds each year (over a timeframe to be determined).

Reading Musical Foundation will transition its funding focus from organizations to programs.

Critical Measures of Success

In order to evaluate the effectiveness of and progress toward its long-range strategic plan, Reading Musical Foundation will measure and track the following *Critical Measures of Success*. The results will be reviewed by the leadership team on a regular basis.

- Number of students applying for scholarships
- Number of students participating in auditions
- Number of scholarships awarded
- Total dollar value of scholarships awarded
- Number of music teachers referring students to RMF
- Number of students served through hands-on instruction
- Number of students exposed to music through assemblies and concerts
- Number of musicians we employ or contract

- Number of advocacy positions taken
- Number of fundraising initiatives conducted
- Dollar amount of funds raised
- Number of unduplicated donors
- Number of corporate donors
- Number of individual donors
- Performance to fundraising target
- Number of deferred gifts pledged
- Number of individual scholarship funds
- Percentage of funding allocated to programs
- Number of organizations receiving program funding

Operational Objectives

During the first year (October 2010 – June 2011) of this long-range strategic plan, Reading Musical Foundation will implement the following operational objectives.

- Gather the research and prepare materials that support music and its impact on communities.
Develop a case for support for RMF at \$1 million in annual funds.
Quantify the outcomes of our programs of advocacy, outreach, and scholarship (and report to the community).
- Establish our criteria for active advocacy on music-related issues.
- Define what we mean by “outreach.”
- Rebrand our Non-Specific Student Fund as a Focus Fund.
- Develop a pro forma for RMF at \$1 million in annual funds.
- Develop a model for a transition from a funding focus on organizations to a focus on programs.
Define our criteria for programs we will fund.