

**I. CHESTER COUNTY COMMUNITY FOUNDATION
GRANT PROPOSAL SUMMARY SHEET**

Contact Information

Organization Name: Pennsylvania Academy of
Performing Arts (DBA Concordia Choral Arts)
Address: Box 179, Lionville, PA 19353
Phone: 267-255-2787 or 484-459-0739
Website: www.concordiachoralarts.org
Year Incorporated: 2006

Date: September 14, 2018

Artistic Director Name: S. Katherine Shealy
Artistic Director E-mail: skshealy@gmail.com
President Name: William McAdoo
Primary Contact Name: David Shealy
Primary Contact E-mail: djshealy@gmail.com

Has your nonprofit ever applied to the Community Foundation? Yes No Not Sure
Has your nonprofit ever received funding from the Community Foundation? Yes No Not Sure
 Donor Advised Fund(s) Fund for Chester County Don't know/Not sure

Field/s of Interest:

Arts, Culture & Humanities Environment/Animal Welfare Education
 Health Human Services Religion

Organization Information:

Geographic Area Served (*If not all of Chester County, specify primary Chester County regions served*):
Our primary focus is Chester County, with some events by invitation taking place in the greater southeast Pennsylvania region.

Describe Population Served and Annual Number of People Served:

Approximately 40-50 singers participate in concerts and outreach opportunities each year. Our performers are adults ranging in age from high school to senior citizens. Our 3-season concert series attracts 400-500 attendees of all ages.

Our community outreach performances (8-10 engagements each year) take place at residential senior care facilities, civic events and at special concert venues. Approximately 800-1000 people of all ages attend our outreach performances. The majority of these audiences include those underserved individuals who rarely have an opportunity to experience a live musical performance, whether this be due to age, health or socioeconomic circumstances.

Mission:

Concordia Choral Arts (CCA) strives to share our passion for choral music by uniting talented singers and our audiences through a shared spirit of musicianship, community and diversity. Our mission is exemplified by our name "Concordia", the Latin word for "harmony" which literally translates to "with one heart".

Proposal Summary:

Concordia Choral Arts (CCA) is seeking a Capacity Building grant to establish a Board of Directors through the expert consultation and guidance from Sylvia & Carter & Associates (SCA). The Board of Directors, in collaboration with current CCA staff, officers and volunteers, will be charged with developing sustainable fundraising and long-term strategic planning. CCA has grown significantly as an organization over the last twelve years solely through the efforts of our volunteer singers, who currently donate their time as officers of the group. We recognize that further growth and execution of our 3-year Strategic Plan (Attachment

4), will require the installation of an experienced Board of Directors through which a more effective organizational structure can be built.

If Capacity Building Proposal, the focus is:

Mission, Vision & Strategy Governance & Leadership Strategic Relationships
 Fundraising & Development Other: _____

Annual Budget <u>\$28,550</u>	<u>0.2</u> # of Full-Time Equivalent Paid Staff
<u>75</u> % of budget for program expenses	<u>5</u> # of Volunteer Officers
<u>8</u> % of budget for administrative expenses	<u>75</u> # of Active Non-Board Volunteers
<u>17</u> % of budget for fundraising expenses	<u>2,000</u> # of Volunteer Hours
<i>100 % total</i>	

Top 3-5 funding sources:

- Membership dues
- Ticket sales
- Patrons

Grant Amount Requested from the Community Foundation: \$2,000

II. GRANT PROPOSAL SUMMARY

1. Organizational History and Goals

Concordia Choral Arts (CCA) is a non-profit, 501(3)(c) performing arts organization whose mission is to enrich our community by presenting to our audience a wide choral repertoire. CCA performs choral works from the classics to the contemporary and includes compositions by local and new composers. CCA's members are selected by audition and include professional musicians, teachers of music, advanced high school and college students, and community members from all backgrounds, all of whom share a love of music and a commitment to a rigorous rehearsal schedule. This assures the delivery of quality choral performances.

Founded in 2006 by Charles Moll, PhD, distinguished music educator and former choral music director with the Downingtown Area School District, CCA began as the Pennsylvania Academy of Performing Arts. Upon Mr. Moll's retirement in May 2008, Ms. Sarah-Katherine Shealy, MM, was hired as Artistic Director and has been the inspiration not only for the chorale's musical direction, but also its expansion to include an Assistant Director and an Outreach Director.

In addition, Ms. Shealy led the organization through a rebranding process to bring its current mission and vision into clearer focus. In 2015, the Pennsylvania Academy of Performing Arts became known as Concordia Choral Arts. The organization has now expanded to include several performing groups: *Concordia Voices*, the organization's premier, mixed-voice ensemble; the *Ariana Women's Choir*; the *Orpheus Men's Choir*; and outreach performance ensembles.

From its inception, CCA's mission has been to deliver a unique, multicultural experience for its members and the Chester County region that we serve. The organization first distinguished itself in 2006 when it was selected by world-renowned composer Eric Whitacre to accompany him on a vocal performing tour of Mainland China. In July of 2012 CCA hosted and performed with the Voices of Namibia, an award-winning choir from Africa, at the Charles A. Melton Arts and Education Center in West Chester, PA. In July 2013, CCA hosted the traveling Nairobi Chamber Choir from Kenya who also performed throughout the area. *Concordia Voices* also received the honor of being selected to perform at the American Choral Directors Association – PA Chapter's Fall Conference at Susquehanna University on October 31st, 2015. In alliance with the Chester County Peace Movement and Community Arts Phoenixville, CCA is sponsoring an International Day of Peace Concert, "*Rise Up and Sing!*" in Phoenixville on Sep 23, 2018. The free concert will feature the entire CCA performance choir as well as local high-school and solo performers.

Outreach performance ensembles were formed for special events and performances throughout the Chester County community. Depending upon venue and repertoire, these performances include soloists, quartets and small groups, women's voices, men's voices, or the full choir. Recent examples of outreach performances include, but are not limited to:

- Uptown! Entertainment Alliance's Annual Gala
- A Longwood Gardens Christmas
- West Chester Old Fashioned Christmas
- Shannondell at Valley Forge Senior Community
- Simpson Meadows Retirement Community.
- National Anthem at the Philadelphia Phillies and Reading Phillies games
- Chester County Historical Society performances
- Steel City Coffee House fundraisers in Phoenixville

- Phoenixville Foundry Gala supporting Bridge of Hope PA
- Chester County Peace Movement's UN International Day of Peace Ceremony
- Exton Chamber of Commerce fundraiser performances
- Spring Mill Discovery Senior Living, Phoenixville
- Phoenixville UN International Day of Peace Concert (scheduled for September 23, 2018)

2. Funding request

CCA has budgeted \$2,000 in the current fiscal year and entered into a consulting contract with Sylvia & Carter & Associates (SCA) for the purpose of: (1) establishing a Board of Directors and (2) strategically enhancing our organizational capacity to raise friends and funds to advance our mission. The \$2000 funding requested in this grant application would represent a dollar-for-dollar match with our budgeted funds that will allow us to expand the scope of our contract with SCA, as detailed below.

Key initiatives

- Identify those individuals with affluence and influence in the community, who would serve as Board of Directors, leveraging their resources on behalf of CCA. Our goal is to recruit 3-5 individuals within 12 months.
- Build a volunteer Development Committee of 4-6 individuals to expand both the visibility and outreach of CCA into the targeted Chester County communities.
- Provide technical support that would include networking and solicitation training to the Board of Directors, the Development Committee, and key staff and leadership, with the goal of broadening its network of prospective donors.
- Create individual fundraising plans for each board member to assure success with the process of relationship building.
- Review the current donor base to identify prospective major donors who can make larger gifts and create donor cultivation strategies for obtaining them. The goal is to increase our donor contributions by 25-30% of CCA's annual budget.
- Implement a *Case for Support* strategy that would include the revision and expansion of our written solicitation and marketing materials to make CCA more attractive to donors.
- Implement the practice of personal invitation to donors for all concerts and activities. Given the expertise of SCA and their familiarity with the local non-profit community, SCA can help to identify additional prospective donors to invite to CCA concerts and events.
- Assist CCA in identifying and implementing a web-based system/software package that allows CCA to track and manage their relationships with concert attendees, donors, volunteers and partners.

Specific needs and issues addressed

For Capacity Building grants:

How will it impact your organization?

The professional consultation with SCA funded by this Capacity Building Grant will facilitate the recruitment of an experienced Board of Directors as well as initiate a process for sustainability through more effective fundraising. CCA recognizes that further growth of our organization will require these changes in order to achieve the goals outlined in our Strategic Plan (Attachment 4).

A positive outcome of these changes will be that the artistic director and volunteer officers will be able to focus on the musicality of our performance and operational aspects of the choir, rather than fundraising and business development activities.

How will impact be measured?

By the end of the Capacity Building grant period, CCA will recruit an experienced Board of Directors (3-5 individuals with significant influence in the community) and establish a Development Committee comprised of volunteers and select board members. These individuals will be trained in networking and fund solicitation skills and techniques, with the goal to increase our budget funded through donor contributions by 25-30%. This will be measured by comparing donations received in 2018 to the donations received in past years.

With the planned changes in our organization, we anticipate a wide range of positive effects to take place that align with our Strategic Plan; a few key examples are:

- The Artistic Director, other key staff, and officers will no longer assume primary responsibility for marketing and fundraising activities. Moving forward, they will be able to focus their full attention on developing the musicality of the organization, forming partnerships with other musicians and performing organizations, and constructing performance improvement experiences. Satisfaction and quality assurance of our leadership is tracked by the Annual Performance Reviews that are conducted and the Annual Reports submitted by staff and key leaders.
- We also anticipate improved overall singer satisfaction, evidenced by improved singer recruitment and retention. Singer attrition tracking is relevant to the overall growth of the chorus as well as can be used to project the potential for depth of musicality and repertoire that the organization can offer seasonally. These are measurable by audition, re-audition, and by verbal and written singer evaluations. The organization also tracks and evaluates data from Audience Surveys and Singer Written Evaluation/Feedback Tools by season. The Audience Surveys are conducted with each performance.
- Finally, it is important that we continually evaluate our vision and mission for the future. We assess these at regularly scheduled strategic planning meetings. Our long-term goals not only assure the community that we can deliver a quality musical product, but also assure that we aspire toward greater visibility in and integration of music into the life of our community. An organized policy and procedure for researching, connecting with, and bringing music to underserved segments of our community align with our mission to enrich the community through excellence in music and our vision to contribute to the vitality and wellbeing of the community.

Describe expected activities (timeline and costs, if external consultants are needed, who are they, their expertise, cost; include external consultant proposal if applicable.)

The CCA officers have employed Silvia & Carter & Associates (SCA), an experienced and respected consulting firm serving non-profit organizations, to advise on a process to build an effective Board of Directors. Funds for this project (\$2000 allocated from CCA's current budget, and the additional \$2000 requested via this grant application) will be used for remuneration to SCA for their contracted services. Expenses will be paid according to a fee-for-service hourly rate determined by SCA. Via regularly scheduled meetings between CCA and SCA over the next 6-12 months we will work together to meet key initiatives. The design and development of solicitation and marketing materials will continue to be donated by the Friends of CCA who currently manage written program and marketing materials. Additional funds may be required if a suitable software package is identified; this would require an unbudgeted allocation of funds from CCA. The full

proposal for services to be provided by SCA has been attached to this application (Attachment 3).

Why it is important to fund this now?

The 3-year Strategic Plan (Attachment 4) has set ambitious goals for CCA. We affirm that there is a need for a volunteer, multi-generational choral organization which serves Chester County. Historically, the current Artistic Director, Outreach Director, and accompanist salaries are not commensurate with the quality and time commitment that this artistic staff has devoted to the organization. With the improved fundraising capability and the improved organizational infrastructure that a Board of Directors can provide, CCA will be able to increase staff salaries to a professional level commensurate with their respective experience and education. The outreach program goals will increase our impact and exposure in the community. CCA wants to continue to make excellent music and bring that music to more people. This Capacity Building Grant is the prerequisite step that will enable CCA to grow fully into our mission.

3. How impact and results will be demonstrated.

At the end of this process we expect CCA will have recruited a core group of 3 experienced Board Directors who are committed to providing the fundraising and strategic planning that CCA needs to move forward. Volunteers within CCA will be trained to serve on committees established by the Board to execute the Strategic Plan. Additional CCA volunteers will be assigned to manage operational aspects of the organization, as directed by the Board. The Artistic Director will then be able to concentrate on concert planning, partnership development, regularly attending continuing education activities and planning for edification of the chorus through planned enrichment activities. Additionally, the Artistic Director will invest professional time in planning for further growth and musical development of the choirs, as well as in creating relationships with the community through increased programming. Success will be evident when CCA can reach the provision of 60 per cent annual funding through established fundraising formulae and processes.

III. ATTACHMENTS

E-mail or mail this support information

1. Copy of 501 (c) (3) federal tax-exempt letter (Attachment 1)
2. List of Officers, with their affiliations
Concordia Choral Arts does not currently have a Board of Directors. Listed below are the elected volunteer officers:
 - William McAdoo, President
 - Theresa Moss Witmyer, Vice President of Artistic Development
 - Peter Clarke, Vice President of Business Development
 - AJ Clarke, Treasurer
 - Holly Branham, Secretary
3. Most recent annual report and financial statement, audited if available (Full Year 2017 report, Attachment 2)
4. Itemized organizational operating budget with actual results for prior fiscal year and current fiscal year to date (January to August 2018 report, Attachment 2)
5. If capacity building initiative, itemized budget (including external consultant's proposal, if applicable). (Attachment 3)
6. Current strategic plan. (Attachment 4)