

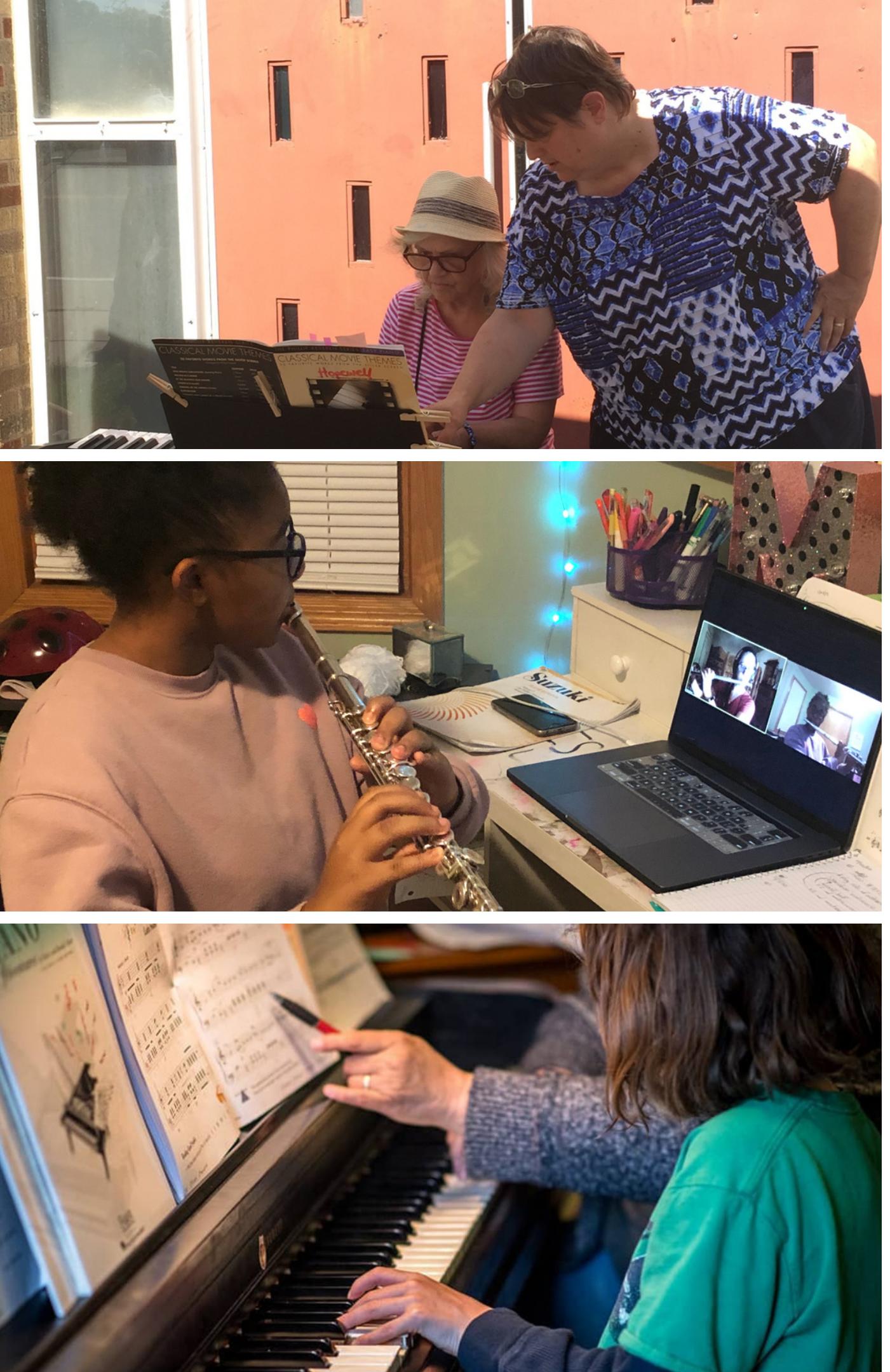
**HOPEWELL MUSIC  
COOPERATIVE NORTH**

# **STRATEGIC PLAN**

**2021 - 2023**



# Strategic Planning Process



In 2020, a year like no other in our lifetimes, Hopewell Music Cooperative North faced two major crises: financial insolvency and the COVID-19 pandemic. Thanks to crucial emergency support from our community and the hard work of our staff and board, Hopewell adapted its programs and its organizational practices to ensure ongoing mission impact in North Minneapolis.

In the midst of these crises, Hopewell sought the guidance of Propel Nonprofits (with the generous support of the Phillips Foundation) to overhaul our financial best-practices and develop a new strategic plan that will carry our organization into the post-pandemic world . As we look to the future, we recognize that continual adaptation will continue to be vital to our organization's ability fulfill our mission . We see this strategic plan as a starting point to guide Hopewell's path.



Propel Nonprofits is a Twin Cities-based consultancy that offers capacity-building services to support nonprofits in achieving their missions including strategy, governance, and finance.



# Strategic Planning Process

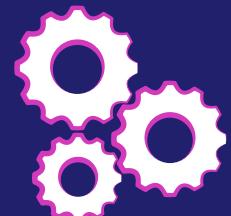
Hopewell considered all strategic initiatives through the lens of a strategy screen, to help prioritize which initiatives to put forth. . .



**Actively advances Hopewell towards mission impact**



**Builds community**



**Operational excellence**



**Financial sustainability**



**Fills an important gap**

# STRATEGIC

## GOAL #1

Continue to prioritize inclusivity within Hopewell's programs and organization.

### INITIATIVE 1.1

Continue to adapt and innovate inclusive music instruction and programs.

- Represent diverse genres, pedagogies, instruments, skill levels in music programming.
- Strike a balance of in-person and virtual programming and a balance of individual programming vs. ensemble programming, which foster inclusivity, as public health conditions allow.
- Expand opportunities to engage adult students, alumni, parents, and the broader community in programming.

### INITIATIVE 1.2

Deepen Hopewell's commitment to diversity, equity, and inclusion.

- Provide and connect staff, faculty, and board members to ongoing education opportunities on cultural competence and diversity, equity, inclusion.
- Develop a clearly articulated definition, philosophy, and organizational vision about diversity, equity, inclusion, and cultural competence and their connection to the mission.
- Recruit BIPOC trustees, staff, and faculty so that students see themselves represented within the organization

# STRATEGIC

## GOAL #2

Communicate Hopewell's mission, vision, and values to internal and external stakeholders.

### INITIATIVE 2.1

Refine mission, vision, values statements and share within Hopewell to equip all board members, staff, and faculty to serve as effective ambassadors.

- Revise the current mission statement to include asset-based language.
- Develop and publish a vision statement that clearly describes the future that the organization intends to achieve, and which articulates the role of community-building in that vision.
- Develop and publish a core values statement which describes how and in what manner the organization fulfills its mission, synthesizing historic organizational values such as community, diversity, and musicianship with Hopewell's commitment to DEI and anti-racism.

### INITIATIVE 2.2

Activate mission, vision, and values statements within external communications and ensure community engagement in mission.

- Develop promotional materials and language which reflect youth and adult students and which amplify and promote inclusivity.
- Maintain and foster community relationships through targeted communications such as newsletters.
- Engage in outreach activities with local community organizations.

# STRATEGIC

## GOAL #3

Plan for and deliver financial results which sustain mission impact.

### INITIATIVE 3.1

Develop and implement financial management practices which equip board members and faculty/staff to succeed in their roles.

- Design effective financial reports (Income Statement, Balance Sheet, Cashflow Forecast, Budget, etc.) and collaborate with financial vendors to implement reporting.
- Develop and implement an annual finance calendar to incorporate in board and committee meetings throughout the year (monthly financial monitoring, periodic forecasting, annual budgeting, compliance with regulatory reporting requirements, and alignment with strategic plan).
- Provide training to all board members annually on reading and using the financial reports.

# STRATEGIC

## GOAL #3

Plan for and deliver financial results which sustain mission impact.

### INITIATIVE 3.2

Budget for and achieve unrestricted operating surpluses each year.

- Continue to innovate program delivery to ensure both continuation of excellence and cost-effectiveness.
- Plan gradual increases in operating expenses over time to ensure that expenses don't outpace the generation of new contributed support.
- Increase the economic accessibility and number of students served by securing support for scholarships.

### INITIATIVE 3.3

Increase contributed support and ensure a diversity of sources.

- Implement a monthly giving campaign for Individual Donors.
- Secure unrestricted general operating support from corporations and businesses.
- Increase unrestricted general operating support from foundations to off-set potential constraints on government funding streams during economic recovery.

# STRATEGIC

## GOAL #4

Increase the effectiveness of organizational infrastructure.

### INITIATIVE 4.1

Equip the Board of Directors for success in their governance role.

- Perform a board self-assessment to understand the Board's efficacy and developmental opportunities.
- Identify resources, materials, and training opportunities which support ongoing excellence and/or address an area of governance improvement and implement an annual Board development plan to ensure that board members are equipped for success.
- Develop, document, and implement an ongoing Board recruitment plan to identify and successfully recruit new board members and develop Board officers.

### INITIATIVE 4.2

Increase the organization's capacity to secure contributed support.

- Ensure staff capacity to develop and execute annual Individual Giving fundraising plans.
- Ensure staff capacity to develop and execute annual Corporate and Institutional Giving fundraising plans.
- Engage board members and stakeholders as partners in donor prospecting, cultivation, solicitation, and engagement.

# STRATEGIC

## GOAL #4

Increase the effectiveness of organizational infrastructure.

### INITIATIVE 4.3

Ensure that staff and faculty are well-equipped for mission success.

- Develop and successfully execute annual budgets with the capacity to increase staff/faculty compensation over time in order to support retention and recruiting and to maintain high quality in programs and operations.
- Develop and implement professional development plans through which staff and faculty continue to build professional skills.
- Perform an assessment of existing HR policies, procedures, and tools and refine as needed.
- Develop, document, and implement a process for annual performance evaluation of the Executive Director by the Board of Directors.