



## 2023-2028 Strategic Plan

### FFCC Mission Statement

The FFCC cultivates a safe place for ALL participants to have life changing opportunities that enrich performance experiences through inclusion, creativity, and leadership in the marching arts.

### Core Values

Core values provide an internal compass that guides decision making and behavior. Our core values provide a foundation for developing effective strategies and initiatives that align with the overall mission and vision of the organization.

- Inclusivity
- Community
- Safety
- Education
- Leadership
- Equity

### Introduction

The purpose of the strategic plan is to outline our organization's vision, mission, goals, and strategies to guide operations and initiatives over the next five years. By implementing this strategic plan, the FFCC aims to make a significant impact on our membership and the marching arts by effectively addressing the challenges and opportunities. This plan provides a roadmap for the organization's actions, ensuring that it aligns with our core values, embodies our mission, and utilizes resources efficiently and effectively.

The strategic plan was developed through a collaborative process. The FFCC board met for two days in July for an honest and open discussion of the strengths, weaknesses, opportunities, and threats. In attendance were Mike Higbe, Tom Slaughter,

Erin Brown, Trevor Cox, Jen Karp, Jamie Dyer, John Johnson, Jenny Barker, Carlos Bautista-Babb, Gio Bastante, and Carrie Smith- Facilitator. Throughout the strategic planning process, the FFCC will prioritize transparency, accountability, and continuous improvement. This plan will be regularly reviewed and updated to ensure its relevance and effectiveness in addressing emerging challenges and opportunities.

The strategic plan will encompass various key elements including an analysis of the organization's internal and external environment, identification of strategic priorities, and the development of specific goals and objectives. Additionally, it outlines the strategies and initiatives that the FFCC will undertake to achieve its goals with estimated implementation timelines.

By aligning our activities with a well-defined strategic plan, the FFCC seeks to maximize its impact, enhance its sustainability, and strengthen its ability to fulfill its mission. This strategic plan will serve as a guiding framework, providing a clear direction and focus for the organization's efforts in the years ahead.

## Overall Themes

A number of major themes emerged from the two day conversations:

- Continue to build on current strengths
- Go forward ambitiously, but realistically to ensure continued financial stability
- Create an organization rooted in inclusion, diversity, and equity
- Ensure the operational stability of the organization and its ability to respond creatively to opportunities and challenges
- Continue to explore and enhance training opportunities for judges, instructors, and board members
- Analysis the roles and responsibilities of members of the board to enhance communication and efficiency
- Explore ways to grow membership by offering outdoor performance opportunities

## Vision Statements

**Short Term Vision:** To host successful and unique outdoor performance experiences.

**Long Term Vision:** Develop a traditional business model with paid employees transitioning beyond 2028 to a nonprofit business model with an executive director and board based on mission and sustainability.

## Strategic Goals

The FFCC 2023-2028 Strategic Plan prioritizes the following seven goals that may be interconnected and unable to stand alone.

### **Goal 1: Create a viable succession plan**

Objective: Initialize the separation of an executive staff and board of directions by advancing the evolution of the current board model and the strategies and processes that support it.

### **Goal 2: Expand FFCC Outdoor**

Objective: expand into the marching band sphere by cultivating the growth of engaging performance experiences by offering diversified competitive opportunities during marching band season.

### **Goal 3: Increase and diversify educational offerings**

Objective: Explore additional educational opportunities to support percussion, winds, color guard, instructors, and judging.

### **Goal 4: Be more informed and aware of possible threats from insurance and legislation**

Objective: Be hypervigilant regarding possible insurance threats and changes in legislation to ensure participant safety and mitigate potential financial hardships and event disruptions.

### **Goal 5: Enhance the viability and utility of the FFCC brand and image.**

Objective: Change the perceived value and utility of the FFCC by continuing to enhance the brand and culture of the FFCC to allow for the expansion of FFCC offerings and build relationships with stakeholders.

### **Goal 6: Increased communication systems**

Objective: create better communication systems to handle incoming communications, committee communications, and board communications.

### **Goal 7: Become an industry leader and example for diversity, equity, and inclusion.**

Objective: Provide a safe space to allow emerging voice to grow in leadership and performance opportunities.