

CAPITAL HARMONY WORKS

HOME OF:



Strategy Framework

Adopted by the Board of Trustees November 8, 2022

Mission Statement:

Capital Harmony Works empowers young people as teams of musicians, providing an environment of abundant resources and high expectations, and enriching the community through the joyful pursuit of excellence together.

Vision Statement:

Capital Harmony Works is a hub of creative youth development resources in Trenton, and an example of what high-quality ensemble music education can do in the lives of children and youth regardless of whether they experience other forms of material abundance. It is a source of pride for Trentonians, and a youth resource that attracts families from the surrounding communities.

All of our participating children and youth build meaningful connections with each other, and deepen their appreciation of the cultural richness of their community, while discovering new forms of expression.

Capital Harmony Works' early-childhood programs not only enrich the preschool environment of the city, support preschool teachers, and foster increased creative activity in children's homes, but also drive outcomes in arts awareness and elementary math and language arts achievement.

The afterschool programs, both Trenton Music Makers and Trenton Children's Chorus, provide their participating students of all ages with a sense of home away from home, where they learn to challenge themselves with rigor and excitement within an atmosphere of support and belonging. Young children look up to older teens who in turn grow as leaders and positive role models. They all experience the joy of fruitful hard work, and come to include creative musicianship among the positive attributes that make up their self-esteem.

The cycle of striving and achieving that they experience in our programs lay the foundation for a similar attitude of commitment, optimism, and growth mindset toward their schoolwork and other meaningful pursuits, which will lead to higher rates of high school graduation, and thriving in college and careers. It will also lead to the development of self-efficacy, which not only places young people in a position of agency in planning their lives, but also fosters cooperation and peace within their community.

Core Values:

- *Commitment: We support our students' pursuit of the highest standards for musical and personal development, and encourage them to expect the best from themselves. We reflect this by bringing the best of ourselves as musicians and educators, fostering an atmosphere of abundant opportunity.*
- *Access: We work to discern and remove barriers to participation. We pursue equity by dedicating our resources where the needs are greatest. Our decisions are made by considering the needs of our students, and then the needs of our staff, and we seek investment from others who believe in the same.*
- *Ensemble: The greatest successes are those achieved when everyone brings a wide range of strengths and cultures to the table. Everyone can exhibit leadership, and great leadership includes taking responsibility for the progress and success of all.*
- *Respect: We amplify the empowered voices of young people, fight against systemic racism, listen closely to our students, families and co-workers, and view our community from the perspective of its assets.*
- *Empathy: We listen closely, reflect on each other's experience, and seek to fully understand. We remain sensitive to the ways our actions affect others, lighten each other's load when we can, and celebrate every success together.*
- *Joy: Making music should be hard-working fun. We approach our teaching, learning and performance with expressive and energized happiness, and look for opportunities to inspire joy in others.*
- *Growth: As learners we never fully arrive but are always becoming. Through flexibility, risk-taking, and collegial exchange, we continually grow and develop.*

Goal #1: Build a fully-integrated organization that expands access and opportunities for kids who love music.

- Single shared program space that allows for kids to experience different programs, reduces facilities costs, builds sense of community
- Streamline and improve program logistics, especially transportation
- Brand development and amplification among families, partners, and donors
- Removal of systemic barriers that prevent or discourage participation
- Strong Trenton community relationships, including a healthy, resource-rich, long-term relationship with Trenton Public Schools

- Performance and travel opportunities that connect CHW students to both our local community and to the global community of music

Metrics:

- *Reduction in facility and transportation costs over time*
- *Success of transportation program at getting kids where they need to be when they need to be*
- *# of performance/travel opportunities*
- *# of students to participate in these opportunities*

Goal #2: Students grow as musicians and as people.

- Facilitate student growth and development
 - Ensemble music as the central tenet
 - Safe, supportive, interactive program atmosphere
 - Students build an identity as a musician
 - Joyful pursuit of musical excellence
 - SEL development through music
 - Strong relationships between students and faculty
 - Strong student retention year to year
- Staff team that reflects the best of Trenton and the surrounding region, including its racial and ethnic profile
 - Employing artistic and educational staff as fully as possible
 - Staff retention, compensation package
- Peer leadership that promotes excellence in music and in personal development
- Evaluation to support continuous improvement to program structure
- Strong relationships with families that demonstrate our shared investment in their children

Metrics:

- *Student retention*
- *Employee retention*
- *Family participation*
- *Students in leadership positions*
- *Diversity of staff in context of Trenton community*
- *Improvement in student SEL pre and post test results*

Goal#3: Implement a business model that supports a predictable program schedule and sustainable operations.

- Add administrative staff as needed
- CEO succession planning

- Board ambassadorship and engagement to meet CHW's needs and expands its presence in the community
- Increased revenue
 - Donors from both TMM and TCC embrace CHW and extend their support
 - New support attracted based on expanded impact
- Improved administrative systems (affordability, coordinated technology)
- Strong and consistent external communications

Metrics:

- *Increased revenue*
- *Employee retention*
- *Student retention*
- *# of introductions to new connections by board members*
- *Overall growth of # of people involved as donors and volunteers*
- *New followers on social media*
- *Reports from board members about how they acted as an ambassador*