

FLAGSTAFF SYMPHONY ASSOCIATION STRATEGIC PLAN

July 1, 2015 – June 30, 2018 (Adopted April 27, 2015)

MISSION

To enrich, engage, and inspire our community through the performance of orchestral music.

VISION

Orchestral music is essential to the cultural life of our community.

CORE VALUES

Excellence: We commit to the highest artistic and professional standards.

Sustainability: We model effective, far-sighted leadership and prudent, responsible management of resources.

Collaboration: We connect with our community through meaningful musical experiences.

GOALS

IDENTITY

To be broadly recognized as a premier professional regional orchestra.

- We are recognized for performance quality and interpretation.
- Our programming is rich, bold, and diverse.
- We perform to capacity crowds that trust us to deliver great musical experiences.
- We have an established presence throughout the region.

COMMUNITY

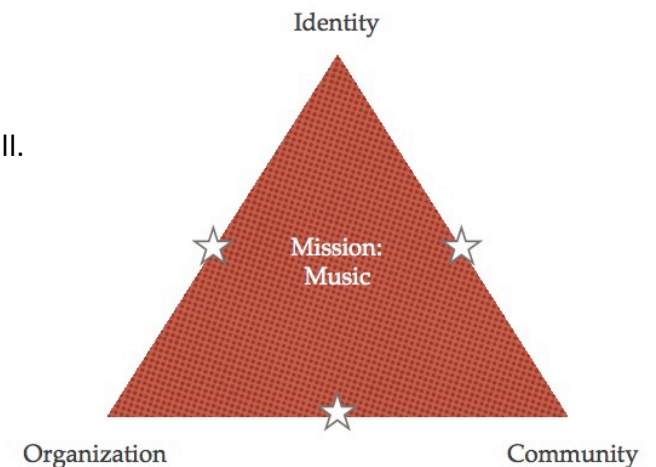
To strengthen our community through orchestral music.

- Our musical collaborations inspire a sense of connection and community.
- Our community engagement programs allow multiple points of entry, and are accessible to all.
- We have a deep and lasting relationship with our stakeholders.

ORGANIZATION

To be a well-governed, well-managed, and visionary organization.

- We model best practices for non-profit organizations.
- We are fiscally stable and reliably funded.
- We are a dynamic, diverse, and growing organization.



Strategy: We invest in an evolving, diverse, and balanced repertoire

Tactic: Hire a Music Director who provides strong artistic vision and leadership.

15/16 (Board, Search Committee, Executive Director)

Tactic: Institute a strong collaboration of the Music and Executive Directors, Programming Committee, and Musicians

15/16 (Ad hoc committee, Board, Search Committee, Executive Director, Music Director, Musicians)

Strategy: We attract and retain quality musicians

Tactic: Provide challenging repertoire, competitive compensation and direct engagement with the staff and Board

15/16 (Executive Director, Music Director, Board, Musicians, Programming Committee)

Strategy: We cultivate, engage, and sustain a broad and diverse audience

Tactic: Provide programs that reflect wishes of the various communities and attract new audiences

15/16 (Music Director, Programming Committee, Board, Executive Director, Marketing Committee)

Tactic: Perform programs at venues and locations within the various community locales

Tactic: Expand and enhance the concert-going experience

Strategy: We develop & strategically use compelling communications that reach the communities in our region

Tactic: Connect and communicate effectively through social media

15/16 (Executive Director, Staff)

Tactic: Develop key messages about Music Director search and FSO's artistic vision

15/16 (Marketing Committee, Search Committee, Staff)

Tactic: Target non-traditional and underserved audiences

Tactic: Cultivate and maintain a high position as a community cultural asset in regional & economic marketing information

Strategy: We increase access to and deepen experience with symphonic music in the region

Tactic: Institute an instrument exploration program for young children.

15/16 (Education Committee, Executive Director)

Tactic: Connect to youth outreach programs with musicians and concert opportunities.

15/16 (Education Committee, Executive Director)

Tactic: Explore support for youth development in orchestral playing.

15/16 (Education Committee, Executive Director)

Strategy: We actively collaborate with educational organizations

Tactic: Increase student/school participation in Link Up activities.

15/16 (Education Committee, Board, Executive Director, Music Director, Musicians)

Tactic: Increase student attendance at FSO concerts through targeted complimentary and/or discounted tickets.

15/16 (Education Committee, Marketing Committee, Executive Director)

Tactic: Provide in school ensemble programs.

Strategy: We enhance community relationships through effective collaborations

Tactic: Seek ways to strengthen NAU partnerships

Tactic: Actively collaborate with other arts and cultural organizations

Strategy: We develop community connections through consistent and targeted cultivation of stakeholders

Tactic: Re-engage former board members and Emeritus Directors.

15/16 (Board, Development Committee, Marketing Committee, Executive Director)

Tactic: Develop and implement consistent donor and volunteer appreciation activities and recognition.

15/16 (Board, Development Committee, Marketing Committee, Staff)

**Tactic: Use PatronManager database system for contacts and interactions with various populations
15/16 (Staff, Development Committee, Marketing Committee)**

**Tactic: Use Board members' talents and community connections to fundraise and serve as ambassadors
15/16 (Executive Director, Development Committee, Board)**

Tactic: Reach out to underserved populations with focused, creative and welcoming events

Tactic: Develop program offerings that appeal to families and youth

Goal 3: To be a well-governed, well-managed, and visionary organization

November 2015

Strategy: We cultivate, develop, and maintain an enthusiastic, competent, and respected Board of Directors

**Tactic: Review organizational structure for effective performance and successful strategic outcomes
15/16 (Executive Committee)**

**Tactic: Define board members' roles and responsibilities in relation to organizational structure
15/16 (Executive Committee, Nominating Committee)**

**Tactic: Review and develop official board orientation process and materials
15/16 (Nominating Committee, Executive Director)**

**Tactic: Recruit new board members utilizing updated skills matrix
15/16 (Nominating Committee)**

**Tactic: Provide & ensure open & timely communication within the organization among board members, staff, and music director
15/16 (Board, Executive Director, Music Director)**

Strategy: We develop and adhere to strong fiscal policies, procedures and accountabilities

Tactic: Continually enhance oversight capabilities.

15/16 (Finance Committee)

Tactic: Increase financial acumen of the entire board.

15/16 (Finance Committee)

Tactic: Have an early warning system to help anticipate possible uncontrollable situations.

Strategy: We develop and implement effective strategies for a stable and adequate flow of income

Tactic: Develop creative sponsorship options

15/16 (Development Committee)

Tactic: Develop Individual Giving Plan

15/16 (Development Committee, Executive Director)

Tactic: Continue existing and explore new fundraising and “friend building” events.

15/16 (Development Committee, Gala Committee, Guild, Executive Director)

Tactic: Support and recognize the FSO Guild

15/16 (Executive Director, Board)

Tactic: Develop a specific plan for growing our endowment funds and increasing legacy giving

Strategy: We ensure that we have the human and physical resources to meet our Mission

Tactic: Support good management through effective personnel policies, practices, and compensation

15/16 (Executive Director, Executive Committee)

Tactic: Employ and adequately compensate “top notch” executive director, music director, and staff

15/16 (Executive Committee, Finance Committee)

Tactic: Provide space, equipment & other physical resources that enable good work & reflect professional FSO image

Tactic: Investigate opportunities to provide organization with human resource expertise