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.
Goal 1: To be broadly recognized as a premier professional regional orchestra

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
Goal 2: To strengthen our community through orchestral music

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)

3 (Continued)
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

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