

FLAGSTAFF SYMPHONY ASSOCIATION STRATEGIC PLAN

July 1, 2015 – Present

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

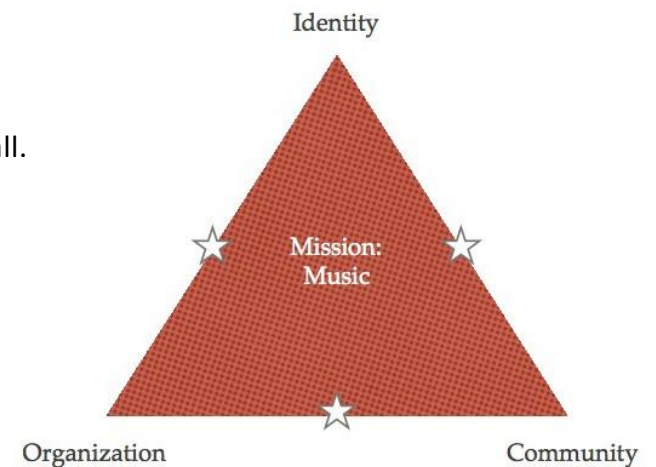
To strengthen our community through orchestral music.

- 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