



STRATEGIC PLAN

2016 - 2020

SSA CONSULTANTS

Baton Rouge Symphony Orchestra Strategic Plan 2016-2020

Vision 2020

The Baton Rouge Symphony Orchestra (BRSO) will be recognized nationally for artistic excellence and as a catalyst for new music and new artists. We will inspire and engage diverse and consistently large audiences through our exceptional performances, our mix of programming and our community outreach and educational efforts. BRSO will have significant impact on the lives of young people through their exposure to music and will be a source of civic pride and an economic development asset for our community.

The Mission of the Baton Rouge Symphony Orchestra

To enhance the quality of life in our community through music.

Strategic Goals 2016-2020

- I. Increase BRSO's funding to stimulate growth and provide for a sound financial condition with clear accountability.**
- II. Increase audiences by 30% over the next six years through the development of ever-diverse programming.**
- III. Invest in the development of the BRSO talent pool.**
- IV. Rebrand BRSO through an exceptional marketing and PR campaign to raise our national and regional profile and better engage our community.**
- V. Create future BRSO audiences and enrich the lives of our young people through strong education and outreach programs that will double the students served from 20,000 to 40,000 by 2020.**
- VI. Develop a spirit of respect and collaboration with our internal and external partners that will stimulate internal creativity and entrepreneurial activity and ultimately enhance our community and region.**

Strategic Goals and Objectives 2016-2020

I. Increase BRSO's funding to stimulate growth and provide for a sound financial condition with clear accountability.

- a. Increase the BRSO revenue from \$2,000,000 to \$2,750,000 by 2020.
 - i. Increase ticket sales from \$700,000 to \$825,000 by 2020 reflecting the national trend of 25-30% earned income/ticket sales and 70-75% contributed.
- b. Build contributed income from \$1,200,000 to \$1,925,000 by 2020 through a diversified advancement portfolio and focused development efforts.
 - i. Add an additional position to the Development staff by 2017.
 - ii. Build a robust annual giving campaign with the goal of identifying new potential supporters and long term contributing patrons.
 - iii. Develop a major gifts program with excellent cultivation and stewardship components. Ask donors to make a multi-year, renewable pledge.
 - iv. Ask long term sponsors/underwriters for a multi-year, renewable sponsorship and identify new potential sponsors.
 - v. Increase planned giving donations. Determine if the funds should be placed in the annual operating fund or in endowment where the corpus would remain untouched except for predetermined and/or exceptional circumstances.
 - vi. Review and update policies and procedures related to donor intent, endowment and investment policies.
- c. Invest in BRSO's Information Technology (IT) infrastructure to ensure financial accountability, donor integrity and internal efficiency.
 - i. Assess the current status of the IT infrastructure and develop a long term plan and budget for board approval by 2017.

II. Increase audiences by 30% over the next six years through the development of ever-diverse programming.

- a. Create a superior customer "experience of going to the symphony"
 - i. Survey audience members, former season ticket holders, and non-symphony members to determine the baseline of what is valued today and what they would value in the future – include facilities, amenities levels of customer service.

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- b. Ensure high quality performances and current staff retention through the addition of a new staff member by 2018.
 - i. Hire a staff member to assist the Artistic Administrator to handle administrative functions.
 - c. Expand Season offerings by 2020 and clearly define each series with regards to target markets, content and branding.
 - i. Offer no fewer than six Master Works Concerts per Season.
 - ii. Offer six Chamber Programs per Season.
 - iii. Offer six POPS! Programs per Season.
- III. Invest in the development of the BRSO talent pool.**
- a. Build a core of full time musicians by 2020 who are chosen for both their talent and educational skills.
 - b. Increase compensation for the orchestra through a combination of increased services and a higher pay scale to ensure the stability of our talent pool and create a stronger BRSO family.
 - c. Develop a BRSO board ad-hoc task force including the BRSO Conductor to develop a plan to solidify relationships and ensure the continued supply of high-quality artistic talent for BRSO.
 - i. Meet once per year with the leaders of the institutions of higher education who offer music degrees in the region: LSU, Southern University, University of Louisiana System – Southeastern University.
 - ii. Since LSU is the largest supplier of talent for BRSO, develop a plan to create awareness and educate the Board of Supervisors, President, Provost and key decision-makers about the mutually beneficial relationship between BRSO and the College of Music and Dramatic Arts and the importance of the School of Music to BRSO and the Baton Rouge regional economy.
- IV. Rebrand BRSO through an exceptional marketing and PR campaign to raise our national and regional profile and better engage our community.**
- a. Contract with a marketing firm to better engage our community and rebrand BRSO by 2017.
 - i. Dedicate a direct allocation of funds to develop and implement an exceptional marketing campaign beginning with a budget of \$150,000 growing to a budget of \$500,000 by 2020.

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- ii. Join the League of Trade Associations to provide access to other associations, their marketing campaign strategies and collaterals.
 - b. Expand BRSO's national profile over the next seven years through the celebration of the orchestra's 70th Anniversary in 2017 (FY18), Maestro Timothy Muffitt's 20th Anniversary in 2019 (FY 2019) and the celebration of the BRSO's 75th Anniversary in 2022 through a series of investment in recordings, commissions and premieres.
 - i. Commission a 20-minute composition at a cost of \$20,000-\$40,000 each year beginning in 2017.
 - ii. Produce a BRSO recording by 2020 at a cost of approximately \$125,000.
 - c. Expand the BRSO's regional profile by presenting in other cities and communities around the area.
 - i. Provide opportunities for increased artist interaction with other arts organizations and greater collaboration within the region as well as within the Baton Rouge arts community.
 - ii. Explore a regional touring plan for 2018 with target cities and communities and related costs.
 - d. Develop a public relations and promotional campaign to create awareness of the impact that BRSO has on making Baton Rouge a great city and its role in attracting corporations, stimulating economic development and impacting the overall quality of life in the region.
 - V. **Create future BRSO audiences and enrich the lives of our young people through strong education and outreach programs that will double the students served from 20,000 to 40,000 by 2020.**
 - a. Increase the number of attendees for the Young People's Discovery Concert Series from 6000 to 8000 by 2020 to provide more students to have educational opportunities by experiencing a live full-orchestra concert.
 - b. Develop a separate three-year plan and budget for the Louisiana Youth Orchestras to include the: Louisiana Youth Orchestra (high school), Louisiana Junior Youth Orchestra (middle school), Louisiana Junior String Ensemble (elementary school) and the Louisiana Youth Orchestra Percussion Ensemble.
 - c. Stimulate interest and enrich the community through creative and innovative programs such as Arts & Alzheimer's, Coffee on the Porch, Elementary Strings Camp, The Emerge Center Partnership, Gardere Initiative, Musical Gateways Passport Program, Teacher of the Year Program and Tunes at Noon.

- d. Ensure viability and investigate opportunities for expansion of Symphony Street programs beyond current offerings in: Ascension Parish, East and West Baton Rouge Parishes, East and West Feliciana Parishes, Iberville Parish, Livingston Parish, Point Coupee Parish and Tangipahoa Parish.

VI. Develop a spirit of respect and collaboration with our internal and external partners that will stimulate internal creativity and entrepreneurial activity and ultimately enhance our community and region.

- a. Clearly define the roles and expectations of each element of BRSO - the board, management, artistic leaders and musicians.
 - i. Develop a plan for enhanced board development and governance to include board self-assessments, meeting evaluations and a strong board orientation program.
 - ii. Develop a plan to ensure staff retention and appropriate resource allocation to include regular compensation and benefit reviews, evaluations and Executive Director evaluation by the board.
- b. Set up a meeting of the leaders of each internal BRSO group to discuss how they can better collaborate, cooperate and support one another.
- c. Establish regular meetings with cultural and civic organizations such as the Baton Rouge Area Chamber to discuss how BRSO can better collaborate with them and enhance their ability to achieve their respective missions.