

BILLINGS SYMPHONY ORCHESTRA & CHORALE STRATEGIC PLAN

2015-2019

Strategic Plan Initiatives	Implementation Responsibility	Deadlines for the Execution Milestones and Deliverables	Evaluation, Assessment, Next Steps
Strategic Initiative #1 To perform the highest quality music in the region.			
1) Attract and retain a full complement of the finest orchestral musicians in the region	Music Director (for personnel) and BOD (responsibility to generate adequate revenue through Strategic Initiative 5)		
a) Fill all of the tenured membership positions in the orchestra	Music Director	19 positions to fill by 2019 = 4 filled each year	Determine whether the BSOC is meeting the quantitative goal
b) Increase musicians compensation (per service rate and mileage) to attract and retain qualified musicians	Music Director	Gradual rate increases	Regular meetings with Orchestra Committee to get feedback; Determine whether the BSOC is meeting the qualitative and quantitative goal
2) Continue to present engaging programs that attract traditional and new audiences a) Continue with multi-year plan to present major works of the orchestral and choral repertoire b) Develop new and exciting pops programs, including high quality arrangements of popular works c) Continue to develop innovative multi-media programs that present traditional and new repertoire in a way that helps develop new audiences d) Program innovative and adventurous concerts	Music Director and the Artistic Advisory Committee	On an annual basis: (a) BOD review of proposal for next season's program by the Music Director no later than January 1; (b) Develop a list specific major works to be performed; (c) 1-2 pops concerts each season; (d) At least 1 season concert each year that includes a visual element; (e) 1 non-season concert in different venue and/or using different concert format each season.	Generate data from audience surveys; review concert attendance statistics; an annual review to be conducted by the Artistic Advisory Committee for consideration by the BOD

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3) Continue to identify and present exceptionally talented and charismatic guest artists a) Identify lesser-known artists who demonstrate exceptional technical and interpretive skills b) Choose artists whose performance will elevate the performance level of the orchestra	Music Director and the Artistic Advisory Committee	Present at least one MASO competition winner every other year	Quarterly meetings with Orchestra Committee to get feedback
4) Continue to develop and showcase the Chorale	Music Director and the Artistic Advisory Committee	Present one performance by the Chorale without the Symphony at least every other year	Quarterly meetings with Chorale Committee to get feedback
Strategic Initiative #2			
To develop new and broader audiences through Explore Music and other outreach efforts.			
1) Attract younger audience members			
a) Create social events before/after the Symphony that appeal to a younger demographic	Special Events Comm	1 social event for younger audience per season	Event attendance, audience survey regarding age
b) Provide package deals offered through groups with younger members (employers, colleges, churches, etc.)	Staff – Marketing	Group sales increase 5% each year	Review group ticket sales to determine whether this goal is realized.
2) Deploy Explore Music! to encourage youth to perform and appreciate music			
a) Continue to develop and increase promotion of annual Family Concert through public school, private school, and home school outreach	Staff – Marketing	Attendance increases 5% each year	Review ticket sales to determine whether this goal is realized.
b) Continue to expand Explore Music, particularly into surrounding	Staff – Education	Increase in #people reached. Develop ongoing partnerships with organizations in	Review student ticket sales to determine whether this goal is realized.

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towns		other communities.	
c) Engage with secondary school music teachers and administrators in Yellowstone County to increase student attendance at BSOC programming	Staff – Education	Regular interactions with educators	School feedback
3) Increase our regional presence to outside Yellowstone County			
a) Provide a performance in the Bakken in the next five years	Music Director & Staff	Performance by 2019	Is planning being conducted in the initial years of the strategic plan to allow the goal to be realized by 2019? Did we meet the goal by 2019?
b) Hold Friday night promotional events (pre-performances) in nearby communities such as Red Lodge, Miles City, Sheridan and Cody	Music Director & Staff	Start with 1 Friday performance in 2015, and expand to 3 performances by 2019	Has the goal been achieved?
4) Expand Explore Music to audiences with senior citizens and facilitate transportation to concert	Staff – Marketing & Education	Continue programs in senior communities Senior communities regularly shuttle residents to our concerts	#activities in senior communities each year?
Strategic Initiative #3			
To engage, maintain, and expand our family of supporters.			
1. Have regular communication and contact with supporters			
a) increase contact with information about Symphony happenings and people involved through newsletter and other communication	Staff – Development	Newsletter at least 3x/year	Has the goal been achieved?
b) special donor events	Events Comm & Staff	At least one event each week that the Music Director is in town	Has the goal been achieved?
c) effective thank you plan	Development comm. & Staff	All donor benefits provided; Annual thank-a-thon by Board	Has the goal been achieved?
d) acknowledge long-standing symphony patrons	Staff – Marketing	Grow subscriber benefits program and ensure all are provided each season	Evaluate subscriber renewal rates
2. Develop a plan to cultivate new & lapsed supporters			

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a) Outreach to lapsed and present patrons	Development comm. & Staff	5% revenue growth per year (based on 14/15 revenue)	Has the goal been achieved?
b) Identify and cultivate potential supporters	BOD & Staff	5% revenue growth per year (based on 14/15 revenue)	Has the goal been achieved?
Strategic Initiative #4			
To build the visibility of the Billings Symphony Orchestra and Choral.			
1. Expand marketing and outreach efforts			
a) Extend PR opportunities beyond concert coverage	Staff – Marketing	4 features/year unrelated to concerts	Revenue growth
b) Increase use of social media and technology with content to gain exposure	Staff – Marketing	Facebook likes growth – have the largest following of any MASO orchestra Website traffic growth	Web metrics
2. Broaden our reach regionally through broadcastings of performances on public television and public radio			
	Music Director & Staff	Radio broadcasts by 2019	Ticket sales growth
3. Continue to build partnerships with other arts organizations			
	Staff	Ongoing partnerships with key organizations (eg, schools, hospitals, etc)	Links both to innovative programming and revenue growth
4. Expand presentations to business and service organizations			
	Development Comm	Annual visits to community organizations	Revenue growth
Strategic Initiative #5			
To generate adequate revenue to make BSOC’s Strategic Initiatives possible.			
1. Increase concert sponsors			
	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
2. Evaluate and pursue lapsed gifts			
	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
3. Focus on planned giving			
	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?

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4. Recruit new donors	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
5. Develop a major gifts program	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
6. Increase institutional (government / corporations / foundations) giving; Develop creative proposals to appeal to corporate and individual sponsors	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
7. Increase endowment to \$2 million	BOD (with Development Committee assuming lead responsibility)	5% growth in revenue (based on 14/15)	Has the goal been achieved?
8. Increase earned revenue from subscriptions (season tickets), single-ticket sales, and program ad sales	Staff – Marketing	5% growth in revenue (based on 14/15)	Has the goal been achieved?
Strategic Initiative #6			
To increase the organizational capacity.			
1. Maximize effectiveness and engagement of the Board to implement and achieve the goals of the Strategic Plan			
a) Have a clear understanding that it is Board members' responsibility to contact donors and business supporters	Strategic Planning Committee	Rest of milestones are being reached	Has the goal been achieved?
b) Develop a system to organize board member contacts for fundraising efforts	Dev. Comm	Rest of milestones are being reached	Has the goal been achieved?
2. Provide adequate staffing and human resources to implement the Strategic Plan.	Exec Dir	Rest of milestones are being reached	Has the goal been achieved?
3. Work to ensure Board member assignments reflect their talents and skills.	Executive Committee	Rest of milestones are being reached	Has the goal been achieved?
4. Strengthen Board and Committee descriptions to clarify responsibilities.	Executive Committee	Rest of milestones are being reached	Has the goal been achieved?
5. Strive to ensure that the makeup of the Board reflects the community we serve.	Nominating Committee	Rest of milestones are being reached	Has the goal been achieved?
6. Evaluate whether to create a Governance Committee	Executive Committee	Evaluate and report by end of 14/15 season	Has a decision been made?