



BSO Strategic Plan, 2021-2025

Developed Dec 2020-March 2021 by: Committee Chair Debbie Arthur, Yaniv Attar, Ken Bronstein, Carol Comeau, Tim Douglas, Garland Richmond, Gail Ridenour, Barbara Ryan, and Mark Tomko with consultant Scott Faulkner.

Approved by BSO Board of Directors on March 21, 2021

Artistic Development – Strive for Artistic Excellence

1. Continue artistic growth of the orchestra through: an effective rehearsal model, adequate time between concert cycles, an inspired culture of preparation, and efficient operations.
2. Learn and grow through collaborations with guest conductors and coaches.
3. Develop and implement an artistic vision for the chamber orchestra.
4. Improve the acoustic conditions and stage set up in our performance/rehearsal venues.

Community – Program for Engagement

1. Provide a consistently moving and meaningful experience for our audience.
2. Continue innovative programming.
3. Broaden the Harmony from Discord series with a focus on diversity, equity, and inclusion as we look locally and globally to perform music that transcends oppression. Harmony from Discord focused repertoire will be performed at multiple concerts throughout the season as part of our goal to make this music a standard part of the repertoire.
4. Feature international, local, and emerging guest artists with a focus on diversity, equity, and inclusion.
5. Explore year-round music performances at a variety of community venues to diversify and broaden our audience base as well as engage with our community in effective and new ways.
6. Engage youth in music for lifelong enjoyment; recruit participants to school and BSO music programs; support student progress; and support/enhance school instruction.

Infrastructure

A. Financial- Build on our strong and sustainable financial structure.

1. Continue rigorous financial accounting and reporting practices.
2. Maintain sufficient operating reserves as specified by the BSO Policies and Procedures for unexpected artistic opportunities and operational needs.
3. Explore capital campaigns related to building our endowment funds and high dollar investments.
4. Build on our diverse revenue sources: grants, legacy giving, sponsors, individual giving, endowment income.
5. Develop a comprehensive, multi-year post-COVID financial recovery plan.

B. People - Commit to a high level of administrative, board, musician, and volunteer quality and cooperation.

1. Provide competitive compensation, benefits, and professional development; conduct regular performance and workload evaluations; and make strategic hiring decisions.
2. Nurture a board that is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive.
3. Intentionally embrace and promote diversity across our organization including its programs, staff, board, musicians, and audience.
4. Align BSPA, the BSO board, and staff so their work and functions are complementary and efficient.

Development and Capacity – A respected and collaborative community partner.

1. Continue to implement research-based marketing plans utilizing various media sources.
2. Engage with diverse communities and organizations to develop and retain partnerships, audiences, and supporters.
3. Identify and eliminate barriers to participation in the concert experience.
4. Explore with our community partners improved performance space solutions that promote artistic and financial growth.