2018 - 2023 Jackson Symphony Orchestra Strategic Plan

Objectives:
- Enhance financial stability
- Broaden our reach
- Improve audience experience

Strategy:
- Improve internal organization and quality (O)
- Expand educational offerings (E)
- Expand geographically and engage with new audiences (R)

Performance
- Raise and equalize orchestra member salaries to continue to attract quality musicians (O)
  - Investigate our competitors
  - Establish pay levels
  - Review travel policy
  - Be on par w/our competitors over a 5-year period
  - Decide if we want any special rates
- Review Orchestra member Policies (O) (Tenure/Core/Grievance/Minimum Services)
  - Acquire other orchestra contracts
  - Personnel Manager & MD draft new policies
  - Musician's Committee reviews
- Continue auditions to continue to attract quality musicians (O, R)
  - Going forward, all new vacancies will be auditioned
- Create a free, community-oriented concert series (R)
  - Collaborate w/Michigan Theatre, DDA to provide free programming
- Modify the Music-on-Tap schedule (O)
  - Identify dates that facilitate maximum attendance
  - Review and reflect each year
- Add a family pops concert (R)
  - Attract new audience
  - Provide more services for musicians
  - Create new revenue stream
  - Possibility for community collaborations
- Invest in new percussion instruments and celesta (O)
  - Improve the JSO's performance and streamline logistics
- Design a 3-year capital purchasing/replacement plan for musical instruments (O)
- Explore new venues and locales
  - Expose new communities to the JSO by performing in 3 new venues by 2023
  - Run out concert to Chelsea High School
○ Continue partnership and joint marketing w/Franke Center Marshall, MI
○ House Concerts
○ Perform in community centers
● Collaborate with a minimum of 1 new arts organization or university (R)
  ○ Gilmore Keyboard Festival
  ○ Partnerships with MSU
  ○ Establish a university string quartet performance scholarship
● Replace Saturday warm-up rehearsals with Tuesday string-only rehearsals (O)
  ○ Better quality performances
  ○ Pilot one concert in 18/19

Education
● Investigate Carnegie Link up! (E, R)
  ○ Enhance the recorder programs at local elementary schools with this capstone performance
  ○ Investigate how many schools offer recorder in 2018-2019
  ○ If the JSO feels like it can register over 1000 students from this info, join Link Up in 2019-2020
● Perform a run-out concert to enhance school orchestra programs while exposing students to the JSO (R, E)
  ○ Pilot a run out concert with JSO guest artists to Chelsea High School in 2019
● Determine ways to to improve and augment the CMS curriculum (E, O)
  ○ Investigate or visit at least 3 community music schools to gain insight and best practices during the 2018-2019 season
● Tell the CMS “story” to increase enrollment and raise awareness (E, R)
  ○ Solicit parent and student testimonials for social media
● Evaluate CMS pricing to stay competitive in our market (O, R)
  ○ Research other arts organizations
● Refine CMS Class offerings (E, R)
  ○ Match our class offerings to our community

Operations
● Implement Patron Manager to leverage the value of our data to increase ticket sales and fund development (O, R)
  ○ Subscribe and invest in Patron Manager software platform beginning in the 2018-2019 season
● Create a paid intern position to provide professional development while gaining insight to the newest trends in marketing and music education (O, R, E)
  ○ Create and advertise one paid intern for the fall of 2018
• Provide a better work environment to improve staff productivity and efficiency (O)
  ○ Take advantage of new technology
  ○ Invest in new laptops
  ○ Upgrade software and hardware
  ○ Remote workdays

Facility
• Improve Percussion Storage in order to protect our assets (O)
• Continue to organize and clear the 3rd floor to provide organized storage for JSO, possible CMS expansion (O, E)
• Create clear usage rule for tenants (O)