



## Mission

FCO provides an enjoyable place for musicians of all ages to learn and play music with teamwork and respect, fostering music education for youth and adults and contributing to the enhancement of performing arts in the community and lifelong learning opportunities in the arts.

## FCO Strategic Priorities/Pillars

1. **Creating Opportunities in the performing arts through a Community Orchestra:** The FCO invests in our community by creating opportunities for musicians (in the Fenton and surrounding communities) to participate in a quality performing arts program and Community Orchestra under qualified artistic leadership. The FCO is committed to our mission of providing a place for musicians to learn and play music with teamwork and respect, fostering music education and lifelong learning in the arts.
2. **Enriching Community Life by sharing the Orchestra Experience:** The FCO enriches community life by sharing the orchestra experience! The FCO is committed to developing our audience and making the performing arts accessible to all citizens (including outreach to seniors and youth). FCO engages audiences through a variety of educational, uplifting and inspiring concert performances in partnership with local schools, organizations, senior centers, and businesses.
3. **Engaging Stakeholders to ensure the sustainability of the FCO:** The FCO is a community-supported orchestra. FCO is dedicated to ensuring the future of the organization by promoting a culture of stewardship and giving. FCO engages a wide range of stakeholders in fund development; cultivating relationships with donors, corporations, foundations, community and business leaders, patrons and friends; for advancing the financial health, sustainability, and prosperity of the FCO and its vision of enriching the quality of life in the community through music and the performing arts for all to enjoy, benefit from, and experience.

## Fenton Community Orchestra Strategic Priorities/Pillars

### Strategic Priorities

*(Strategic priorities should rarely change. They keep leadership focused and on track.)*

- 1. Creating opportunities for musicians! We need to invest in our community by creating opportunities for musicians of all ages to connect through music and participate in the performing arts.** At the very heart of the FCO is our mission and purpose of providing an inclusive place for musicians of all ages to connect through music. Today, the FCO provides opportunities for over 120 musicians in the Fenton and surrounding communities to participate in a community orchestra. We are fortunate to contract talented and qualified music directors eager to share their passion and knowledge of music with our orchestra members. Prior to the creation of the FCO in 2010 there were no string ensembles in the area. The FCO benefits the community by enhancing performing arts and music education opportunities for local string players as well as winds, brass, percussion players interested in performing together which ultimately led the vision and creation of a nonprofit community orchestra. (Pillar Activities: Investing in appropriate space/venue for our *Community Orchestra, Simply Strings, Prelude String Ensembles/Programs to rehearse, learn and perform*; investing in qualified, artistic and operational leadership/staff: *2 music directors, 1 development/stewardship professional*)
- 2. Enriching our community! We need to invest in our community by supporting an active performing arts culture and orchestral experience that's accessible for all citizens.** The FCO is a placemaker of cultural enrichment and community identity in the Fenton area. According to a study by MSU, 'the arts impact community identity and economic development, making cities a vibrant and attractive place for living, working, and tourism.' Retaining and growing audiences is a challenge which orchestras across the nation are facing today. We must focus on audience development by exploring creative ways to present the performing arts to the community through a variety of quality orchestra performance and venue opportunities. The FCO presents concerts that are both educational, uplifting, inspiring, and entertaining, thanks in part to our music directors' interaction with our patrons by sharing interesting historical facts about the composers and music performed. Outreach to seniors and youth through collaborations with local partners, including local schools, senior centers, and businesses are a vital part of fostering music education and making the performing arts available to all citizens in the community. (Pillar Activities: Main concert series: *Winter, Spring, Summer in the Park*; Youth/senior outreach: *Music in the Schools, senior centers*; Genres/themes: *FCO goes to the Movies, Birds Premiere*; community collaborations: *Community Expo, ArtWalk, Cabin Fever, Ghost Walk, Jinglefest*).
- 3. Ensuring the future of FCO! We need to ensure the viability and future of the FCO through fund development and community relations.** We are a community support orchestra. If our primary focus is on creating an educational, entertaining and uplifting concert experience for both our members and community, our next step should be cultivating relationships and creating awareness that will ensure the financial health and future of the organization. The FCO is fortunate to be in a community that appreciates the performing arts. We must be good stewards by engaging our donor base and cultivating positive relationships with patrons and key stakeholders including community leaders, local businesses, corporations, and foundational grantors; exploring planned gifts and fundraising possibilities. (Pillar Activities: *Donor appeal letter, business sponsorships and program advertising; board representation on the Fenton Arts & Culture Commission and active membership with Fenton Regional Chamber; strong partnership with Fenton Schools and Southern Lakes*)

This is the vision. As we look to the next decade of performing in the Fenton community, it has to be about the future. The future is to organize the entire organization's mission, board, staff, and our members around these three strategic pillars.

Fenton Community Orchestra FY 19-21 Strategic (three year) Planning

Strategic Planning Meetings: Initial: 2/5/19; Review: 3/3/20;

<b>Goals / Objectives Artistic/Programming</b>	<b>Strategic Pillar</b>	<b>Target (Outcome)</b>	<b>Strategies (Actions)</b>	<b>Means of Measurement</b>	<b>Resources</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>
Maintain the Community Orchestra (highest priority)	1	Multi-generational Community Orchestra	Promoting the Orchestra to the greater Fenton community	Gaging interest in participation	Staffing – qualified music director, board support,	70+ members	70+ members	
Maintain Simply Strings	1	Multi-gen string orchestra	Promoting Simply Strings to the greater Fenton Community	Gaging interest in participation	Staffing – qualified music director, board support,	30+ members	30+ members	
Youth/beginner string program	1	Develop a youth string ensemble that offers opportunities to local youth / students	Develop program from ground up; partner w/ SLPR or FIM; acquire PSO	Interest in the community, meets need, enrollment numbers	Determine staffing needs, instructional program, marketing, funding, etc.	Explored PSO option	PSO joins FCO	
Main Concert Series Winter, Spring, Summer in the Park, plus EXPO	2	Engage over 3,000 community members/patrons	Community partnerships w/ FAPS, SLPR, Fenton Chamber	Produce 3 concerts (1-2/nights) w/ 600+ in attendance	Facilities, volunteers, financing/fundraising, marketing, supplies,	X	X	
Music Education/Outreach to seniors and youth	1,2	Outreach to students in local schools; outreach to local seniors	Music in the Schools Day in partnership with local schools; Explore Summer Strings performances at local churches,	Track number of youth / seniors, partnerships with schools, churches, senior centers	Availability of orchestra members during summer, sponsorships to support programming	x		
Season 10 special concert	2	Ticketed event w/ 400+ patrons in attendance	Produce a February special concert during season 10	300+ in attendance	Marketing, fundraising, sponsorships, volunteers	Begin planning	X	

X = Completed or status unchanged

Fenton Community Orchestra FY 19-21 Strategic (three year) Planning

<b>Goals / Objectives Operations/ Development</b>	<b>Strat- egic Pillar</b>	<b>Target (Outcome)</b>	<b>Strategies (Actions)</b>	<b>Means of Measurement</b>	<b>Resources Needed</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>
Define Strategic Priorities	1,2,3	Define three broad strategic pillars/priorities that will guide the organization's mission for the next decade.	Chair/music Director review mission, artistic priorities, engage board and outside advisors	Organizing the entire FCO around these strategic pillars, future strategic planning goals are guided by these pillars.	Input from board, staff, outside advisors		X See Strategic Pillars	
Fundraising: through a combination of donations, registration, sponsorships, and ads	2,3	Raising \$40-50K and another \$40-50k through grants/matching-grants	Solicit 2 donor appeal letters per year, apply for MCACA grant, Share Art, and others. Take advantage of Chamber membership, Meet with Chamber rep. about fundraising idea, follow up with 10 sponsor prospects	Registration fees, donations from individuals current and new, business sponsorships, grants	Appeal and stewardship letters and mailing. Board members engaging contacts; Greenlit donor database,	Secured 2 grants; developed sponsorship opportunities; increased donor solicitation	Secured 3 grants Secured; 10+ sponsorships for special concert	
Community Engagement/Outreach: Engage community stakeholders / raising awareness of the FCO and impact of the arts in the community.	2,3	Strengthen community and business partnerships	FACC board representation; Take advantage of Chamber membership offerings and events; Stronger relationship with SLPR and Fenton Schools;	FCO liaison attends FACC board meetings, participation in two Chamber events a year besides EXPO; communication w/ FAPS, SLPR	Board engaging connections and networking; marketing material; social media channels		FCO rep at required FACC meetings, ads in FIM/FVP programs, EXPO, FCO rep at 2 Chamber networking meetings, secured Summer Series Park concert	
New logo	1,2,3	Defining our brand/identity	Seek creative input from staff, board, outside (Behind your design)	Decide on a logo that will identify the FCO for the next decade	Input from board, staff, creatives, designing/prod uction quote		x	

Board development/success on planning: recruitment, Committee requirements; executive committee posts filled.	1,2,3	9-15 board members with diverse skills in music bus., arts admin., finance, fundraising, marketing; Committee requirements met; executive committee posts filled.	Internal/external candidates (recruit through board contacts, Chamber contacts, accounting firm, etc.)	11-15 members on the board; officer posts filled; committee, finance and legal requirements met.	Board / Staff / outside counsel (advisory board members, accountant, insurance, etc.)	Org in good finance/legal standing; Committees – ongoing	11 board mbs - x Officer posts – x Committee Req. – ongoing	
Operational support/staffing: Maintaining support for FCO and Simply, determine PSO operation needs; Music Librarian role	1,2,3	Operations/Dev. Mgr; Music Librarian; FCO Music Director; Simply Strings; PSO Program music instructors	Develop job descriptions, recruit through local colleges, MNA job boards, etc.	Positions filled w/ qualified people	Chamber, Colleges, Michigan Nonprofit Associa., Board recruiting,	Ops - x FCO - x Simply - x PSO – ongoing Librarian	Ops - x FCO - x Simply - x PSO – ongoing (staffing needs and defining job descriptions) Librarian	
Volunteer Support	1,2,3	Filling volunteer roles for concert support	Non musicians w/ interest in the arts, community-minded, engage students, seniors	Volunteers roles filled to help run events/concerts efficiently	Volunteers, volunteer coordinator via Operations Mgr.	Concert support volunteers	-Concert support volunteers -PSO parent volunteers at rehearsals	