



THE DELAWARE SYMPHONY ORCHESTRA
DAVID AMADO, MUSIC DIRECTOR

STRATEGIC PLAN



Inspiring Musical Experience



Mission

The Delaware Symphony Orchestra is dedicated to enriching lives through inspiring musical experiences.

Vision

The Delaware Symphony Orchestra will be valued and praised for performances that inspire, enrich, and enlighten the lives of audiences everywhere.

Core Values

Building and Sustaining Trust

Commitment to Quality

Access for All

Curiosity, Openmindedness, and Exploration

Fiscal Responsibility

Adopted February 8, 2016; Revised February 29, 2016

DELAWARE SYMPHONY ORCHESTRA STRATEGIC PLAN EXECUTIVE SUMMARY

110 years ago, in 1906, the remnants of Alfred I. duPont’s Tankopanicum Orchestra were re-constituted into the Wilmington Symphony Orchestra. That ensemble grew and developed over the decades, eventually being renamed in 1971 the Delaware Symphony Orchestra (DSO), to better describe the statewide impact it was achieving. Following the great recession, the DSO found itself in a situation similar to several other Wilmington-based, non-profit, arts organizations. The DSO re-structured and resized itself to better manage the uncertainties of the new economic landscape. This re-trenching required significant cuts in the number of activities and geographic reach. In many ways, the organization became, once again, a symphony for Wilmington.

Today, nearly five years after its “show-stopping” experience, the DSO is poised to begin a new era of re-growth. The orchestra’s volunteer and professional leadership are cognizant of the mistakes that have been made—both here in Delaware, and with other American orchestras—and are resolved to only pursue growth and expansion that is sustainable. This effort is being undertaken in a new climate of uncertainty (economically, politically, and demographically). Change is all but certain, but unpredictable, too. It is during this time, also, that there has never been a greater need for what the DSO can offer: musically, educationally, and inspirationally.

This strategic plan has been created on a fast-track—over a period of four months—not because of panic or desperation, but because the DSO has been relatively inert since its collapse of 2012. The focus has been almost exclusively on strengthening governance and rebuilding the financial footing. However, many within the DSO “family” and members of the larger community are eager to see the Orchestra re-build, re-brand, re-imagine, and re-vitalize itself. The strategic plan was adopted with a sense of excitement, enthusiasm, and energy that has been constrained, but is now ready to burst forth.

During the planning process, core values were identified, the mission statement was reviewed and revised, a vision statement was created, a top priority was developed, and the bottom line was affirmed. Thirty-eight people from eight different constituent groups participated in SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses. The results of the analyses are included in the appendix and the “results codes” are displayed on the Framework on page 3. The process revealed four pillars under which goals were formulated. The pillars have been color-coded: Human Capital and Leadership (blue), Products and Services (pink), Patrons and Donors (yellow), and Community Engagement (green). Goals have been classified by focus on staff positions and board committees for assignment of fulfillment responsibilities. Of course, no two-dimensional representation of a plan can be perfect. Indeed, while several goals have been identified with cross-over characteristics, it could easily be argued that many more, if not all, of the goals could fall into multiple categories, horizontally and vertically. Each goal is subsequently given its own detail page, with focus, action steps, and indicators of success. In addition, a description has been created to explain how the goal correlates to the DSO’s top priority – Enlightenment for Everyone (upper right box), and how it affects the bottom line – Fiscal Responsibility (lower left box).

While the DSO’s Board of Directors formally adopted this plan on February 8, 2016, it was done with the understanding of fluidity: this is a working document that can be modified, expanded, and/or contracted. Staff and the Strategic Planning Committee (SPC) will also be creating a timeline and priorities that will be integrated into the detail pages. The plan will be regularly monitored by the SPC, and progress reports will be presented at monthly board meetings.

It is critical that all initiatives undertaken in this plan are sustainable and able to be perpetuated. Bridge and special funding will be required to launch many of the initiatives. The Delaware Symphony Orchestra’s leadership sees great promise through the fulfillment of this plan, but this will only be possible with new private and public investments in Delaware’s Symphony Orchestra: an institution that has inspired Delawareans for more than a century. For this reason the DSO’s 2016-2018 Strategic Plan is entitled:

**Inspiring
Musical
Experience**

DELAWARE SYMPHONY ORCHESTRA STRATEGIC PLANNING FRAMEWORK

KEY TERMS: Top Priority; 4 Pillars; 14 Goals; "x" Indicators of Success; "y" Action Steps; Bottom Line

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE

O1, O2; T1, T5

CORE VALUES:
 BUILDING AND SUSTAINING TRUST
 COMMITMENT TO QUALITY
 ACCESS FOR ALL

	HUMAN CAPITAL AND LEADERSHIP <small>(internal)</small>	PRODUCTS AND SERVICES <small>(internal)</small>	PATRONS AND DONORS <small>(external)</small>	COMMUNITY ENGAGEMENT <small>(external)</small>
<i>SWOT Analysis Result Codes</i>	<i>S1, S2, S3; W6, T6</i>	<i>S1, S2, S5; W1, W3, W7b; O2, O3, O4, O6; T2, T3</i>	<i>S6; W4, W5; O1, O5; T1, T2, T3, T4</i>	<i>S5; W4, W5, W7a; O1, O3, O4; T1, T2, T3, T5</i>
Administration/ Finance	Attract, retain, and develop excellent staff	Collaborate with other arts, community, and education organizations		Play a role in the vibrancy of communities throughout Delaware
Artistic	Attract, retain, and develop excellent musicians	Identify and prioritize additional and alternative programming venues and programming options		Enhance educational programs to engage a more diverse population
		Pursue downstate performance opportunities		
Board	Continually develop the board and create a pipeline for future directors			
Development	Mobilize volunteers to support orchestra initiatives		Identify and cultivate funding sources and opportunities	
Marketing		Develop and implement a new marketing strategy	Increase the diversity of our audience base	Develop and implement a new marketing strategy
		Improve the customer experience		

CORE VALUES:
 CURIOSITY, OPENMINDEDNESS, AND EXPLORATION
 FISCAL RESPONSIBILITY

BOTTOM LINE: FINANCING OUR FUTURE

W2, W4

LEGEND FOR GOAL DETAIL PAGES

TOP PRIORITY: ENLIGHTENMENT & ENRICHMENT FOR EVERYONE		<p>Each Goal Detail Page contains a description that links the GOAL back to the DSO's TOP PRIORITY—this ensures that each strategic goal is in line with our long-term institutional priority.</p>
Blue for HUMAN CAPITAL & LEADERSHIP		
Pink for PRODUCTS & SERVICES		
<p>PRIMARY PILLAR: Each GOAL is categorized into one or two of SECONDARY PILLAR: our color-coded Strategic PILLARS</p>		
Yellow for PATRONS & DONORS		
Green for COMMUNITY ENGAGEMENT		
<p>GOAL: Each GOAL is identified and detailed on its own Goal Detail Page.</p>		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>ACTION STEPS detail the concrete steps that will be taken by DSO staff, board, and volunteers to move us towards achieving the specific GOAL—the Strategic Planning Committee will assign personnel to each ACTION STEP and monitor their progress to provide regular updates at Board Meetings.</p>	<p>INDICATORS OF SUCCESS are bold, definitive statements that affirm the ACTION STEPS being taken as the DSO moves towards its strategic vision—one GOAL at a time. As the DSO staff, board, and volunteers "realize" each INDICATOR OF SUCCESS, the DSO moves one step closer to achieving each specific GOAL.</p>	
<p>Each Goal Detail Page also contains a description that links the GOAL to the BOTTOM LINE—the DSO can only achieve these strategic goals through fiscal responsibility and strict financial planning.</p>	<p>Each GOAL is also categorized into one or two FOCUS areas which correspond with staff positions and board committees: Administration/Finance, Artistic, Board, Development, & Marketing.</p>	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Investing in Human Capital and Leadership will create trust among our audience and patrons which will open doors to the larger community.
PRIMARY PILLAR: HUMAN CAPITAL AND LEADERSHIP		
GOAL: Attract, retain, and develop excellent staff		
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ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Update Employee Handbook and job descriptions</p> <p>Implement Annual Performance Assessments with Personal Action and Development Plans</p> <p>Create succession plans for Executive Director and Music Director</p> <p>Participate in national and local staff salary and benefits surveys</p>	<p>DSO is preferred employer in regional arts community</p> <p>Competitive salaries and benefits</p> <p>A cohesive and stable staff</p> <p>Clarified and formalized interview and hiring procedures</p>	
A long term commitment to quality staff will create savings in the long run by eliminating costly searches and the orientation costs for new employees.	FOCUS: Administration/Finance	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Investing in Human Capital and Leadership will create trust among our audience and patrons which will open doors to the larger community.
PRIMARY PILLAR: HUMAN CAPITAL AND LEADERSHIP		
GOAL: Attract, retain, and develop excellent musicians		
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ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Increase the number of performance opportunities and engagements</p> <p>Better promote musicians through the newsletter, website, and other channels</p> <p>Seek the assistance and advice of musicians in governance, marketing, and administrative work and decisions</p> <p>Develop DSO "musicians-for-hire" program</p> <p>Hold auditions and fill vacancies in a timely manner</p> <p>Participate in national and local staff salary and benefits surveys</p>	<p>DSO is preferred employer in regional arts community</p> <p>Competitive salaries and benefits</p> <p>Higher retention rates</p> <p>Feeling of family is restored among musicians</p> <p>CBA negotiations are respectful and timely and result in win-win outcomes</p>	
A long term commitment to the musicians will create savings in the long run by reducing substitutions while improving quality and, thereby, increasing ticket sales.	FOCUS: Artistic	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Investing in Human Capital and Leadership will create trust among our audience and patrons which will open doors to the larger community.
PRIMARY PILLAR: HUMAN CAPITAL AND LEADERSHIP		
GOAL: Continually develop the board and create a pipeline for future directors		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Create a matrix of needs</p> <p>Design an orientation process and plan development opportunities</p> <p>Identify and engage candidates in all three counties</p> <p>Develop a director mentoring program</p> <p>Add non-directors to committees</p> <p>Create succession plan for Board President</p>	<p>Board represents demographic diversity of Delaware</p> <p>Community leaders seek out DSO to offer service</p> <p>Directors collaborate with other non-profit boards</p> <p>Other non-profits have board envy</p>	
A long term commitment to strengthening the Board of Directors will result in increased earned and contributed revenue streams.	FOCUS: Board	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE	Investing in Human Capital and Leadership will create trust among our audience and patrons which will open doors to the larger community.
PRIMARY PILLAR: HUMAN CAPITAL AND LEADERSHIP	
GOAL: Mobilize volunteers to support orchestra initiatives	



ACTION STEPS:	INDICATORS OF SUCCESS:
<p>Devote additional professional staff resources to manage volunteer program</p> <p>Appoint volunteer leader or core volunteer group to liaison between staff and volunteers</p> <p>Tap into local service groups, particularly downstate, for volunteer resources</p> <p>Form committees for large fund raising efforts</p> <p>Involve interested musicians in volunteer activities</p>	<p>Three county-based support groups</p> <p>Leadership positions in volunteer corps identified and filled</p> <p>Volunteer Recognition Program instituted</p>

A long term commitment to building volunteer resources will enable the DSO to expand its performance activities, both geographically and programmatically, leading to increased revenue.	FOCUS: Development
BOTTOM LINE: FINANCING OUR FUTURE	

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Enhancing and improving our Products and Services will create opportunities to gain new partners, patrons, and audience members in diverse communities using a new, innovative marketing strategy.
PRIMARY PILLAR: PRODUCTS AND SERVICES		
GOAL: Collaborate with other arts, community, and education organizations		
ACTION STEPS:		
<p>Convene organizations to develop communications networks and coordinate programming schedules</p> <p>Seek out community events that could involve the DSO</p> <p>Schedule presentations for education leaders (i.e., district superintendents, principals, and boards of education)</p>		INDICATORS OF SUCCESS:
		<p>Strong relationships with other organizations</p> <p>Community festivals and events celebrate collaborators</p> <p>DSO seen, and sought out, as collaborative partner</p>
A long term commitment to collaborations will yield new revenue streams and presentations that involve shared risk with partners.	FOCUS: Administration/Finance Artistic	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Enhancing and improving our Products and Services will create opportunities to gain new partners, patrons, and audience members in diverse communities using a new, innovative marketing strategy.
PRIMARY PILLAR: PRODUCTS AND SERVICES SECONDARY PILLAR: PATRONS AND DONORS		
GOAL: Identify and prioritize additional and alternative programming venues and programming options		
ACTION STEPS:		INDICATORS OF SUCCESS:
Identify and prioritize opportunities (Family, Pops, Outdoor, Ballet and Opera, etc.) Utilize audience, patron, and community surveys Create venue and partner inventories with attributes/deficiencies and potential uses Leverage seasonal opportunities		Performance season is expanded Wider and new audiences reached Downstate and varied presentations re-established
A long term commitment to expanding programming venues and programming options will bring in new audiences and result in increased ticket sales and donations.	FOCUS: Artistic	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Enhancing and improving our Products and Services will create opportunities to gain new partners, patrons, and audience members in diverse communities using a new, innovative marketing strategy.
PRIMARY PILLAR: PRODUCTS AND SERVICES		
GOAL: Pursue downstate performance opportunities		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Develop a small ensemble program</p> <p>Partner with other presenters</p> <p>Develop county-focused volunteer support groups</p> <p>Approach downstate universities and other educational institutions as presenters</p>	<p>All Classics, Chamber, and other concerts repeated elsewhere</p> <p>Educational outreach is truly statewide</p>	
A long term commitment to downstate expansion will yield new audiences and donors.	FOCUS: Artistic	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Enhancing and improving our Products and Services will create opportunities to gain new partners, patrons, and audience members in diverse communities using a new, innovative marketing strategy.
PRIMARY PILLAR: PRODUCTS AND SERVICES SECONDARY PILLAR: PATRONS AND DONORS		
GOAL: Improve the customer experience		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Improve website and social media presence with deeper concert information (program notes, videos, sound clips, etc.)</p> <p>Re-introduce reserved seating and multiple price points</p> <p>Offer transportation opportunities for mobility-challenged patrons; improve parking options—including valet service—and increased safety presence</p> <p>Assess value of Grand Opera House Box Office services vs. "going solo"</p> <p>Create partnerships with restaurants and other hospitality vendors</p>	<p>Post-concert surveys give high marks</p> <p>Audience members bring friends to concerts</p> <p>Patrons enjoy easy ticket purchasing and exchange experiences and access to performers</p>	
A long term commitment to improving the customer experience will build ongoing participation that will result in increased ticket sales and donations.	FOCUS: Marketing	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Nurturing authentic relationships with our current patrons and donors will broaden the appeal of greater involvement, leading to new partners, donors, and audiences in diverse communities.
PRIMARY PILLAR: PATRONS AND DONORS		
GOAL: Identify and cultivate funding sources and opportunities		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Build prospect lists and benefits packages for individuals and businesses</p> <p>Establish post-concert solicitation system for single ticket buyer non-donors</p> <p>Develop concerted effort to re-engage lapsed donors</p> <p>Seek specific funding for educational outreach in underserved school districts</p> <p>Assess feasibility for an endowment campaign</p>	<p>All giving sectors improve annually by at least 10% (donors and dollars)</p> <p>New earned income streams added</p> <p>Legacy Society (planned giving program) initiated</p> <p>Signature DSO event(s) is/are launched</p> <p>Endowment Campaign is endorsed and launched</p>	
A long term commitment to deepening patron and donor relationships will ensure reliable and renewable revenue streams.	FOCUS: Development	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Nurturing authentic relationships with our current patrons and donors will broaden the appeal of greater involvement, leading to new partners, donors, and audiences in diverse communities.
PRIMARY PILLAR: PATRONS AND DONORS		
GOAL: Increase the diversity of our audience base		
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ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Remove financial barriers to attendance</p> <p>Seek out community event partnerships</p> <p>Reach out to students and parents</p> <p>Pursue performance opportunities in underserved communities</p> <p>Schedule Music Director and musician presentations in 55+ communities, music schools, and public and private schools</p>	<p>DSO audiences reflect community demographics</p> <p>Grand Opera House neighbors become patrons</p> <p>Complimentary ticket recipients return as paying customers</p>	
A long term commitment to welcoming new audiences and forging genuine connections will yield to a larger patron and donor pool; ultimately, increasing our bottom line.	FOCUS: Marketing	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Our work on human capital and leadership, products and services, and patrons and donors will lead to greater relevance and engagement in the communities we serve.
PRIMARY PILLAR: COMMUNITY ENGAGEMENT		
GOAL: Play a role in the vibrancy of communities throughout Delaware		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Become active in community development efforts</p> <p>Seek out community event partnerships</p> <p>Introduce signature DSO events that promote community pride</p> <p>Schedule community-focused performances (i.e., Flash Mob, Art Loop, First Friday Series, etc.)</p> <p>Create partnerships with restaurants and other hospitality vendors for patron added-benefit opportunities</p>	<p>Economic impact studies cite positive effect of DSO concerts and presence</p> <p>Communities engage DSO for events</p> <p>DSO seen as part of the fabric of Delaware</p>	
A long term commitment to having a presence in the communities throughout Delaware will have a positive impact on our reputation and renown.	FOCUS: Administration/Finance	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Our work on human capital and leadership, products and services, and patrons and donors will lead to greater relevance and engagement in the communities we serve.
PRIMARY PILLAR: COMMUNITY ENGAGEMENT		
GOAL: Enhance educational programs to engage a more diverse population		
ACTION STEPS:	INDICATORS OF SUCCESS:	
<p>Re-Institute Family Concerts</p> <p>Establish educational outreach programs (i.e., African drumming, ensembles, choral, etc.) at teenage correctional facilities</p> <p>Develop a small ensembles program</p> <p>Implement opportunities afforded via the Integrated Media Agreement</p> <p>Expand the Education Committee geographically</p> <p>Develop "point person" network for each school district</p> <p>Develop Pre-K offerings</p>	<p>Increasing target number of students reached annually</p> <p>DSO is preferred partner for music educators</p> <p>Multiple Explorer Concerts offered throughout DE</p> <p>Earned revenue stream developed through educational outreach efforts</p> <p>Every DE HS student could tell a story of a DSO "touch"</p>	
A long term commitment to enhancing educational programs will produce the next generation of audiences and donors.	FOCUS: Artistic	
BOTTOM LINE: FINANCING OUR FUTURE		

TOP PRIORITY: ENLIGHTENMENT AND ENRICHMENT FOR EVERYONE		Our work on human capital and leadership, products and services, and patrons and donors will lead to greater relevance and engagement in the communities we serve.
PRIMARY PILLAR: COMMUNITY ENGAGEMENT SECONDARY PILLAR: PRODUCTS AND SERVICES		
GOAL: Develop and implement a new marketing strategy		
ACTION STEPS:	INDICATORS OF SUCCESS:	
Conduct a marketing audit Hire dedicated staff Design and launch a new website Design and launch an awareness campaign in addition to regular marketing Implement opportunities afforded via the Integrated Media Agreement Develop media sponsorship program Include educational outreach efforts in marketing efforts	90% or more of seats filled at all concerts Sustained increase in website visits Presenters contacting DSO to engage Increased number of social media engagements Wide swath of public knows what is happening at the DSO	
A long term commitment to enhanced and innovative marketing will improve general awareness, sales, and contributions.	FOCUS: Marketing	
BOTTOM LINE: FINANCING OUR FUTURE		

DSO STRENGTHS

R ITEM VTS GRP

1 Quality of Orchestra / Musicians 49

Quality of Orchestra	9	B1
Quality Musicians	6	B2
Top Quality Musicians	6	EC
High-Quality, Dedicated Musicians	6	ST
Quality of Musicians	11	MU
Excellent Musicians	3	DV
Quality/Excellent Musicians	8	AL

2 Quality of Music Director 42

Great Music Director	8	B2
Music Director	7	B1
Top Quality Music Director	5	EC
Music Director	3	ST
Music Director's Talent & Vision	6	MU
Excellent Conductor	6	DV
Reputation of Music Director	7	AL

3 Engaged, Responsible Board 16

Board	4	B1
Engaged Board	4	B2
Fiscally Responsible	4	ST
Engaged/Committed Board	4	MU

3 Staff & Executive Leadership 16

Staff/Executive Director	5	B1
Executive Director	3	B2
Staff/Executive Director	3	DV
New Executive Director/Leadership	5	AL

5 Reputation / History 14

Strong Reputation	6	EC
History/Reputation/Tradition	3	B2
History	3	ST
History/Reputation	2	MU

6 Dedicated Donors / Patrons 11

Dedicated Patrons/Audience	5	ST
Ability to Obtain Funding	4	EC
Donors/Patrons	2	B1

Key:

R = rank; VTS = votes; GRP = group

B1; B2 = Board of Directors Groups 1/2

EC = Education Committee; ST = DSO Staff

MU = Musicians; DV = Donors/Volunteers

AL = DE Arts Leaders

DSO WEAKNESSES

R ITEM VTS GRP

1 Funding / Support / Limited Budget 37

Donor Pool	6	B1
Low Revenue/Tight Budget	5	EC
Corporate Support	3	B1
Funding	2	ST
Limited Budget/Fundraising Needs	9	MU
Fundraising/Lack of Community Underwriting	3	DV
Money/Financial Issues	3	DV
Limited Funding/Donors/Cultivation	6	AL

2 Ticket Prices / Sales / Box Office 35

Grand Opera House	6	B2
No Economical Ticket Options	5	EC
Ticket Prices	4	B1
Declining Ticket Sales	4	B2
Ticket Prices/Box Office	3	ST
Ticket Prices/Box Office	5	MU
Grand Opera House Box Office	2	DV
Ticket Prices	4	DV
General Admission Seating	2	AL

3 Lack of Presence / Programs Downstate 15

No Presence Downstate	4	B2
No Programs Downstate	3	EC
Too Many Substitutes / Low Pay Rate for Musicians	3	MU
Too Many Substitutes	2	DV
Demographic/Availability of Musicians	3	EC

4 Lack of Marketing / Publicity 14

Marketing	6	B1
Lack of Marketing Focus	5	ST
Marketing/Publicity Needed	3	EC

5 Limited Audience Base / Diversity 12

No Audience Diversity	5	B2
Audience Base	2	B1
Lack of a Diverse Audience	5	AL

6 Recent / Past Staffing / Leadership History 10

Recent History of Staffing Mistakes/Decisions	3	MU
Historical Instability	2	B1
Past Leadership Residual Effect/Reputation	5	AL

7a Lack of Community Outreach 9

Lack of Outreach	6	B2
More Community Outreach Needed	3	EC

7b Lack of Diversity in Programming 9

Limited Programming	5	ST
Lack of Diversity in Programming	4	EC

DSO OPPORTUNITIES

R ITEM VTS GRP
1 Cultivating New / Returning Audience 46

New Audiences	5	B1
Diversifying Audience	4	B2
Proximity to Neighboring Larger Cities	4	ST
Cultivating New/Returning Audience	3	EC
Diversity in Programming/Pops	5	EC
Chamber Concerts in Community Venues	3	EC
Diversity in Programming/Pops	6	MU
Building Audience - Age/Geography	6	DV
Pops	2	DV
Untapped Audience (youth/diversity)	5	AL
Wider Geographical Audience Draw	3	AL

2 Educational Programming 29

More Education Programming	6	B2
More Community Outreach	6	B2
Warner Arts Alliance & Partnerships	4	EC
Repertoire Expansion (Family/Comm Programming)	4	ST
Programming in School Districts	3	EC
Education	2	B1
Education (split)	4	MU

3 Partnerships / Collaborations 23

Partnerships/Collaborations	3	B2
Partnerships/Collaborations	3	ST
Collaborations	2	B1
Collaborations (split)	3	MU
Partnerships/Collaborations	6	DV
Collaboration with Other Arts Organizations	6	AL

4 New Venues / Formats / Downstate 13

New Venues/Presentations	5	B1
Increased Presence Downstate	3	B2
Expanding Downstate/More Venues in NCC	3	ST
New Performance Opportunities/Spaces	2	AL

5 Donor Support & Corporate Funding 12

More Support	6	B1
Funding/Corporate Funding	4	ST
Funding/Affluent Community	2	MU

6 Improved Ticketing Options 11

Ticket Pricing	6	B2
Improved Ticketing System	5	B1

DSO THREATS

R ITEM VTS GRP
1 Aging Audience / Declining Demand for Classical Music 40

Continued Decline of Knowledge/Interest in Classical Music	5	ST
Declining Interest/Musical Knowledge	4	B1
Elderly Demographic	4	B2
Aging Demographic of Audience	3	EC
Aging Audience	3	ST
Lack of Interest in Orch. Music/Uneducated Public	4	MU
Small Core Audience/Age of Audience	2	MU
Age of Audience/Youn Audience Not Interested	5	DV
Aging Audience/Dwindling/Lack of Diversity	5	AL
Perception of Classical Music as Inaccessible	5	AL

2 Competing Events / Organizations 26

Competition	5	B1
Competing Events	3	B1
Other Orchestras in Geographic Regions	3	EC
Competing Events/Entertainment Options	7	MU
Other Orchestras/Nearby Cities	6	DV
Competing Events/Orchestras/Entertainment Options	2	AL

3 State of Affairs in City of Wilmington 25

Decline of Wilmington	5	ST
Violence/Crime in Wilmington	4	B2
Wilmington	3	B1
Unsafe Conditions in Wilmington	5	MU
Downtown Problems/Violence	2	DV
Perception of Downtown Wilmington	6	AL

4 Lack of Diverse Funding Sources 23

Corporate Community	4	B1
Decrease in Corporate/Sponsor Support	4	B2
Funding Climate/Philanthropic Competition	4	ST
Funding Sources	3	B1
Lack of Business Support/Public Funds	6	MU
Major Donors' Priorities/Lack of Corporate Funding	2	AL

5 Declining Music Education Programs 20

Lack of Interest/Cooperation of Public Schools	11	EC
Lack of Music Education in Schools	5	ST
Declining Orchestra Programs in Schools	4	EC

6 Loss of Music Director 8

Loss of Music Director	4	B2
Loss of Music Director	4	DV