



SAGINAW BAY
SYMPHONY
ORCHESTRA
FOUAD FAKHOURI, MUSIC DIRECTOR

COVID RECOVERY PLAN

A 3-Year Financial Plan

MAY 2022

Strengthening Your Community Orchestra



Saginaw Bay Symphony Orchestra Surviving the Pandemic and Beyond

As the Saginaw Bay Symphony Orchestra (SBSO) completed its 86th concert season, the Orchestra's season subscriptions are at an all-time low and down over \$20,000 this season due to COVID-19. In addition, the SBSO had to adapt its long-running Holiday Housewalk fundraising event to a virtual event for the past two years which significantly reduced much needed operating funds to continue our mission of ***creating magical and memorable experiences through the power of symphonic music.***

The Board of Directors and staff came together to address current revenue shortfalls to develop this 3-year **Covid Recovery Plan** that includes cost reductions and new campaigns to raise additional operating funds, secure new concert and event sponsors, and to focus on ways to rebuild season and single ticket sales through audience development.

The SBSO will launch its **Covid Recovery Campaign** on July 1, 2022 with the goal of recovering some of the lost subscription sales and operating funds. As the SBSO begins its road to recovery, we developed this Plan to strengthen the Orchestra's short-term financial stability and to build a successful long-term future for the Saginaw Bay Symphony Orchestra.

May 27, 2022

SBSO COVID RECOVERY PLAN

May 2022

COVID RECOVERY PLAN GOALS

1. Continue our mission of ***creating magical and memorable experiences through the power of symphonic music***
 2. Increase total ticket sales by at least \$10,000 each season by creating exciting and cost-effective concert programming to attract younger and more diverse audiences
 3. Promote Covid Recovery and Community Orchestra Campaigns to maximize online donations
 4. Promote our new Build Your Own Sponsorship Package to create corporate sponsorships for smaller SBSO events
 5. Increase concert sponsorships over the next five (5) seasons
 6. Develop new fundraiser to replace Holiday Housewalk and These Men Can Cook
 7. Target Planned Giving, Legacy Giving, and 22nd Century Endowment Campaigns to raise additional operating funds in the future
-

Community Orchestra Campaign (April 2022)

\$10, \$25, \$50, or \$100

- Current donation landing page on SBSO website
- Website/social media posts/newsletters/email blasts/tri-fold brochure
- Table at community events
- Push recurring giving plan
- Board members to share and forward social media/email blasts
- Develop a form for board members to submit to potential donors
- Staff to provide social media posts and dialogue for board members

Goal: \$5,000

Adopt an Instrument Campaign (March 2022)

\$5, \$10, \$20, or \$25

- Website/social media posts/newsletters/email blasts/tri-fold brochure
- Push recurring donations for each concert
- Board members to share and forward social media/email blasts
- Staff to provide social media posts and dialogue for board members

Goal: \$2,500 (\$500 per concert)

COVID Recovery Campaign (July/August 2022)

- Website/social media posts/newsletters/email blasts/ mailing
- Crowdfunding vs Peer to Peer
- Include a separate Covid Recovery donation envelop with season ticket renewal forms
- Table at community events and Orchestra Pop-Ups
- Board members to share and forward social media/email blasts to promote online giving
- Develop rack cards/videos to tell the SBSO's story and case for supporting the SBSO
- Push recurring giving plan
- Staff to provide social media posts and dialogue for board members

Goal: \$7,500 (\$3,500 from season tickets)

SBSO COVID RECOVERY PLAN

May 2022

Take A Stand

Raised \$348,500 since 2011

- Mailed letters to former Stand donors and season ticket patrons/website/social media posts/newsletters/email blasts
- Donations of any amount can also support our musicians
- Monthly and quarterly payment plans available
- Fund Development Committee member following up with lapsed donors
- Board members can submit names on the newly developed form
- Staff to provide social media posts and dialogue for board members

Goal: \$36,000

1-Day Donation Blitzes

- First day of Fall - \$21 donations on September 21st
- St. Patrick's Day - \$17 donations on March 17th

Goal: \$1,500 each

NEW CORPORATE CONCERT SPONSORS (August 2022)

Target Potential Corporate Sponsors

- Identify potential businesses as new corporate concert sponsors to meet with Fouad and CEO
- Use advertising opportunities as a relationship builder
- **ALL potential sponsors and donors must be reviewed with CEO before initial contact**
- New concert sponsors need to be secured by March/April before new season begins
- CEO to restructure incentives for concert sponsor levels - \$10,000, \$5,000, \$2,500, and \$2,000

Goal: \$20,000-\$25,000 over next 5 seasons

Build Your Own Sponsorship (August 2022)

\$250 or \$500 Per Series/Events

- Creates corporate sponsorships for smaller SBSO events/series
- Seven events to choose from
- Website/social media posts/newsletters/email blasts/tri-fold brochure
- Targeted mailings and direct contact follow ups
- Arika to develop a form for board members to submit names of potential donor to staff
- Staff to provide social media posts and dialogue for board members

Goal: \$10,000

YEAR-END GIVING (September 2022)

- Staff to review SBSO donation giving levels and update year-end giving envelopes
- Create a new Year-End Giving Campaign

SBSO COVID RECOVERY PLAN

May 2022

BUDGET OPTIONS

1. Reduce the size and cost of the Orchestra for 2022-23 Season - **Board approved to reduce FY-23 Orchestra budget from \$124,000 to \$112,000**
 2. Budget for guest artists at \$2,000-\$4,000 for 2023-24 Season
 3. Review Marketing budget
 4. Move 1 concert out of Temple Theatre to save on venue rental costs. Need venue with at least an 800-seat capacity (Issues with including in season ticket package vs stand-alone concert needs to be researched)
 5. Temple Theatre contract – look at a tiered venue rental fee schedule based on **PAID ticket sales** per ticket reports minus comp tickets: Under 500 tickets 500-1,000 tickets Over 1,000 tickets
Rental fees and staffing levels for back of house and front of house to be negotiated - **current rental fee is \$7,250 per concert**
-

BOARD ACCOUNTABILITY

Call or Email Lapsed Season Ticket Holders (June 2022)

- Board members to select or be assigned lapsed donors to call or email
- Offer lapsed season ticket holders New Subscriber season ticket package @ 20% off regular price
- Staff to develop script and short survey to find out if they plan to return next season

Utilize Tools to Invite Guests/Potential Donors

- Board members should attend at least one SBSO special event each season (Musical Lunches/Sip with the Symphony/Pop-Ups) and bring at least one new person at your expense
- Bring at least one new person to a concert each season
- Use comp tickets to invite potential ticket buyers/donors as guests to concerts and SBSO events
- Promote on Facebook and other social media platforms
- Staff to develop scripts to promote concert and event email blasts

BOARD ACCOUNTABILITY (October 2022 - March 2023)

Raise/Contribute \$1,000 or more (to match Fouad's budget cuts)

- Secure 1 new Gold Stand donor or 2 Silver Stand donors, or
 - Secure several donors to contribute to the new online COVID Recovery Campaign, or
 - Secure several donors to contribute to the Community Orchestra Campaign, or
 - Secure \$250, \$500, or more from business contacts through Build Your Own Sponsorship, or
 - Donate \$1,000 to SBSO events
-

OTHER DISCUSSION ITEMS

- Bring back concert program books (estimated average cost \$600 per concert)
 - Create a \$19.35-a-Month Club to honor the year the Symphony was established
-

SBSO COVID RECOVERY PLAN

May 2022

AUDIENCE DEVELOPMENT

Committee meets monthly

WHO are our new season ticket buyers? WHERE do we find them? HOW do we reach them?

- **Create and build experiences through programming and engagement**
- **Build new audiences with Experience Packages**
- **Pre- and Post-concert experiences**
 - Musical Lunches - Thursday afternoon before each concert
 - Sip with the Symphony - Thursday night before each concert
 - Bring back pre-concert talks
- **Create a New Subscriber season ticket package @ 20% off regular price**
- Refer a Friend or Family Member to purchase season tickets
- Offer a Saturday afternoon rehearsal concert for season ticket buyers, seniors, and residents of assisted living communities who can't attend concerts at night
- Flash sale for season tickets - week of season opener have drawing to upgrade two season tickets to Premier seating
- Target areas with rack cards and bookmarks for recognition
- Social Media blasts
- Fouad to speak to area music students and service clubs
- Share marketing social media with sponsors to share with their employees
- Tweet Seats and Instagram Takeovers
- TV and radio spots with Fouad
- Special offer of 20% off to participating sponsor's employees
- Continue Share-A-Seat Program
- Continue Music Through the City-Orchestra Pop-Ups

PLANNED GIVING

TIER ONE - Identify and invite donors who may be interested in potential tax benefits:

- DAFS
- Stock and Securities (appreciated in value)
- IRA Distributions
- Life Insurance ownership through SSA

TIER TWO - Identify and invite donors who may be interested in Legacy Giving:

- Wills or Trusts
- Charitable Remainder Trusts
- Life Insurance Beneficiary Designation
- Charitable Lead Trusts
- Life Insurance ownership through SSA

TIER THREE - Identify and invite donors who will help build our Endowment Fund:

- Create a twenty (20) year plan to build our 22nd Century Endowment Fund
- Raise \$500,000 every five years to reach \$2.0 million
- Goal: spendable investment earnings would cover annual orchestra budget
- Current SCF Endowment Fund of \$1.3 Million generates approximately \$55,000 annually
- \$25,000 available from Rennert Trust to match first \$125,000 @ \$5 to \$1

SBSO COVID RECOVERY PLAN

May 2022

Recovery Plan Group Leaders and Members

- Ongoing giving campaigns and social media posts - **Cameron Massey**
 - Bonnie VanVoorhees and John Markey
 - New fundraising event - **Paul Chaffee**
 - Deb Huntley, Cindy Chadwick, and Andrea Fisher
 - New corporate sponsorships and large donor programs - **Michael Elliott**
 - John Markey and Sam Tilmon
 - COVID Recovery Campaign and Corporate Campaign - **Bonnie VanVoorhees**
 - Dave Rupp, Lou Ognisanti, and Claudia Zacharek
 - Audience Development Committee Member - **Amy Spadafore**
 - Fund Development Committee Member - **Floyd Kloc**
-