

2024-2029 Williamsburg Youth Orchestra Strategic Plan

The Williamsburg Youth Orchestra (WYO) WYO Board of Directors adopted the 2024-2029 Strategic Plan during the June 12, 2024, Board meeting. The strategic plan was the result of an eight-month process involving 156 student-musicians, families, conductors, the executive director, Board members and donors who engaged in a five-part process consisting of planning, consulting stakeholders (i.e., surveys, interviews, focus groups), developing language inclusive of six feedback opportunities as each component was generated, reviewing and adopting.

Vision

To elevate, inspire and enrich orchestral music experiences for our region's young musicians.

Mission

We bring young musicians together to co-create a welcoming environment to joyfully pursue musical excellence to share with our community.

Core Values

The Williamsburg Youth Orchestra

- cultivates a passion for polished orchestral performance through diligent practice, creative programming and the highest performance standards.
- values broadening the participation of student musicians and audiences who have historically not participated in orchestral music.
- honors interaction among our musicians and their audiences.
- nurtures confidence in young musicians by fostering a culture of personal responsibility and friendship in a collaborative and joyful atmosphere.
- invites young musicians' and their families' contributions to the decision-making processes.
- shares our passion for music with the community through meaningful outreach.
- strives to enable dedicated young musicians to access WYO programs regardless of ability to pay.
- promotes a culture of fairness and mutual respect.
- expects each WYO community member to support the WYO mission, vision and core values.

Goals, Objectives and Strategies

Goal 1 Relationships: To foster our relationships within the Williamsburg Youth Orchestra (WYO) and the broader Peninsula area to build a sense of belonging and community.

Objective	Responsible Person(s)	Implementation Timeline	Success Indicator(s)
Strategy			
Objective 1.1 Expand student musician to student musician WYO engagement opportunities			
1.1a Enhance relationships within the organization through <i>informal</i> (e.g., mixer time) interactions	Student Ambassadors	Plan and pilot year 1 Launch year 2	Operations manual section
1.1b Enhance relationships within the organization through <i>formal</i> (e.g., field trips, mentor) opportunities	Student Ambassador Advisor		Sense of belonging scale
Objective 1.2 Develop relationships with musical organizations and music professionals			
1.2a Visit/Contact annually local school music teachers and orchestra teachers to orient them to WYO and invite them to share information with their students	Board of Directors	Year 1 - HS Year 2 - ES/MS	Talking points Visit schedule
1.2b Determine how to involve groups (e.g., WSO, CBWE, VMEA) to build awareness and cultivate opportunities	President	Year 3	Record of side-by-side, program sponsorship
Objective 1.3 Strengthen community awareness of WYO			
1.3a Use performance opportunities to strengthen community ties (e.g., open dress rehearsal, nursing home)	Executive Director	Year 1-5	Operations manual section
1.3b Increase name recognition on WYO social media (e.g., posts, videos)	TBD Independent Contractor	Year 2	Social media analytics Operations manual section
Objective 1.4 Broaden opportunities to volunteer expertise			
1.4a Add an item to the student musician information sheet/application to request family skills for volunteering	Executive Director	Year 1	Revised application
1.4b Develop a mechanism for recruiting and managing volunteers from our WYO families, community partners and donor base	Board of Directors	Year 2-3	Volunteer hours record

Goal 2 Growth: To nurture a continuum of personal and music development for young musicians.

Objective Strategy	Responsible Person(s)	Implementation Timeline	Success Indicator(s)
Objective 2.1 Provide a continuum of programmatic offerings based on young musicians’ skill level that begins in elementary school and continues through high school			
2.1a Assess the success/efficiency of the WMES pilot program and consider expanding to other elementary schools.	Executive Director	Pilot: Year 1-3 Expansion Year 4-5	Program evaluation
2.1b Articulate the student musician’s journey to symphony.	Executive Director	Year 1	Website informative messaging
2.1c Develop management process and materials to support WYO student-musicians (e.g., Winter Chamber) who perform outside of the WYO-sponsored concerts.	Executive Director	Year 1	Process explanation Materials
Objective 2.2 Engage alumni in supporting our young musicians’ growth			
2.2a Identify opportunities to involve WYO alumni (e.g., alumni soloist, summer camp counselor, mentor, one-on-one)	Executive Director	Year 3-4	Involvement log
2.2b Develop an alumni network	Board of Directors	Year 4-5	
Objective 2.3 Secure resources			
2.3a Develop a grant writing Board of Directors sub-committee for targeted smaller grants (e.g., instruments)	Executive Director	Year 1-2	List
2.3b Create an endowment or specific donation opportunity to fund WYO scholarships and needs	Board of Directors	Year 3-5	Savings vehicle

Goal 3 Commitment: To strengthen our organizational structure and resources.

Objective Strategy	Responsible Person(s)	Implementation Timeline	Success Indicator(s)
Objective 3.1 Recruit and retain high caliber and effective independent contractors with competitive compensation and meaningful work			
3.1a Complete a compensation review of national and local data every other year (even years)	Vice-President	Year 2	Study
3.1b Identify additional independent contractor needs to include in the annual budget	Executive Committee	Years 1-5	Job descriptions
Objective 3.2 Maintain a diverse Board of Directors who eagerly donate their time and talents			
3.2a Articulate the strategic monitoring process	Board of Directors	Year 1	Monitoring document
3.2b Host an annual interest session to recruit new leaders to serve on the WYO Board	President	Year 1	Meeting agenda
3.2c Develop onboarding resources for new Board members	Vice-President	Year 1	Orientation materials
3.2d Explore establishing an executive committee structure to improve succession planning.	President	Year 1	Operational manual section
3.2e Monitor Board of Directors' service to the organization	Vice-President	Year 1	Volunteer activities
Objective 3.3 Maintain sound financial stewardship supporting both short and long-term organizational success			
3.3a Develop a scholarship process to accompany the existing form for ability-to-pay situations	Executive Director	Year 1-2	Operations manual, form
3.3b Review costs versus income by WYO program (annual)	Treasurer	Year 2	Board minutes
Objective 3.4 Ensure that organizational policies and practice are compliant with relevant laws and regulations			
3.4a Articulate and implement a review cycle for WYO policies	Board of Directors	Year 1-5	Operations manual
Objective 3.5 Articulate student leadership opportunities			
3.5a Designate a Student Ambassador to attend Board of Directors meetings	Student Ambassador Advisor	Year 1	Name included on the Board of Directors listing
3.5b Identify opportunities for students to assume leadership roles within the orchestra	Conductors and Board	Year 3	Concert program
3.5c Include a Student Ambassador in the 2024-2029 strategic plan monitoring and 2029-2034 strategic planning	Student Ambassador	Year 1-5	Name listed