

BUFFALO STRING WORKS STRATEGIC PLAN



2022-24





Intentionally developed by:

BSW Strategic Planning Committee

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Approved on December 9, 2021

by the BSW Board:

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**FOR FAMILIES
ACROSS BUFFALO, NY**



GUIDING PRINCIPLES



MOHAMED

"IT'S FUN NOT BEING ALONE. IT'S COOL PLAYING AND LEARNING WITH SOMEONE, AND SOMETIMES YOU CAN LEARN FROM THEM, TOO."

Mohamed is a 5th year BSW Cellist. He is a founding member of BSW's Student Council and just began his freshman year at the Buffalo Academy for Visual and Performing Arts.

As we implement this strategic plan, BSW commits to fulfilling every goal and strategy in ways that are:

- **Equitable and inclusive**
- **Nimble and responsive** to our students' evolving needs
- **Replicable and sustainable** for the long-term

MISSION AND VISION

OUR MISSION

To ignite personal and community leadership through accessible, youth-centered music education

OUR VISION

Neighborhoods United by Empowered Young Musicians



EHNAYTHA AND TERESA, BSW STUDENT LEADERS, OFFER A POP-UP LESSON TO A YOUNG BSW HOPEFUL AT PS #76'S SATURDAY ACADEMY.

GOAL PILLARS



Adapt and expand our core neighborhood-based program into **NEW communities**.



Develop program partnerships that provide **musical access points** for a wider range of ages, abilities, and backgrounds.



Invest in the **development of our staff, faculty, and board leadership** in alignment with our core values and culture.



Strengthen and diversify our financial model to support long-term growth.



Aye Min Thant is BSW's West Side Site Manager. As well as being active in Buffalo's Burmese community, Aye has a passion for the arts.

"REGARDLESS OF THEIR ROOTS AS REFUGEES AND IMMIGRANTS, I WANT THEM TO REALIZE THAT THEY ARE AN IMPORTANT FABRIC OF AMERICA."

**AYE MIN
THANT**

STRATEGIES



ADAPT AND EXPAND OUR CORE NEIGHBORHOOD-BASED PROGRAM INTO NEW COMMUNITIES.

- #1** Develop critical advance infrastructure (data, relationships, partnerships, facilities, etc.) in the identified expansion neighborhood.
- #2** Secure dedicated funding for a pilot expansion program.
- #3** Design and launch a replicable pilot expansion program in one new neighborhood (additional neighborhoods to follow depending on evaluation and demand).
- #4** Recruit board and committee members who bring strategic partnerships and social capital in potential expansion neighborhoods.



DEVELOP PROGRAM PARTNERSHIPS THAT PROVIDE MUSICAL ACCESS POINTS FOR A WIDER RANGE OF AGES, ABILITIES, AND BACKGROUNDS.

- #1** Create community partnerships that enable BSW students and families to access a wide range of music programs from other arts and educational organizations.
- #2** Develop workshops for community, corporate and arts groups that inspire a broader understanding of arts education and share BSW's unique skills in program design and cultural inclusion.
- #3** Expand partnerships with refugee resettlement agencies to connect new refugees with BSW students, performances and learning opportunities.



STRATEGIES



INVEST IN THE DEVELOPMENT OF OUR STAFF, FACULTY, AND BOARD LEADERSHIP IN ALIGNMENT WITH OUR CORE VALUES AND CULTURE.



STRENGTHEN AND DIVERSIFY OUR FINANCIAL MODEL TO SUPPORT LONG-TERM GROWTH.



- #1** Increase staff capacity, size and skill to the levels necessary to fulfill this strategic plan.
- #2** Develop a comprehensive plan to ingrain equity and inclusion into the operations, ongoing education and culture of the board, staff and faculty.
- #3** Research and adjust staff and faculty compensation, benefits and growth opportunities as part of a talent retention initiative.
- #4** Redefine the board size, structure, training and engagement (with a focus on ambassadorship and fundraising) necessary to lead this strategic plan.

- #1** Diversify and rebalance contributed revenue by increasing revenue from individual major gifts, corporate support and government funding.
- #2** Establish an innovation/investment fund to support mission-centered strategic opportunities.
- #3** Research and pilot new earned revenue and fee-for-service opportunities.
- #4** Develop a five-year financial model with dynamic scenario planning for multiple growth and revenue options.





NEIGHBORHOODS UNITED BY EMPOWERED YOUNG MUSICIANS

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