

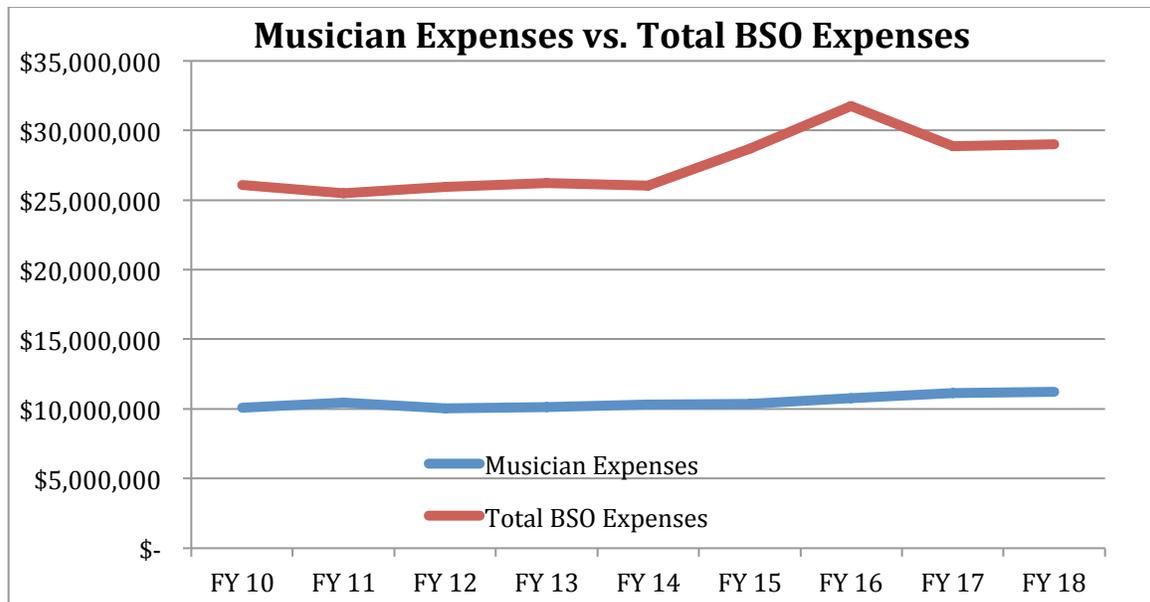
## Baltimore Symphony Musicians' response to Management's Proposal

The Baltimore Symphony Musicians are deeply committed to maintaining the world-class organization that has been built over the last 102 years. Unfortunately, management's proposal on October 30, 2018 does not reflect this commitment. The drastic reduction in the scope of the organization and the yearly salary being offered will have disastrous effects on the quality of the music-making and the organization's ability to remain attractive to donors and relevant to the community.

As you hear from BSO Management about their desire to downsize, please consider the points above. Below we are listing some questions for the Management that are of great concern to the Baltimore Symphony Musicians.

- ***Where are you envisioning taking the BSO after this transition?***
- ***Do the BSO Musicians share this vision?***
- ***Don't you need a contract with the musicians to stay in business?***
- ***How do the musicians feel about this?***
- ***Did you discuss this with them?***
- ***Was any of this discussed with the musicians in your strategic planning process?***

The Baltimore Symphony Musicians have demonstrated their continued willingness to be a part of a responsible approach to sustaining the financial viability of the organization. This is evident in the fact that the portion of the BSO expenses spent on musicians' compensation over the past ten years has remained flat as expenses have grown. Please see the chart below.



One of Management’s goals is to discontinue summer programming. However, in the recent five-year Strategic Planning Process in which all stakeholders from the institution took part, there was no mention of this change in course.

If you look at the pages below excerpted from the strategic plan, you will notice the language discussing a vibrant summer season.

### 1. Elevate our Artistic Excellence

- **Shared Vision:** Foster a greater sense of shared artistic vision
- **Complement:** Grow the orchestra
- **Summer Season:** Design a robust and varied summer season for 2019 and beyond
- **Guiding Principles:** Develop guiding principles for future artistic projects
- **Music:** Focus on the music
- **Recording/Touring/Broadcasting:** Evaluate opportunities in recording, broadcasting, touring; connect artistic planning to financial realities
- **Artistic Leadership:** Engage in long-term planning as we look to the future
- **Diversity:** Advance our diversity and inclusion objectives



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### 4. Build and Diversify our Audiences

#### Summer Season Development

##### Overview

- Unlike most major orchestras, the BSO does not have a robust summer season.
- In the absence of a legacy summer season, the BSO has an opportunity to fashion a summer season that responds to different times, tastes and audience expectations.

##### Potential Venues

- Major outdoor venues in the region include Merriweather (Columbia) and Mann Center (Philadelphia), and both venues are seeking programmatic ideas that combine the commercial music world with orchestras.
- An alliance between the BSO, Merriweather, and the Mann can be competitive, especially with the incentive to work with a world-class orchestra on multiple dates in the region.
- Other venues: Oregon Ridge, Pier 6, Camden Yards, Druid Hill Park.

##### Pulse Series – Model for Summer Programming

- Over the past three years of BSO Pulse programs, the BSO has built a track record of successfully marrying the orchestra concert with a rock concert, and beyond.
- The headlining band drives attendance, and certain genres of artists help bring in an increasingly diverse audience.
- Research shows that audiences rate the collaborative aspect and highly approve of the orchestral portion of the concerts

##### Movies

- The BSO has been demonstrating significant success, and we have opportunities with recent cinema franchises along with older, less costly, films that have acquired cult-status

##### Classical Programs

- Bringing the orchestra to an outdoor venue provides another access point and distinct experience for audiences.

*Goal: Robust Summer Season in place by 2019,*

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**Management’s dramatic reversal of direction stands in stark contrast to what was discussed in the strategic planning process undertaken last year.**