INTRODUCTION

Despite unprecedented circumstances due to the Covid-19 pandemic that encompassed the latter half of BKCM’s 2019-2020 school year, we have made tremendous strides toward a fruitful and stable future. This progress is rooted in our recently completed five-year strategic plan, which identifies organizational goals and, most importantly, outlines a comprehensive investment strategy focusing on our people, our programs, our community, our DEI work and our infrastructure.

After the five-year strategic plan was completed last fall, we’re pleased to report that we immediately began implementation and have accomplished many of our first-year benchmarks—further solidifying BKCM’s overall health, impact and longevity. And along with your support, this strategic planning has bolstered our progress in the face of extraordinary challenges.

We’re excited to share a snapshot of this remarkable growth, and reveal groundwork that’s been laid for our continued investment in our future.
With your support, over the past year we:

- Swiftly transitioned to a successful Covid-19 remote learning model. Provided 2,500+ hours of remote music instruction and therapy.
- Invested $40,000 in our concert hall renovation, complete with state-of-the-art technology and a Steinway Model B concert grand.
- Strengthened and improved our financial health.
- Expanded and deepened our core programs to be more engaging, inclusive and intensive.
- Completed and begun implementing a new five-year strategic plan.
- Achieved prestigious “All-Steinway School” designation after acquiring 19 new Steinway pianos.
In the 2019-2020 school year, BKCM provided high-quality music education and music therapy to 7,300 students across the five boroughs of NYC. Our overarching programmatic goal: excellence in everything we do.

Our **Community Music School** (CMS) reached 975 students between the ages of six months and 80 years old through private lessons, group classes and a flourishing ensemble scene led by world-class musicians and educators.

Our **Suzuki program** is one of New York City's premier destinations for this rigorous, nurturing and time-tested approach. The program immersed 241 students ages 3-18 in violin, viola, cello, bass, guitar, flute and piano instruction.

Our **Music Partners program** provides high-caliber music education citywide, reaching 4,459 students in primarily under-serviced public schools.

Our **Music Therapy program** continues to be a national leader in this growing field. Our program served 1,600 clients, from children with autism to homeless teens to adults with dementia, at 40 sites citywide and online.
BKCM hosted more than 150 events, supporting our mission to build community through music.

We brought thousands of New Yorkers together through our community building concerts and events such as the World Refugee Day Music Festival, Steinway Day and holiday celebrations.

We hosted vibrant, engaging public and private fundraisers both in person and online, including our signature House Party and 25 intimate virtual Living Room Live concerts in lieu of our traditional spring benefit.

We presented free community information sessions and trainings such as “Turning Five” talks, which attracted hundreds of parents whose preschool-aged children receive special education services or therapy.

We enabled our students to share their learning and achievements at 90 virtual performances and recitals.

We curated and hosted 6 professional concert series featuring a variety of Brooklyn–based musicians with a focus on accessibility, diversity and engagement.
BKCM is thriving because of our commitment to attract and retain highly talented program directors, music educators and music therapists.

We increased wages, on average, by 5%, for all 185 faculty and staff members.

We invested $50,000 in professional development for staff and faculty members.

We expanded the administrative and support staff for program teams and other business units.

We made no COVID-related layoffs, furloughs or wage cuts to any of our staff or faculty.
Adopting DEI measures requires ongoing commitment and learning. We continue to undergo our own process to ensure that tangible, sustainable change is made in our programs and curricula, the composition of our leadership, faculty and student body, the way people experience our building and the role we play in the community.

Our strategic plan identifies BKCM's need to transform itself into a more equitable and diverse organization as an essential, urgent and overarching goal.

We initiated a formal DEI process in October 2019 through facilitated workshops and a retreat.

We hosted three DEI town halls in June for staff, faculty, BKCM students and families, and the broader community.

We engaged DEI facilitators to lead our efforts and formed a 40-person, cross-stakeholder working group. Since July, the group has devoted its monthly meetings to defining our aspirations for change.
INVESTING IN OUR FINANCIAL HEALTH: INCOME

REVENUE & EXPENSES

Our budget expanded to $4.7 million in 2020, representing 62% growth in revenue over the last four years. We have produced four years of healthy surpluses while maintaining consistent operating margins.

EARNED & CONTRIBUTED REVENUE

Earned and contributed revenue have grown consistently and in proportion to one another. In FY20, earned revenue comprised 71% of total revenue. An overhaul in our fundraising and donor engagement has resulted in a 98% increase in donations since 2016.

* FY20 financials are unaudited

** Chad Cooper joined BKCM’s staff as Executive Director at the beginning of FY 2017
**Net assets have increased by 174% since 2016. Our balance sheet is stronger, more liquid and more flexible than it has been for many years.**

**Liquid Unrestricted Net Assets (LUNA)**

Four years of healthy surpluses have enabled BKCM to build reserves of unrestricted capital. In doing so, **BKCM has increased its LUNA**, a measure of readily available liquidity, from negative $835K in 2016 to positive $920K in 2020.

* FY20 financials are unaudited

** Chad Cooper joined BKCM’s staff as Executive Director at the beginning of FY 2017
INVESTING IN THE FUTURE: THE UPCOMING SCHOOL YEAR

BKCM remains committed to ensuring the quality and continuity of music education and music therapy throughout the pandemic.

We are preparing for both remote and in-person instruction, and will have the ability to pivot as the situation develops. The health and safety of our community is our utmost priority and will guide our decision-making at every point.

We created a 20-person cross-divisional Facilities Task Force, which is developing an operational plan for families, faculty and staff.

We received more than 400 survey responses from families, faculty and staff in July addressing reopening preferences and concerns.

We allocated $100K of the FY20 budget toward health- and safety-related equipment, supplies and staffing.

We invested in technology, tools and training that allow for high-level remote instruction and interaction.
BKCM completed its five-year strategic plan after 16 months of planning by a 20-person team comprised of staff, faculty, students and parents representing each of our departments.

We’ve completed the first year of implementation, allocating over $1 million towards strategic plan priorities.

We invested $550,000 in **across-the-board wage increases** for staff and faculty.

We enhanced our liquidity by **growing our cash reserves by 45.1%**.

We invested $125,000 in a **real estate feasibility analysis** to examine options for short- and long-term space needs.

We invested $15,000 in our tech infrastructure, including **significant upgrade of building-wide telecommunications hardware**.

We replaced our legacy registration system with a **new, modern, efficient education administration enterprise system** in September 2019.
INVESTING TOGETHER

BOERUM HILL SCHOOL FOR INTERNATIONAL STUDIES • CHILDREN OF PROMISE • COOKE CENTER ACADEMY (HIGH SCHOOL) • COOKE CENTER GRAMMAR SCHOOL
EXTREME KIDS AND CREW AT P.S. 15 • EXTREME KIDS AND CREW AT P.S. 71 • FOREST HILLS SCHOOL (THE COMMUNITY HOUSE SCHOOL) • HELEN KELLER PRESCHOOL
HUDGE MIDDLE SCHOOL • IMAGINE ACADEMY • IVDU LOWER SCHOOL – GIRLS • IVDU UPPER SCHOOL – GIRLS • JACKSON DEVELOPMENT CENTER – MAIN
JACKSON DEVELOPMENT CENTER – WEST • MADIBA PREP ACADEMY • M.S. 246 WHITMAN MIDDLE SCHOOL • M.S. 379 COLLEGE POINT COLLABORATIVE
OLD FIRST NURSERY SCHOOL • P.S. 3 THE BEDFORD VILLAGE SCHOOL • P.S. 10 MAGNET SCHOOL FOR SCIENCE AND TECHNOLOGY • P.S. 24 ANDREW JACKSON
P.S. 29 JOHN M. HARRIGAN • P.S. 34 OLIVER H. PERRY • P.S. 41 GREENWICH VILLAGE ELEMENTARY SCHOOL • P.S. 89 CYPRESS HILLS • P.S. 102 THE BAY VIEW SCHOOL
P.S. 112 LEFFERTS PARK • P.S. 114 RYDER ELEMENTARY • P.S. 118 THE MAURICE SENDAK COMMUNITY SCHOOL • P.S. 124 SILAS B. DUTCHER • P.S. 129 PATRICIA LARKIN
P.S. 130 HERNANDO DE SOTO • P.S. 131 ABIGAIL ADAMS • P.S. 139 ALEXINE A. FENTY • P.S. 217 COLONEL DAVID MARCUS • P.S. 230 DORIS L. COHEN • P.S. 235 JANICE
P.S. 246 POE CENTER • P.S. 299 THOMAS WARREN FIELD • P.S. 312 WILLIAM PENN • P.S. 361 EAST FLATBUSH • P.S. 372 @ 113 THE CHILDREN’S SCHOOL
P.S. 372 THE CHILDREN’S SCHOOL • P.S. 384 Q • P.S. 396 @ 289 • P.S. 396 RAMON E. BETANCES SCHOOL • P.S. 686 BROOKLYN SCHOOL OF INQUIRY
P.S. 971 SCHOOL OF MATH, SCIENCE, AND HEALTHY LIVING • SMALL WONDER PRESCHOOL • SUNNY SKIES BOROUGH PARK • SUNNY SKIES PROSPECT HEIGHTS
VISTA ACADEMY • WARREN STREET DEVELOPMENT CENTER • 7’S ART • ACTIONPLAY • AMNESTY INTERNATIONAL • ARC • BERKELEY CARROLL SCHOOL • BERKLEE
COLLEGE OF MUSIC • BIG APPLE CIRCUS • BIG WRENCH • BROOKLYN ARTS COUNCIL • BROOKLYN CHAMBER OF COMMERCE • BROOKLYN CHILDREN’S MUSEUM
BROOKLYN LION CLUB • BROOKLYN LUTHERIE • BROOKLYN MUSEUM • BUSINESS CENTER FOR NEW AMERICANS • CAMBA • CATHOLIC CHARITIES OF NY • CBE
CHILDREN OF PROMISE • CHILDREN’S CHINESE BOOK GARDEN • CITY ACCESS • CONGREGATION BETH ELOHIM • COOKE CENTER SKILLS PROGRAM • COUSIN
JOHN’S BAKERY • D’ADDARIO • EXTREME KIDS AND CREW • FLATFOOT FLATBUSH • GUITAR CENTER • HAMASPIK OF KINGS COUNTY • HAND IN HAND • HARMONY
HASC • HIAS • HUMAN CARE SERVICES • INCLUDE NYC • INTERNATIONAL RESCUE COMMITTEE • JEWISH UNION • JOHNSON STRINGS/CARRIAGE HOUSE • LAPC
LEAGUE OF YOUNG INVENTORS • LITTLEFIELD • MATERIALS FOR THE ARTS • MAYOR’S OFFICE OF IMMIGRANT AFFAIRS • MOLLOY COLLEGE • MONTCLAIR STATE
UNIVERSITY • MUSIC IS ELEMENTARY • MY TIME, INC. • NEW WOMEN NEW YORKERS • NEW YORK UNIVERSITY • NYC CULTURAL AFFAIRS • NYU/ LUTHERAN
FAMILY HEALTH SERVICES • OHEL BAIS EZRA • OLD FIRST REFORMED CHURCH • OLD STONE HOUSE • OTSAR • PARK SLOPE PARENTS • PORCH STOMP • ROMA
PIZZA • ROULETTE • SARAH BIRNBAUM: NEW YORK SPECIAL NEEDS SUPPORT • SCHOOL FOR STRINGS • SHAR MUSIC • SPACEWORKS • ST. JOHN’S CHURCH
ST. JOSEPH COLLEGE • STEINWAY • SUNY NEW PALTZ • SUZUKI ASSOCIATION OF THE AMERICAS • TANABEL • TARO ORIGAMI • THE BELL HOUSE • THE BROOKLYN
PUBLIC LIBRARY • THE CHILDREN’S MUSEUM OF ART • THE LAW OFFICE OF REGINA SKYER • THE LIBERTAS CENTER FOR HUMAN RIGHTS • THE MUSE GOWANUS
TRAPEZE SCHOOL NEW YORK • VIMBLY • WELCOME HOME REFUGEES NJ • WEST MUSIC • WQXR • WOW • OMNI • ALL SAINTS’ EPISCOPAL CHURCH • AMERICAN
RED CROSS • ARTISTIC FREEDOM INITIATIVE • BUSINESS CENTER FOR NEW AMERICANS • UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

BKCM partners with more than 100 schools, community-based organizations and other civic (and civic-minded) organizations, to engage thousands of New Yorkers from all backgrounds and of all ages in music education and music therapy across NYC’s five boroughs. Thank you to our partners—we cannot do it without you!
Thank you for your continued partnership.

Our success in the face of uncertainty lies in your support and generosity.

**BOARD OF TRUSTEES**
- Henry Choi, Chair
- Robin Dull, Vice Chair
- Tatyana Gershkovich, Treasurer
- David Sweeny, Secretary
- Stella Cernak
- David Cone-Gorham
- Daniel DiPietro
- Stephanie Gayden
- Neil Gupta
- Marie Hill
- Chiwoniso Kaitano
- Mari Matoba
- Preetha Nooyi
- Andrew Ormonson
- Kathy Park Price
- Richard Shamos
- Cynthia Tatham
- Pierre Vilain
- Aaron Walters
- Rob Wetstone

**ADVISORY COUNCIL**
- Sophie Balcoff
- Scott Cantone
- Richard Daskin
- William Frick
- Lynn Gaffney
- Rachel Hughes
- Florence Hutner
- Elaine Kanak
- Diana Kim
- Andrea Knutson
- Vijay Kumra
- Bernadette Levandowski
- Christopher Lloyd
- Jerri Mayer
- Vivek Menezes
- Alan Ochoa
- Konrad Payne
- Christine Scanlon
- Russ Soper
- Vanesa Treers
- Geri Turner Bright
- Man Wong
- Tom Xu

**EXECUTIVE DIRECTOR**
- Chad Cooper