MISSION: The mission of Symphony of the Mountains is to maintain the tradition of excellence in musical performing arts while enriching the cultural experience of audiences of all ages throughout Northeast Tennessee, Southwest Virginia, Western North Carolina and beyond.

VISION: To enrich our communities through musical entertainment and education.

SLOGAN: Entertaining, Educating, Enriching

FULL ORGANIZATION

Five-Year Plan
- Create a succession plan for all personnel and key volunteers
  Target: 03/2019
- Maintain a balanced budget each year
  Target: Ongoing
- Strive for more diversity throughout the organization
  Target: Ongoing
- Strengthen presence and relationships in current service area
  Target: Ongoing
- Expand offerings into Johnson City area
  Target: Season 19/20
- Strengthen relationships with regional Chambers of Commerce
  Target: Season 19/20
**PRODUCTION**

**Professional Orchestra**

*Five-Year Plan*
- Present at least one concert annually with memorable guest artist  
  Target: Ongoing
- Perform at least one concert annually in Western North Carolina  
  Target: Ongoing
- Seek to establish annual concert at James C. and Mary B. Martin Center for the Arts in Johnson City  
  Target: Season 21/22
- Continue to seek programming and collaborations that grow our audience  
  Target: Ongoing
- Continue chamber music performances and seek underwriting  
  Target: Ongoing

**Voices of the Mountains**

*Five-Year Plan*
- Improve quality and quantity of Voices of the Mountains  
  Target: Ongoing
- Continue to collaborate with other regional choral groups  
  Target: Ongoing
- Continue to seek opportunities for in-house collaborations  
  Target: Ongoing
- Develop ways to better integrate Voices of the Mountains into Symphony of the Mountains  
  Target: Ongoing
- Find donors to underwrite scholarships for students to join Voices of the Mountains  
  Target: Season 19/20
- Research feasibility of funding a core group of auditioned, paid singers for Voices of the Mountains.  
  Target: Season 20/21
Youth Orchestras

**Five-Year Plan**

- Continue to strengthen quality and quantity of Youth and Primo Orchestra players  
  Target: Ongoing
- Strengthen relationships with area colleges through expansion of Youth Orchestra age range to include undergraduate students  
  Target: Ongoing
- Actively seek collaborations between the Youth Orchestras and regional arts groups  
  Target: Season 20/21
- Expand Youth for Youth Concert to twice each year  
  Target: Season 20/21

Mountain Empire Children’s Choral Academy (MECCA)

**Five-Year Plan**

- Every second season present a major work with MECCA  
  - Target: Ongoing
- Continue to collaborate with MECCA for annual holiday concerts  
  - Target: Ongoing
ADMINISTRATIVE

Five-Year Plan
• To actively seek out volunteers to assist with organizational needs
  Target: Ongoing
• Develop a comprehensive policies and procedures handbook
  Target: 07/2020
• Explore feasibility of hiring marketing/development employee
  Target: Season 20/21
• Research office and other space needs
  Target: 7/2020
• Secure funding for upgrades to existing technology
  Target: 07/2020

MARKETING

Five-Year Plan
• Develop annual marketing campaign in line with planned events and programming
  Target: Ongoing
• Compile base-level marketing methods for targeted area served by SOTM
  Target: Ongoing
• Continue to measure return on investment for all marketing avenues and use those ROI measurements to plan future marketing campaigns
  Target: Ongoing
• Work toward comprehensive recognition of the existence of SOTM
  Target: Ongoing
• Explore pre-concert chat recordings with Cornelia and/or a musician
  Target: 01/2019
• Coordinate with local media to be “standby guest” when they need filler
  Target: 01/2019
**BOARD OF DIRECTORS**

*Five-Year Plan*
- Achieve established framework for cohesive Board member recruitment, development, and contribution  
  Target: 03/2019
- Assure Board membership reflects and supports SOTM’s regional growth initiatives  
  Target: Ongoing
- Assure Board and committee meetings devote time to long-term, strategic needs of SOTM in alignment with LRP  
  Target: Ongoing

**WOMEN'S SYMPHONY COMMITTEE**

*Five-Year Plan*
- Continue to support WSC in their endeavors  
  Target: Ongoing
- Coordinate with WSC to offer Youth Orchestra Musicians at their community events  
  Target: Ongoing
- Develop ways to strengthen connection between WSC and SOTM  
  Target: Ongoing