

Symphony ^{of the} Mountains™

Entertaining. Educating. Enriching

Long Range Plan

2019 - 2024

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