



Strategic Plan

2023 – 2024

The mission of the Grande Ronde Symphony Association is to support and promote the Grande Ronde Symphony Orchestra and provide opportunities for music education and performance within our region.

Grande Ronde Symphony Association – Strategic Planning Format

ADULT PROGRAMS	YOUTH PROGRAMS	ORGANIZATIONAL DEV.
<ul style="list-style-type: none"> ➤ GR Symphony Orchestra ➤ Concerto Aria Competition ➤ Concert Prep w/Mktg Committee ➤ Chamber Series 	<ul style="list-style-type: none"> ➤ GR Junior Symphony ➤ Fiddle Club ➤ Children’s Concert ➤ Outreach to Area Schools 	<ul style="list-style-type: none"> ➤ Board Recruitment ➤ Board Training/Education ➤ Fundraising ➤ Investment/Endowment ➤ Marketing/PR ➤ Operations/Grant Writing ➤ Friends of the Symphony

Program Goal Area:	FORMAT FOR STRATEGIC PLAN
Selected from one of the three over-arching program areas above	
Goal #1:	What we specifically want to achieve within a major goal area/program
Objective:	Why we want to achieve this specific goal
Tactics:	How we are going to accomplish this goal
KPI: Key performance indicators that will allow us to measure success in quantifiable terms if possible	(Note: Previous year KPI is highlighted)
Resources Implications: Budget and/or volunteer/in-kind resources needed to fulfill this specific goal	

Board Member Strategic Plan Development:

The Grande Ronde Symphony Board of Directors met on three occasions during January and February 2023 for Board Retreats/Meetings to review the current state of affairs for the organization, discuss the over-all mission, and move towards targeted strategic planning for the 2023-2024 fiscal year. Committees were then convened to develop the specific plans and budgets. The final strategic plan was then presented to the membership for approval at the June 2023 meeting.

During the Board Retreats, several items dominated the discussion and ultimately informed the actions found within the strategic plan:

Reconfirmation of Primary Mission – The Board reconfirmed that the primary mission of the Grande Ronde Symphony Association is to maintain the 75-year-old heritage of the symphony orchestra. To accomplish this mission, we acknowledged the following:

- 1) The importance of keeping the quality of the orchestra, through having a highly-qualified music director, and instilling a desire for the musicians of the orchestra to rehearse and perform with a quality product must remain a critical over-arching goal
- 2) That the need for fostering the musicians of the future through support of the La Grande School District’s ‘Fiddle Club’ and the Grande Ronde Junior Symphony is critical to sustaining the symphony orchestra
- 3) That we must look at new and creative ideas for accompanying our generous granting foundations by encouraging giving from patrons and corporate support contributions
- 4) We need to make an easier path for giving to our endowment fund as a long-term investment in future of the orchestra

Moving BOLDLY into Our 76th Season – Out of the above actions flowed the 2023-2024 Strategic Plan. We welcome suggestions. We hope that you recognize the effort and will continue to support the Grande Ronde Symphony.

Adult Programs Goal: To create, sponsor, administrate and collaborate on activities that enhance the musical experience of the Grande Ronde Symphony Orchestra which encourage professional development and musicianship.
 Adult Programs Objective: We want to achieve this goal to ultimately build and sustain the Grande Ronde Symphony Orchestra through the support of patrons, by providing a musical repertoire that is enjoyed by all audiences, and features aspiring musicians seeking higher education and professional performance enhancement.

Adult Programs Tactic #1: Music Advisory

Objective: Schedule the performance repertoire of the GRSO that will encourage greater contributions and attendance at all concerts.

Format: (To accomplish this Tactic #1)

- Committee to work with GRSO Music Director to brainstorm creative musical programming, varied musical styles and ensembles, and explore new performance venues
- Consider collaborative efforts with:
 - Grande Ronde Music Association (La Grande area community band and choir)
 - La Grande and Baker High Schools
 - Coordinate with other participants in the Holiday Music Festival

KPI 2023/2024:

1. Develop one collaborative performance for 2023/24
2. Maintain attendance at the four primary concerts
3. Continue holding Fall concert in both La Grande and Baker City

Resource Implications:

Income

- I-1.1 GRSO Concert Season Tickets: \$3000
- I-1.2 GRSO General Admission: \$3500
- I-6.2 Collaborations & Misc. (Holiday Festival + raffle): \$1300
- I-8 Contributions: \$15,000
- BF – BCCC FY23 grant: \$500

Expenses

	<u>Budget</u>	<u>Source</u>
• E-2.1 GRSO Music Library & Rentals	\$1200	GRSA
• E-2.2 Instrument & Maintenance	\$500	GRSA
• E-2.4 Facility rental fees	\$250	BCCC
• E-4.1 GRSO Music Director	\$21662	GRSA (10% increase)
• E-4.1.2 GRSA Music Director Travel	\$1000	GRSA
• E-4.3 GRSO Librarian	\$900	GRSA
• E-4.4 GRSO Orchestra Manager	\$1200	GRSA
• E-4.5 GRSO Mileage & Child Care	\$2500	BCCC+GRSA

2023/2024 TICKET PRICING

GRANDE RONDE SYMPHONY
 GRSO Season Pass: \$38
 General Admission:

- Adult - \$15
- Senior - \$12
- College - \$5
- FC & GRJS - \$1

CHAMBER SERIES

- Chamber Series Season Pass: \$90
- GR Series (3) General Admission: \$12
- GR Series (3) Student: \$5
- Noteworthy Series (2) At-Door: \$30

Adult Programs Tactic #2: Guest & Imported Musicians

Objective: Increase the over-all professionalism of the GR Symphony Orchestra by importing musicians to fill-out specific sections and inviting guest artists to ultimately increase number of musicians.

Activities to Accomplish Tactic #2:

- Reach out to area musicians to offer payment per rehearsal/concert, plus mileage reimbursement
- Reach out to guest artist to accompany selected music/concert themes

KPI 2023/2024: Import 3 musicians per concert;

Resource Implications:

Guest & Imported Musicians (E-4.10)	<u>Budget</u>	<u>Source</u>
	\$2600	GRSA

Adult Programs Tactic #3: Concerto Aria Competition/Scholarship & Awards

Objective: To provide an opportunity for aspiring orchestral musicians and vocalists, who are pursuing higher education and/or professional goals, to play with the GR SO, adding to their resumes and performance experience.

Format: To accomplish this Tactic #3

- Advertise competition to music educators and musicians within the region, Oregon, Washington, and Idaho via newsletter format - iContact
- Young Artist Divisions (to include two categories that will perform at the May concert: High School or younger + Currently in college or recently graduated)
- Open Division – open to vocalist and instrumentalist; Located in OR, WA, and ID; to perform at the November concerts; La Grande & Baker City)
- Awards: Young Student: \$200; Advancing Student: \$300; Open for two performances: \$900 + \$100 travel

KPI 2022/2023: Increase number of applicants from eight to nine

Results: There were 13 applicants in 2023. We exceeded our goal by 4 applicants.

KPI 2023/2024: Increase number of applicants from 13 to 14

Resource Implications:

	<u>Budget</u>	<u>Source</u>
• I-7.2 Scholarship Fund Transfer:	\$3720	Scholarship Fund
• I-13 Other Income:	\$300	C+A fees
• E-4.6.1 Lorna Spain Orchestra Scholarship:	\$1620	Scholarship Fund
• E-4.6.2 Tuition Reimbursement & Other Scholarship:	\$1200	Scholarship Fund
E-4.6.3 Concerto Aria Competition Prizes:		
• E-4.6.3.1 Young & Adv. Student Scholarships:	\$500	Scholarship Fund
• E-4.6.3.2 Open Category Award + Travel:	\$1000	GRSA funds

Adult & Family Programs Tactic #4: Grande Ronde-zvous Series & Noteworthy Series

Goal/Objectives:

#1: To provide performance opportunities for regional musicians

#2: To create community opportunities around the musical arts for people of all ages, with a variety of music styles

#3: Form collaborations with schools, universities, other art forms, and venues that support the arts and culture of the region

#4: Create events that will attract a diverse audience

Tactics for all four goals:

- Identify performers and ensembles, including coordination with GR SO musician's small ensembles;
 - Create a total of three *Grande Ronde-zvous Series* concerts to be held in venues with capacity of at least 80 people and a focus on a diverse audience
 - Create a total of two *Noteworthy Series* concerts to be held in venues with capacity of up to 30 people and a focus on a Classical music style performance and greater financial support to the GRSA
- Identify venues in regional locations such as churches, parks, historic theatres
- Assist Marketing Committee with development and administration of the concert prep matrix: timeline/responsibilities for performer communication, marketing – program, ads, news release, social media, etc)
- Provide special pricing for families/groups through the 'Grace Notes' program
- Seek a Corporate Supporter (s) to specifically sponsor The Series Concerts

KPI 22/23: We held three Chamber Series concerts in 2023: March 22nd 'Choir Rendezvous' with the Baker High School and La Grande High School choirs, along with members of the GR Symphony performing. 161 ppl. attended (gross \$947). May 6th with pianist & organist Gretchen Longwell at the La Grande Methodist Church; June 16th – Whiskey for Breakfast (Bluegrass) at the Historic Haines Methodist Church; Financial Goal/KPI: Create net income for Chamber Series of \$3000

KPI 23/24: Create net income for Chamber Series of \$3000

Adult & Family Programs Tactic #4: Grande Ronde-zvous Series & Noteworthy Series cont.

KPI 2023/2024: Offer three GR Series concerts with diverse musical styles, presented at unique locations, to be attended by 20% families/groups, 10% EOU students, 70% general population; Offer two Noteworthy Series concerts in small venues with limited seating, averaging 20 at-the-door ticket sales; *NOTE: Chamber Series Season Pass guarantees admission and seating at both GR and Noteworthy Series concerts.*

Financial Goal/KPI: Create net income for Chamber Series of \$3000

CASES Income:	Budget	Source
• I-3.1 GR + Noteworthy Series (5) Season Pass	\$1500	GRSA
• I-3.2 GR @ Door General Admin (3)	\$1800	GRSA
• I-3.3 Noteworthy @ Door Ticket Sales (2)	\$1200	
• I-3.2 Grace Notes family tickets	\$ 100	GRSA
• Venue rental discount		300 (in-kind)
• GRSA Board Member volunteer hrs.		1090 (in-kind)
• OR Arts Com – ABC FY23 grant carry-forward	\$5000	Carry-forward
Totals for Income and In-Kind:	\$9600	\$1390

GR & Noteworthy Series Expenses:

• Guest Artist Honorarium (E-3.2.2.1)	\$2000	GRSA
• Series Marketing Expenses (E-3.2.2.2)	\$1500	GRSA
• Venue costs: (E-3.2.2.3)	\$ 600	GRSA
Total Expenses (not including in-kind):	\$4600	

YOUTH PROGRAMS

2023-2024

Youth Programs Goal: To create, sponsor, administrate and collaborate on youth activities within the greater NE Oregon community that encourage participation in, enjoyment, and appreciation of the orchestral ensemble arts.

Youth Programs - Objective #1: To build and maintain programs which develop musicians for the Grande Ronde Symphony Orchestra, while also fostering an appreciation for orchestral and string music within NE Oregon.

Youth Programs - Objective #2: To provide opportunity for elementary students in Union, Baker, Wallowa and Grant counties to attend and listen to a live symphony orchestra performance, observe peers participating in the performance, and be introduced to orchestra instruments.

Youth Programs Tactic #1: Grande Ronde Junior Symphony

Tactic #1: Sponsor and support a Grande Ronde Junior Symphony that provides orchestral opportunities for Fiddle Club Graduates, and novice orchestral musicians of all ages. Key GRSA activities will include:

- Fundraising, grants writing and support of GRSS
- Promotional activity to increase community awareness and engagement more broadly
- Help in promoting events in the greater community
- Outreach to area music teachers within and outside the LGSD system for greater collaborations and encouragement of wind, strings, brass, and tympani players to join the GR Junior Symphony

Resource Implications: Income: BF – Soroptimist: \$4000

	Budget	Source
• Expenses: GRJS Scholarship Group Lessons (E-5.1.1)	\$3900	Soroptimist
• Lesson reimbursement (E-5.1.2)	\$ 400	Scholarship Fund
• GRJS Music Library (E. 5.1.3)	\$ -0-	
• Misc., instrument repair(E-5.1.4)	\$ 100	Soroptimist
TOTAL Budget for GR Junior Symphony:	\$4600	

KPI 2022/2023:

- Increase number of GRSS participants at 12 students
- Develop three community performances and track audience attendance
- Collaborate with the Grande Ronde Symphony Orchestra to coordinate 'side-by-side' opportunities for the Children's Concert and Spring Concert

RESULTS: The number of GRSS participants averaged 3 students, so this KPI measurement was not met. For Spring term 2023 we 'paused' the GRSS and experimented with a before-school program we called 'Re-Imagine' Strings. This group averaged 10 participants, and participated in the May 24th concert along with the Grande Ronde Symphony.

KPI 2023/2024:

- Increase number of GRJS participants at 12 students
- Develop three community performances and track audience attendance
- Collaborate with the Grande Ronde Symphony Orchestra to coordinate 'side-by-side' and performance opportunities for the Children's Concert and Spring Concert

Youth Programs Tactic #2: Fiddle Club Support

Tactic #2: Continue to advocate for the on-going programming of the after-school programs of Fiddle Club through the La Grande School District. Key activities will include:

- Development of a GRSA Advocacy Committee to meet with the superintendent, assistance superintendent, and budget committee members of the La Grande School District to insure on-going FC programming and funding through the school district
- Seek sponsorship for Group Lesson Scholarships to further the opportunities for FC students to expand their orchestral arts experiences

Resource Implications: Income: BF-Templeton: \$1600

Budget Source

- | | | |
|---|---------|------|
| • Expenses: Fiddle Club Scholarship Group Lessons (E-5.4.1) | \$2400 | GRSA |
| • Fiddle Club Group Lessons & Misc (E-5.4.1) | \$ 1600 | GRSA |

Fiddle Club KPI 2023/2024:

- Maintain the number of participating students in Fiddle Clubs
- 50% of all Fiddle Club students demonstrating rudimentary note reading skills
- Survey Fiddle Club and GRSS parents by creating survey and inserting a link for easy response)
- Expand program outreach to area schools
- Support summer Fiddle offerings
- Increase community awareness of Fiddle Club programming and performances

Youth Programs Tactic #3: Children's Concert

Tactic #3: Present a children's concert by GRSO & GRJS, plus Fiddle Club, musicians in which NE Oregon county students will be invited to attend. Key GRSA activities will include:

- Work with the GRSO Music Director to make sure that an abbreviated program will be able to be played for the Children's Concert
- Organization, promotion, and communication of the concert with area schools to include:
 - Contact all public and private school systems in the surrounding counties of Union County that have expressed interest in the Children's Concert. Take reservations. Only one grade level per school
 - Make a seating chart to show where registered schools will sit. Post signs in auditorium to clarify seating
 - Prepare and hold training for volunteer ushers and other volunteers connected to the event
 - In collaboration with GRSO conductor, explore ways to increase the interactive experience for students
 - Continue using Fiddle club students to provide concert prelude
 - Prepare and submit non-paid media (news releases) for newspapers of counties with children attending

Youth Programs Tactic #3: Children’s Concert cont.

Resource Implications:	<u>Budget</u>	<u>Source</u>
<ul style="list-style-type: none"> • Printing, facility fees, miscellaneous (E-5.2) 	\$250	UCCC

KPI 2022/2023: Continue to fill all auditorium seats with attendees.

RESULTS: The auditorium in McKenzie Theatre on the campus of EOU was filled with over 400 students and teachers.

KPI 2023/2024: Fill all auditorium seats with attendees.

Youth Programs Tactic #4: Outreach to Area Schools

Tactic #4: Provide school based opportunities for students to individually have the opportunity to hold, saw, and hear string instruments. Key GRSA activities will include:

- Support the FC in organizing visits to individual schools including scheduling day and times, and arranging for musicians to be able to attend.
- Work with area music educators to encourage students to attend performances of the GRSO.
- Support the ‘Tour of La Grande’ conducted by FC and help to recruit GRSO musicians to play in the Tour

Resource Implications:	<u>Budget</u>	<u>Source</u>
Income:	\$250	GRSA
Travel/Coordination (E-5.3)	\$-0-	in-kind

KPI 2023/2024: Visit schools in Baker and Union counties giving opportunity for 60 children to participate.

ORGANIZATIONAL DEVELOPMENT – FUNDRAISING

2023-2024

Fundraising Goal: To create, host, and collaborate on events that will increase contributions to the Grande Ronde Symphony Association.

Objective: It is critical that the professionalism of the Grande Ronde Symphony Orchestra be maintained in order to achieve the on-going legacy of the organization. Funding by patrons, corporate supporters, and through special events will accompany generous grant foundation support.

Fundraising Tactic #1: Corporate Support

Objective: Create corporate sponsorship opportunities that give exposure to corporations, businesses, and individuals which promote an atmosphere that fosters an attitude of... “My business supports the cause of the GRSO”

Tactics: Create and administer a Corporate Supporter marketing/outreach plan, to include:

- Three levels of corporate support, with identified exposure/benefits per level - Platinum \$4500 (1); Gold \$3000 (2); Silver \$1000 (8);
- Create solicitation rack card to be placed inside the GRSO general interest brochure
- Develop list of potential corporate supports and a schedule for solicitation with assignments to board members to accomplish
- Create ‘Appreciation’ certificates, program ad designs, and exposure benefits per event per annual corporate support level, including social media, website, news release, newsletter, and concert acknowledgement

Fundraising Tactic #1: Corporate Support cont.

Resource Implications:	Budget	Source	In-Kind
Income: (I-5)	\$10,000	Corp Support	
<i>Note: Potential total for Corporate Support = \$18,500 (Platinum-1 @ \$4500; Gold-2 @ \$3000; Silver (8) @ \$8000)</i>			
Expenses:			
• Rack card & certificate dev. & printing (E. 1.3)	\$ 400 (Mktg budget)	GRSA	\$ 750
• Concert Program design & dev.	Within Mktg	GRSA	\$2250
• Admin of Corp Support program		Volunteer GRSA Board Member	\$2325
Total Expenses for Corporate Support:	\$ -0- (Expensed E-1.3 Publications)		\$5325

KPI for 2023/2024: Creation and administration of the GRS Corporate Support program creating net income of \$10,000.

Fundraising Tactic #2: Opening Season Gala

Objective: To provide a festive event at the beginning of the symphony season to build community relations and encourage continued financial support for the GRSA.

Tactics: Key activities will include:

- Hold the “Opening the Season” event on Saturday, October 21, 2023
- Look at ways to create incentives to become a Patron and a Sponsor;
- Hold an silent auction in association with the event and create special items such as ‘Dinner with the Director’;
- Seek a corporate sponsor

Resource Implications:	Budget	Source	In-Kind
Income: (I-6.1)			
• Ticket sales	\$3,000	GRSA	
• Silent Auction	\$2000	GRSA	
• Facility deposit refund	\$ 200	GRSA	
• Event Sponsor	\$ 500	TBD	
Total Income:	\$5700	GRSA	

Expenses: (E-3.2.1)

• Rental of Presbyterian Ctr.	\$ 675	GRSA	
• Catering of meal	\$1163	GRSA	
• Music Entertainment	\$ 500	GRSA	
• Gala Event Mktg.			
○ Insert in Fall Membership letter	\$ 100	GRSA	
○ Media Advertising – News paper	\$ 333	GRSA	
○ Social media – FB ads + website	\$ 50	GRSA	\$ 250
○ Non-paid media – eNews, releases	\$ -0-	GRSA	\$ 500
○ Materials	\$ 300	GRSA	\$ 750
Total Expenses:	\$3121		\$2250

KPI 2023/2024: Opening Season Gala – Find five donors to commit to the Bronze level or higher of Patron support; Bring in contributions beyond ticket sales and normal Patron contributions; Net income of \$2500

ORGANIZATIONAL DEVELOPMENT – Friends of the Symphony

Friends of the Symphony Goal:

To have a strong and supportive group of individuals who give of their time to support the programs of the GRSA.

Objective: To provide the various committees of the GRSA a pre-scheduled list of volunteers to be available to give their time to assist with operational details for scheduled events and administrative activities.

Friends Tactic #1: GRSO Concert Assistance

- Develop a list and schedule eight (8) volunteers to assist with concert night activities:
 - Door Managers/Ticket Takers (4 people)
 - Lobby Assistants (2-4 people)

Friends Tactic #2: GRSO Administrative Assistance

- Develop a list and schedule four (4) volunteers to assist with mailing preparation
- Stuffing, mailing label placement, sorting Membership letter mailing, once a year (July or August) which is a three (3) hour time commitment

ORGANIZATIONAL DEVELOPMENT – Marketing

Marketing Goal:

Build awareness of the core initiatives/programs of the GRSA and publicize the opportunities for greater northeast Oregon community to participating in, enjoy, and contribute to maintaining orchestral music experiences.

Objective: We want to achieve the goal of marketing to increase awareness for the value the GRSA programs bring to the quality of life in the greater community, while fostering collaborations and contributions that will sustain the organization.

Marketing Tactic #1: Paid Advertising

Objective: To inspire participation, concert attendance, and contributions to the GRSA via the following:

- Print Media Advertising
 - Purchase ad space in the Baker City Herald and La Grande Observer for each of the GRS Orchestra concerts; Negotiate trade-out of approximately 1 to 3 (i.e. For every \$1 spent by GRSA, the newspapers give a \$3 value)
 - Annual budget: \$1,200 (E-1.1) Three GRSO Concerts
- Social Media/Facebook Ads
 - Media production and FB promotion: \$100/concert = \$300 (E-1.1)

Paid Advertising KPI 2022/2023: Increase attendance at GRSO concerts by 5% over 2021/2022 baseline

RESULTS: Fall 2022 concert attendance = La Grande – 215 ppl (8% increase).; Baker - 106 (1.4% decrease)-Note: The event was held at BHS auditorium rather than St. Francis Cathedral; Winter = 219 (.9% increase); Spring = _____;

KPI 2023/2024: Increase attendance at GRSO concerts by 3% over 2022/2023

Marketing Tactic #2: Non-Paid Media

Objective: To inspire participation, concert attendance, and contributions in the core initiatives of the GRSA via digital and non-paid media.

- Press Releases – Written and distributed in a timely manner to all regional media, and when appropriate, to GRSA newsletter contact list
 - Budget: In-kind contribution from Board member and/or interested patron and/or as part of the Scope of Work for the administrative assistant
- Facebook Presence (E-1.2) – Regular posting of upcoming GRSA events, outreach, and re-posts that would be of interest to viewers
 - Budget: In-kind contribution from Board member and/or interested patron and/or as part of the Scope of Work for the paid administrative assistant
- Website (E-1.2) – Administer content on the GRSA website to administer the GRSA Facebook page; Develop posting content schedule;
 - Budget:
 - Administration: In-kind contribution from Board member and/or interested patron and/or as part of the Scope of Work for the paid administrative assistant
 - Maintenance/Hosting Fees/Web Security (Start Logic): \$ 600

Marketing Tactic #3: Publications

- Publications (E-1.3) \$1740
 - E-Newsletter(E-1.3) – Content development, formatted, and delivered at least nine times annually and ‘as-needed’ basis, via a bulk-emailing system (iContact)
 - iContact annual fee: \$280
 - Sustaining Membership Materials / General Interest Brochure - \$400
 - Endowment Brochure or Rack Card
 - Content development, utilizing GRSA branding, to solicit contributions to GRSA Endowment and Legacy Giving; Budget: Development and printing – \$500
 - Corporate Support Rack Card & Recognition Certificate - \$400
 - Content development, utilizing GRSA branding, to solicit contributions to GRSA through Corporate Support Budget: Development and printing – \$400
 - EOU Student Welcome Collaboration
 - Print information and booth fee for EOU Welcome Orientation in September; Budget: \$160

Social and Non-Paid Media KPI 2022/2023: Maintain 2021/2022 year outcomes

RESULTS: Press releases ran in both Baker and La Grande prior to all GRSO and CASES concerts

Increase number of LIKES/Followers on Facebook increased from 318 to 550 nearly 58% increase; Increase the number of unique views on the GRSA website by 10% over March 2021 baseline; RESULTS: unable to access

Increase number of eNewsletter subscribers by 10% to 559; RESULTS: March subscribers were 1280 = Over 100% increase

Social and Non-Paid Media KPI 2023/2024: Maintain 2022/2023 outcomes

Marketing Tactic #4: Outreach Materials

Objective: Develop and distribute printed materials to patrons to facilitate the administration of GRSA events and opportunities to support the mission of the organization.

Tactics:

- Programs/Tickets: Total - \$2000 (E-2.3) \$2440
 - Program - Utilizing the GRSA brand, develop content, print, and distribute at four major concerts per season; Budget for Programs = \$2000
 - Tickets - Budget for 4 concert tickets paper & personal printer ink + Season Pass mailing = \$200
 - Confirm on-line ticketing & ability to ask if the patron would like to also donate in addition to their ticket purchase
 - Posters - Budget for 4 concerts = \$240
- Membership Mailings (E-3.1) - Utilizing the GRSA brand, develop content, print, and distribute throughout the region
 - Membership/Patron letter mailing, once a year in late July or early August
 - Postcard mailing, three times per year to general membership (November/February/ May)
 - Development of content - In-kind contribution from Board member and/or interested patron
- Postage (E-3.1.1) - \$2000
 - Postage for Membership Letter - \$1350 (not including PC mailing)
 - Bulk Mailing Permit - \$240
 - PO Box Rental - \$75
 - Stamps - \$335
- Envelopes (Purchase & Printing) (E-3.1.2) - \$ 900
- Printing (E-3.1.3) - \$3100
 - Mailing Labels for Membership Letter - \$100
 - Membership letter - \$400
 - Postcard (Printing + Mailing Service + Postage)
 - 3 PC mailings/year = \$2600 (\$.72 x 1200 x 3) updated by Alice
- E-3.1.4 Misc. Supplies - \$100
- E-3.1.5 Phone - \$300

Marketing Tactic #5: Outreach to Schools, Colleges and Universities:

Objective: Develop communication channels with area schools, colleges, the Grande Ronde Music Association, Crossroads & Arts Center East, and Eastern Oregon University to:

- Create collaborative events
- Foster student musicians to become involved with the GRSO and Chamber concert series
- Foster communication with music teachers and professors
- Encourage greater attendance by students, teachers, and professors at all GRSA events
- Strengthen the continuing relationship with Eastern Oregon University

Outreach to Schools, Colleges and University Tactics:

- President, GRSO Music Director to work with the current EOU liaison and EOU Music Department liaison to reestablish communication lines and develop a strategic plan for outreach to professors and students
- Involve EOU musicians in the Chamber Series events as performers and as attendees
- Recruit an EOU employee as a GRSA Board member
- Develop strategy to communicate to educational entities the opportunities to engage students in all GRSO programs, including scholarship and tuition reimbursement
- Concert & Event Posters – Utilizing the GRSA brand, develop content, print, & distribute posters to the area schools

Marketing Tactic #6: Public Relations Events

PR Strategy #1: GRS & Partners “Flash Mob”

Objective: To increase community awareness and support of the GRSO through collaborations with other community arts-related organizations.

Tactics: Performances at public events, such as Farmers Market, Riverside Park - Music at the Park. Possible collaborations with the community choir and/or band/ and/or Fiddle Club-GR Jr Symphony to do a “Flash Mob” (Example: One person opens their violin case at an area event and starts playing. Soon they are joined by other musicians or vocalists until eventually you have this large group all playing and singing together!)

- Timeline and Budget: TBD

ORGANIZATIONAL DEVELOPMENT – Endowment Giving

Goal: To build the GRSA Endowment fund to an annual return on the investments to sustain the total annual operations for all the programs of the organization.

Objective: We need people, businesses, and corporation to invest in the GRSA’s future – its musicians, our artistic capacity, our ability to provide accessible music programs, and in our on-going leadership in Eastern Oregon’s cultural landscape. By building the Endowment fund, we insure the heritage of the Grande Ronde Symphony.

Key Tactics/Activities include:

- Development of an Outreach Plan:
 - Branded print materials to clearly explain the details of What the Endowment fund is; The ways and amounts that can be contributed (i.e., Estate planning; End of Life Giving; Legacy Giving; etc.); Info on How the fund is overseen and risk factors;
 - Research potential Endowment contributors
 - Implement a schedule for outreach to potential contributors
 - Develop plan for acknowledgement of Endowment contributors and on-going communications
 - Seek an Endowment contributor who will provide a ‘Matching Amount’ as incentive to other contributors, over a specified period

Resource Implications:

- Endowment Brochure or Rack Card (E.1.3)
 - Content development, utilizing GRSA branding, to solicit contributions to GRSA Endowment and Legacy giving; Budget: Development and printing – \$-0- (Expensed in E-1.3 Publication budget)

Endowment KPI: 2023/2024 – Increase total amount contributed to the Endowment Fund within fiscal year 2023/2024 by \$40,000. Minimum investment amount: \$10,000 (*Note: Not shown in the annual Budget*)

ORGANIZATIONAL DEVELOPMENT – Administration

Goal: Create methods to administer the operations a non-profit organization and sustain the existence of the Grande Ronde Symphony Association’s programs, maintaining the vital role it plays in the cultural arts for the greater community.

Objective: The GRSA has essential activities to be accomplished in order to conduct business. The all volumeter Board of Directors are assigned specific tasks. However, the President oversees and in many cases, accomplishes the majority of the activities. This equates to a significant contribution in hours, which may not be sustainable as members of the Executive Committee evolve. For many non-profit organizations these activities would be part of the description of duties for the administrative assistant.

Administration Tactic #1: Media/Marketing Consultant

Tactic: Hire a part-time consultant to accomplish a program of work to assist with media and marketing tactics

Budget:

- Media/Mktg. consultant \$3600 (E-4.8)

Administration Tactic #2: Grant Writing Consultant

Tactic: Hire a consultant to write grants for the organization

Budget:

- E-4.7.1 Grant Writing: \$3000
- E-4-7.2 Grant Administration
- Income line item: I-10

Note: GRSA does not budget for grants that are not confirmed to receive. However, grant funds are being requested.

Administration Tactic #3: Additional Operations

Tactic: Provide and document additional operational activities to carry-out the functions of a non-profit organization to coincide with annual budget not previously mentioned in the strategic plan.

I-2 Interest Earned on Bank Accounts: \$30

I-7 Transfers from Investment Accounts:

I-7.1 Endowment \$8700

E-3.3 Board Training: \$300

E-3.5 Miscellaneous Operations: \$600

E-3.6 Software: \$100 (Malware)

E-6 OTHER

E-6.1 Insurance: \$1200

E-6.2 Accounting Services: \$1200

E-6.3 Taxes & Fees: \$300

E-6.4 Organization Membership: \$150

E-6.5 Financial Charges

E-6.5.1 PayPal Service Charge: \$125

E-6.5.2 Square Service Charge: \$50

E-6.5.3 Bank Charges: \$50

E-6.5.4 Bank Rewards: -\$200

[Link to 2023/2024 Budget](#)