DRAFT No. 5 as of 05.18.26

Grande Ronde Symphony

Strategic Plan

2026 – 2027

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.
➢ GR Symphony Orchestra ➢ Imported/Guest Musicians ➢ Concerto Aria Competition ➢ Chamber Series	➢ GR Junior Symphony ➢ Fiddle Club ➢ Children's Concert ➢ Eric Brown Recital	➢ Fundraising ➢ Friends of the Symphony ➢ Marketing/PR ➢ Investment/Endowment ➢ Administration

Program Goal Area: **FORMAT FOR STRATEGIC PLAN**
Selected from one of the three over-arching program areas above
Goal:
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 in light grey)
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 a monthly basis over the course of the fiscal year. As we move into the strategic planning process for 2026-2027 season, we reconfirmed the following:

Primary Mission – The Board reconfirmed that the primary mission of the Grande Ronde Symphony Association is to maintain the 78-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 creating a quality product for the greater community. This commitment must remain a critical over-arching goal for the organization.
2) 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) We must look towards new and creative ideas for increasing giving from patrons and corporate support contributions for our annual operations
4) We need to continue outreach to encourage giving to the Grande Ronde Symphony Endowment as a long-term investment in future of the orchestra
5) Creating events that foster the relationship with patrons in critical for the longevity of the organization

Moving with Commitment into the 79th Season – Out of the above commitments flowed the 2026-2027 Strategic Plan. We welcome suggestions. We hope that you recognize the quality of this effort and will continue to support the Grande Ronde Symphony.

ADULT PROGRAMS 2026-2027

Adult Programs Goal: To create, sponsor, administrate and collaborate on activities that enhance the experience of our patrons and encourage professional development and musicianship amongst orchestra musicians.

Adult Programs Objective: We want to achieve this goal to sustain the Grande Ronde Symphony Orchestra through the support of patrons and musicians, by providing a musical repertoire that is enjoyed by all audiences, and features aspiring musicians seeking higher education and professional performance enhancement.

2025/2026 Concert KPI
Results as of March 2026

GRANDE RONDE SYMPHONY
GRSO Season Pass: $5000 $***3475***
General Admission: $3900 $***3739***
Grace Note Tickets: 15 tickets
Comp Tickets: 250 tickets ***200***
Collaborations: Children's Concert; Holiday Music Festival ***$1000***

CHAMBER SERIES
Chamber Series Season Pass: $2500 ***$1700***
At-Door: $1600 ***$1995***

KPI Projected 2026/2027

GRANDE RONDE SYMPHONY
GRSO Season Pass: $5000
General Admission: $3900
Grace Note Tickets: 15
Comp Tickets: 250
Collaborations: Children's and Holiday Music Festival: $1000

CHAMBER SERIES
Chamber Season Pass: $3000
At-Door: $1600

Grants Received for the 2025-2026 Season:
Leo Adler Foundation - $2500
OCF-DE & Jane Clark - $2250; OCF-Lynn Smile - $10,000
OR Cultural Trust - $8500; OR Arts Commission – Sustaining Arts Program - $2368
Roundhouse Foundation - $10,000

Adult Programs Tactic #1: Music Advisory

Objective: Create a performance repertoire of the GRSO that will encourage greater patron support and attendance at all concerts.
Format: (To accomplish this Tactic #1)

- Committee to work with GRSO Music Director to brainstorm creative musical programming with varied musical styles with some recognizable selections, and seek soloists and ensembles.
- Consider collaborative efforts with:
  - Grande Ronde Music Association (La Grande area community band and choir) and/or
  - La Grande and Baker High Schools
  - Coordinate with other participants in the Holiday Music Festival

KPI 2026/2027:

1. Participate in one collaborative performance for 2026/27
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: $5000
- I-1.2 GRSO General Admission: $3900
- I-1.3 All Access Pass: $2025
- I-6.2 Collaborations & Misc. (Holiday Music Festival): $1000
- I-8 Contributions: $20,000

Expenses	Budget	Source
• E-2.1 GRSO Music Library & Rentals	$1200	GRSA
• E-2.2 Instrument & Maintenance	$250	GRSA
• E-2.4 Facility rental fees	$350	GRSA
• E-4.1 GRSO Music Director TBD	$19,260	GRSA
• E-4.1.2 GRSA Music Director Travel	$1000	GRSA
• E-4.3 GRSO Librarian	$1125	GRSA
• E-4.4 GRSO Orchestra Manager	$1200	GRSA
• E-4.5 GRSO Mileage	$2000	GRSA

Season Pass and Ticket Pricing 2026-2027

GRSO Season Pass
Adult: $40 Senior: $35

GRSO At the Door
Adult: $15 Senior: $12 College: $5
Student under 18yrs: $1

Chamber: Season Pass $100
At the Door Sm. Venue: $40
At the Door Chamber Lg. Venue: $12

Combined GRSO & Chamber Season Pass All Access Pass: $135

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 perform.
Activities to Accomplish Tactic #2:

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

KPI 2025/2026: Import 3 musicians per concert; RESULTS: Due to several factors, including health issues of some key GRSO musicians, and/or critical instruments needed per the selected music, we averaged 4 imported musicians per concert, from Pullman, Wallowa county, Tri-Cities, Hermiston and Pendleton.

KPI 2026/2027: Import 3 musicians per concert; One Guest Artist for the season;
Resource Implications:

Guest & Imported Musicians (E-4.9)	Budget	Source
Imported Musicians	$3000	GRSA
Guest Artist (E-4.9)	$1000	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 GRSO, 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 and direct mail of C+A poster
- Young Artist Divisions (to include two categories that will perform at the May concert. (Young Student = High School or younger; Advanced Student = Currently in college or recently graduated from within a 150 mile radius of La Grande, unless otherwise arranged by the Committee
- Open Division – Table the Open category for at least the 26/27 season, in favor of featuring a Guest Artist
- Awards: Young Student: $200; Advancing Student: $300 paid from the Scholarship Fund (Note: No compensation for travel

KPI 2025/2026: Maintain number of applicants at 15; RESULTS: We had 7 applicants for the 2026 C+A Competition in the Young & Advanced Student categories only. We did not offer an Open division in 25/26.

KPI 2026/2027: See at least 10 applicants for the 2027 C+A Competition in the two Student categories

Resource Implications:

Income:	Budget	Source
• I-7.2 Scholarship Fund Transfer:	$3020	Scholarship Fund
• I-13 Other Income:	$250	C+A fees
Expenses:		
• E-4.6.1 Lorna Spain Orchestra Scholarship:	$1620	Scholarship Fund
• E-4.6.2 Tuition & Lesson Reimbursement:	$1740	Scholarship Fund
E-4.6 Concreto + Aria Competition Awards:		
• E-4.6.3 Young & Adv. Student Scholarships:	$500	Scholarship Fund

Adult & Family Programs Tactic #4: Chamber Concert and Small Ensemble Concert Series

Objective:
To offer more musical listening opportunities in Baker and Union counties and to provide performance opportunities for regional musicians with an emphasis on classical music. The Chamber Series Committee will:

Tactics:

- Identify performers and/or ensembles
- Identify venues and dates
  - Create two (2) concerts to be held in homes or smaller venues in La Grande with capacity of up to 50 people
  - Create two (2) concerts to be held at a public venue with a capacity of 50 to 100+ people outside of La Grande, such as Haines or Baker City
- 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.
- Maintain small venue (in home) ticket price of $40; Chamber Season Pass to $100; Large venue ticket price at $12;
- Maintain a "All Access" Pass for both Grande Ronde Symphony Orchestra and Chamber concerts 'Bundle Up' at $135
- Seek a Corporate Supporter (s) to specifically sponsor the Chamber Series at $1000
- Increase honorarium and travel to $700 total per concert (total stipend per concert, including travel compensation)

KPI 25/26: We held (or will hold) 4 Chamber Series concerts in 2025 - 2026: October 2025 – Oregon Renaissance Band at the La Grande UMC (attendance = 30+), February 2026 Woodwind Quintet & String/Oboe Quartet at the Press Room (25+), April 2026 Viola & piano at the Pettit's home (30+), and June 2026 Carla Arnold & Friends at the Haines UMC (30+). Bundle Up passes = 28 + 3 Chamber Season Passes = $3100; At the Door Ticket Sales = $1995; We did not find a Corporate sponsors specifically for the Chamber Series;

KPI 2026/2027: Create net income for Chamber Series of $1000
Offer 2 Noteworthy concerts in small venues averaging 10 non-Chamber Series Season Pass Ticket sales; Offer 2 larger venue concerts outside of La Grande; Sell 30 Chamber Series, and/or a combination of 'All Access' Season Passes;

Chamber Series Income:	Budget	Source
• I-3.1 Chamber Series(4 concerts) Season Pass $100 ea. X 15	$1500	GRSA
• I-3.2 Chamber Series @ Door Ticket Sales	$1600	
• Venue rental discount		300 (in-kind)
• Chamber Series Sponsor (I-3.3)	$1000	
• GRSA Board Member volunteer hrs.		1090 (in-kind)
Totals for Income and In-Kind:	$4100	$1390
Chamber & Small Ensemble Series Expenses:		
• Guest Artist Honorarium & Travel (E-3.2.1)	$2800	GRSA
• Series Marketing Expenses (E-3.2.2)	$ 500	GRSA
• Venue costs: (E-3.2.3)	$ 300	GRSA
Total Expenses (not including in-kind):	$3600	

YOUTH PROGRAMS 2026-2027

Youth Programs Goal: To create, sponsor, administrate and collaborate on youth activities within the greater NE Oregon community that encourage participation in, enjoyment of, and appreciation for 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 opportunities 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 GR Junior Symphony
- Promotional activity to increase community awareness and engagement more broadly
- Outreach to area music teachers within and outside the LGSD system for greater collaborations, knowledge of lesson reimbursement opportunities and encouragement of string players to join the GR Junior Symphony

Resource Implications: Income: Seeking grant contribution

	Budget	Source
• Expenses: GRJS Music Director (E-5.1.1)	$5000	GRSA
• Lesson reimbursement (E-5.1.2)	$ 1800	Scholarship Fund
• GRJS Music Library (E. 5.1.3)	$ 100	
• Misc., instrument repair(E-5.1.4)	$ 100	GRSA
TOTAL Budget for GR Junior Symphony:	$7000	

KPI 2026/2027:

- Increase number of GRJS participants to 13 students (25/26 averaged of 9 students in GRJS was achieved)
- Increase number of GRJS students taking lessons from 3 to 6
- Develop three community performances and track audience attendance (25/26 this was achieved)
- Collaborate with the Grande Ronde Symphony Orchestra to coordinate 'side-by-side' and performance opportunities for the Children's Concert and Spring Concert (25/26 this was accomplished)

Youth Programs Tactic #2: Fiddle Club Support

Tactic #2: Continue to advocate for the on-going 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, assistant superintendent, and budget committee members of the La Grande School District to insure on-going FC programing and funding through the school district
- Seek sponsorship for Group Lesson Scholarships and Summer Fiddle Camp assistance to further the opportunities for FC students to expand their orchestral arts experiences

Resource Implications: Income: Seeking grant contributions

	Budget	Source
• Expenses: Fiddle Club Group Lessons (E-5.4.1)	$2000	GRSA
• Expenses: Fiddle Club Summer Camp (E-5.5)	$1750	GRSA

Youth Programs Tactic #2: Fiddle Club Support cont.

Fiddle Club KPI 2024/2027:

- Maintain the number of participating students in Fiddle Clubs and support leadership transitions (25/26: Number of FC participants was down slightly over previous year, mostly due to conflicting schedules of the students)
- 50% of all Fiddle Club students demonstrating rudimentary note reading skills (achieved for 25/26)
- Survey Fiddle Club and GRSS parents by creating survey and inserting a link for easy response (Not achieved in 25/26)
- Support summer Fiddle offerings (achieved for 25/26)
- Increase community awareness of Fiddle Club programming and performances (achieved for 25/26 in newsletter posts, some social media posts, and news releases for the May 2026 Spring GRSO concert, featuring the FC & Jr. Symphony)

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 students will be invited to attend. Key GRSA activities will include:

- Work with the GRSO Music Director to coordinate the abbreviated program 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 NE Oregon that have expressed interest in the Children's Concert. Take reservations. Only one grade level per school
  - 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 and GRJS students to provide concert prelude
  - Prepare and submit non-paid media (news releases) for newspapers of counties with children attending

Resource Implications:	Budget	Source	In-Kind
• Printing, facility fees, miscellaneous (E-5.2)	$100	GRSA	$900 volunteer hrs.

KPI on-going 2024-2027: Fill all auditorium seats with attendees. (RESULTS: November 2025 the Children's Concert had over 350 students participating.)

Youth Programs Tactic #4: The Eric Brown – Recital Opportunities

Tactic #4: Provide a recital performance opportunity for student string musicians in collaboration with Fiddle Club, Fiddle Contest, Family Dance Night, and other possibilities.

Resource Implications:	Budget	Source
Income:	$-0-	GRSA
Sponsor a Family Dance Night & GRS logo gifts (E-5.3)	$600	GRSA

KPI 2026/2027: This is a new event for the GRSA.

ORGANIZATIONAL DEVELOPMENT – FUNDRAISING 2026-2027

Fundraising Goal: To create, host, and collaborate on events that will increase awareness of and 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, endowment contributors and via special awareness events, will accompany generous grant foundation support to sustain the organization.

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 available); Gold $3000 (2 available); Silver $1000 (8 available);
- Develop list of potential corporate supports and a schedule for solicitation with assignments to board members to accomplish
- Work with supporters as they develop their camera-ready artwork for the GRSO concert program, and additional exposure benefits per event per their corporate support level; i.e. social media, website, news release, newsletter, and concert acknowledgement

Resource Implications:	Budget	Source	In-Kind
Income: (I-5)	$6000	Corp Support	
Expenses:			
• Admin of Corp Support program Total Expenses for Corporate Support:	Volunteer GRSA Board Member		$2325

KPI for 2025/2026: We had a total of four (4) Silver sponsors, which included La Grande Audiology, Wheatland Insurance, Koza Family Dental Care, and JUB Engineers, Inc.; In addition, GO Eastern Oregon magazine did a trade-out valued at $2000; EOU was acknowledged as a Corporate sponsor/contributor with a trade-out valued at $2000;

KPI for 2026/2027: Increase Corporate contributions to $6000; i.e. (6) Silver @ $1000 ea.;

Fundraising Tactic #2: Pre-Concert – Program Notes & Awareness Gatherings

Objective: To provide a festive event prior to each symphony to build awareness, showcase the program for the upcoming concert, showcase the GRSO musicians, build community relations and encourage continued financial support for the GRSA.
Tactics: Key activities will include:

- Hold a "Notes with Sam" event prior to each GRSO concert, including two to be held in November – one in La Grande and one in Baker City
- Create incentives to become a Patron and/or a Sponsor and/or contribute to the GRS Endowment
- Create special opportunities to showcase GRSO musicians

Resource Implications:	Budget	Source	In-Kind
Income: (I-6.1)			
• Ticket sales (est. 10 ppl. @ $10 x 4 events)	$ 400	GRSA	
• Event Sponsorships (3 @ $500 each)	$1500	TBD	
• Board Member in-kind			$750
Total Income:	$1900	GRSA	$750
Expenses: (E-3.1.1)			
• Catering of four events + Facility fees	$2868	GRSA	
• Marketing specific to event	$ 500	GRSA	
• Misc. Supplies	$ 400	GRSA	
• Non-paid media – e-news			$500
• Social media – FB and website			$250
Total Expenses:	$3768		$750

KPI 2025-2026: Opening Season Gala – Find six (6) table sponsors at $250 each; Bring in contributions and ticket sales to a Net income of $6150. RESUTS: The Opening Season Gala was replaced during the 25/26 season with a pre-concert event called 'Notes with Sam'; The November 2025 event was well attended by Andante Circle members; The March 2026 event had over 25 people, including musicians in attendance; Ticket sales/contributions specific = $1480; Expenses = $1432

KPI 2026-2027: Host four (4) events, including one in Baker City, with a total of attendance of 25 people per event and ticket sales total of $400; Find three (3) event sponsors at $500 each;

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. To be maintained by the Patronship Chairperson.

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)

Resource Implications: No budget implications; $1000 in-kind board member volunteer organizing time; Complimentary tickets to non-board or season pass holder volunteers;

ORGANIZATIONAL DEVELOPMENT – Marketing

Marketing Goal:
Build awareness of the core programs of the GRSA and publicize the opportunities for greater northeast Oregon community to participate 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 or Similar Media Advertising
  - Purchase ad space in the GO Eastern Oregon magazine 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/GO gives a $3 value)
    - Display the GO Eastern Oregon logo in each program as a Corporate sponsor
  - Purchase ad space in the Twin Mountain News
    - Annual budget: $300

Budget Implications:
Expenses: (E-1.1) $1800 GRSA In-Kind ($1800)

KPI 2025/2026: Increase attendance at GRSO concerts by 3% over 2024/2025 season RESULT: Over-all to date, attendance has been slightly down over the previous season;

KPI 2026/2027: Increase attendance at GRSO concerts by 3% over 2025/2026 season

Marketing Tactic #2: Website Social & 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 Media Consultant
- Facebook / Social Media Presence (E-1.2) – Regular posting of upcoming GRSA events, outreach, and re-posts that would be of interest to viewers, including: FB and FB Events, La Grande Music Scene, La Grande & Surrounding Areas
  - Budget: In-kind contribution from Board member and/or interested patron and/or as part of the Scope of Work for the Media Consultant
  - Live Stream of GRSO concerts: $250/concert = $750
- Website (E-1.2) – Administer content on the GRS website and administer the GRS 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 Media Consultant
    - Maintenance/Hosting Fees/ Website enhancement (PlanIT): $900

Marketing Tactic #3: Publications & Promotional Materials

- Promotional Materials & Publications (E-1.3) $2500
  - E-Newsletter(E-1.3) – Content development, formatted, and delivered at least nine times annually and 'as-needed' basis, via a bulk-emailing system (Zeffy or other system)
  - Postcard: Printing + Mailing Service + Postage
    - 3 PC mailings/year = $2500

Social and Non-Paid Media KPI 2025/2026: Create four posts on Facebook per month; Increase number of ticket sales purchased online by 3% over 2024/2025; RESULTS: Met and exceeded.

Social and Non-Paid Media KPI 2026/2027: Create four posts on Facebook per month, including event page posts two-weeks prior to event; Postcards in mailboxes of patrons 2 weeks prior to concert; Increase number of ticket sales purchased online by 2% over 2025/2026;

Marketing Tactic #4: Outreach Materials

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

Tactics:

Programs/Tickets: Total - $2400 (E-2.3)

- Program - Utilizing the GRSA brand, develop content with limited program notes, print, and distribute at four major concerts per season; Budget for Programs = $1800
- Program Notes – Develop full content of notes for distribution at the 'Notes with Sam' events and available via the newsletter and on the website 'Event' page
- Tickets - Budget for 4 concert tickets paper & printing + Season Pass mailing = $300
- Re confirm on-line ticketing via Zeffy & ability to ask if the patron would like to also donate in addition to their ticket purchase
- Posters - Budget for 4 concerts = $300

- Patron Mailings (E-6.1.3) - Utilizing the GRSA brand, develop content, print, and distribute throughout the region
  - Patron letter mailing, once a year in late July or early August
  - Postcard mailing, three times per year to general membership - November/March/ May (E-1.3)
    - Development of content - In-kind contribution from Board member valued at $4000 (in-kind)
- Postage (E-6.1.1) - $1040
  - Postage for Patron Letter - $500 (not including PC mailing; 1000 @ $.50 per letter)
  - Bulk Mailing Permit - $250
  - PO Box Rental - $100
  - Stamps - $190 (200 @ $.95)
- Envelopes (Purchase & Printing) (E-6.1.2) - $ 900
- Annual Patron Printing & Labels + Misc. (E-6.1.3) - $750
  - Mailing Labels for Patronship Letter - $ 50
  - Patronship letter - $700
- E-6.1.4 Misc. Supplies & Musician Appreciation - $150
- E-6.1.5 Miscellaneous Operations - $1100

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
    - Exposure of Lesson Reimbursement opportunities through GRSA, including for GRSO musicians per Musician's Handbook
- Encourage greater attendance by students, teachers, and professors at all GRSA events
- Strengthen the continuing relationship with Eastern Oregon University and continue listing/logo in every GRSO program

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 (s)
- Develop strategy to communicate to educational entities the opportunities to engage students in all GRSO programs, including scholarship, tuition and lesson reimbursement
- Concert & Event Posters – Utilizing the GRSA brand, develop content, print, & distribute posters to the area schools

ORGANIZATIONAL DEVELOPMENT – Endowment Giving

Goal: To build the GRSA Vanguard Investment funds in the three silos of: Endowment silo (permanently restricted), Scholarship silo (restricted to specific use for scholarships) and the Reserve Operating silo (can be utilized for operating expenses of the GRSA).

Goal: To foster contributions to the Oregon Community Foundation's – *Grande Ronde Symphony Fund*, to create an annual return on the investments which will ultimately 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 through our investments with Vanguard and the *OCF-Grande Ronde Symphony Endowment Fund*, we insure the heritage of the Grande Ronde Symphony.

Key Tactics/Activities include:

- OCF-*Grande Ronde Symphony Endowment Fund*
- With Dale and Ginny Mammen contribution as the founding 'Andante Circle' members of the OCF-*Grande Ronde Symphony Endowment Fund*, we will continue to administer a marketing plan to further promote endowment contributions
- Acknowledgement of current 'Andante Circle' members: Robert Delve, Earl and Lisa Davis, Dale and Ginny Mammen, Meredith and Jack Wilson and an Anonymous contributor; Acknowledgement of 'Allegro' members Matt Cooper and Sharon Porter;
- Administration of the Endowment Outreach/Marketing Plan:
    - Development of new branded print brochure for the OCF-*Grande Ronde Symphony Endowment Fund*
    - Maintain the 'Planning Giving' pages of the GRS website
    - Research and build potential Endowment contributors mailing list
    - Implement a schedule for outreach to potential contributors
    - Implement a plan for acknowledgement of Endowment contributors and on-going communications, via:
        - Website
        - Concert programs (Acknowledgement and Solicitation ad)
        - Printed materials
        - Pre-concert events

ORGANIZATIONAL DEVELOPMENT – Endowment Giving cont.

Resource Implications:
Endowment and Corporate Relations (E.3.3) $500

- Endowment Brochure
  - Budget: Potential re-design and printing – $500
- Income: $TBD (I-9)
- Expenses: $Amount of Income received (Transfer to OCF-GRS Endowment)

Endowment KPI: 2025/2026 – Realize $30,000 in additional contributions to the OCF-*Grande Ronde Symphony Endowment Fund* RESULT: This goal was met and exceeded;

Endowment KPI: 2026/2027 – Realize $10,000 in additional contributions to the OCF-*Grande Ronde Symphony Endowment Fund*

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 volunteer Board of Directors develops the annual Strategic Plan and works diligently, with countless in-kind hours, to accomplish the goals. However, as with many similar non-profit organizations, the Grande Ronde Symphony Association needs assistance in accomplishing some specific administrative responsibilities, particularly in the marketing program area. These activities are part of the description of duties for the administrative assistant and/or Media/Marketing consultant.

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 $4000 (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: In-Kind by Board member $500 (In-Kind)
- Income line item: I-10 and I-11

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.

Balance Forward**: $12,280** (from fiscal year July 2025 to June 30, 2026)

I-2 Interest Earned on Bank Accounts: $70

I-7 Transfers from Investment Accounts:

- I-7.1 Vanguard Endowment $12,263
- I-7.2 Transfer from Scholarship: $3020 ($1620 Lorna Spain + $500 C+A students + $900 Lessons reimbursement)
- I-7.4 Transfer from OCF-GRS Endowment: $5000

E-6.2 Board Training: $600
E-6.1.5 Miscellaneous Operations: $1100
E-6.3 Services:

- E-6.3.1 Insurance: $1550
- E-6.3.2 Accounting Services: $1200
- E-6.3.3 Taxes & Fees: $200
- E-6.3.4 Organization Memberships: $150

E-6.4 Software: $350
E-6.5 Hardware: $-0-
E-6.6 Fees

- E-6.6.2 Square Service Charge: $30
- E-6.6.3 Bank Charges: $25
- E-6.6.4 Bank Rewards: -$150