



**Strategic Plan for  
Muscatine Symphony Orchestra Association (MSOA)  
Current as of January 15, 2018**

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**Executive Summary**

This strategic plan for the MSOA consists of the following high-level objectives and action steps:

**Objectives:**

Increase communication through redesign of the website with access to social media platforms, while increasing audience numbers through website and increased marketing & publicity.

**Action Steps:**

Hire a website designer to secure existing or new URL/Domain, and design the website through utilization of web hosting, maintenance and access to other social media platforms.

Hire part-time persons/students to assist in grant writing and marketing in order to increase audience numbers, and to perform other light office duties.

## **Vision Statement**

The strategic plan for MSOA aims to further the following organizational vision:

The MSOA will strive to further enlarge our audience, while growing our base of funding through improved communications via website development by utilizing social media platforms and increased marketing & publicity.

## **Mission Statement**

The mission of the MSOA is to enrich the cultural life of the Greater Muscatine Community by presenting and maintaining symphonic music of the highest quality and by providing comprehensive music education opportunities to the Muscatine area.

## **Business and Team Summary**

The primary business of MSOA consists of the following:

The organization consists of providing engaging musical experiences and educational opportunities for the musicians and the community at large.

The core team members of MSOA are as follows:

1. Carolyn Airola  
Board President  
The Board President's skills and talents are to lead the Board, and maintain communications with the Music Director & Conductor, Board members and the public. Also the president oversees the terms of the Music Director/Conductor's contract, manages committees and daily business function of the Board & symphony; and interacts with the Treasurer and Financial Committee Chair.
2. Brian Dollinger  
Music Director & Conductor  
The impetus for the artistic vision, development and involvement of the orchestra and community-at-large, takes the skills and talent of the Music Director & Conductor. Also following board guidelines and established budgets is essential for this position, for execution of the artistic vision.
3. Richard Sessler  
Finance Committee Chair  
The duties of this board position include calling special meetings, contacting major corporations and businesses for purposes of scheduling fundraising meetings. Also the skills and talents of this chair are needed for submitting grant applications and follow-up visits.

4. Gary Meerdink  
Treasurer  
Preparation of the monthly financial reports for the Board and maintaining bank accounts, writing checks and filing tax returns, are the main responsibilities of the treasurer.
  
5. Carmen Bugay  
Board Member  
The talents and skills of this orchestra playing board member are also in fundraising, marketing, grant writing, conceptualizing and organizing new ideas.
  
6. Kathy Kuhl  
Publicity Chair  
This member is responsible mainly for radio, newspaper, cable ads, and providing website information. Additionally, responsibilities includes helping with mailings, posters, fliers, brochures and other marketing and fundraising activities.
  
7. Other Board Members  
Other members provide much needed organizational skills, fresh ideas for fundraising and other joint community activities, in support of the Board and MSO's many varied activities; and all within board guidelines and budgets.

### **Analysis of Strengths, Weaknesses, Opportunities, and Threats**

<b>Strengths</b>	<b>Opportunities</b>
Music	Program reflecting audience tastes
Education	Website communication
Community connections	Collaboration with other local groups

<b>Weaknesses</b>	<b>Threats</b>
Small audience for size of community	Being in a deficit situation
Lack of functioning website	Donor base shrinkage

### **Analysis of Marketing Strategy**

The marketing strategy of MSOA consists of the following elements:

Increasing our audience and donor base by firstly building a baseline through an on-line survey questionnaire of audience members, musicians and other members of the community, is essential. This base survey will help with new musical selections, social media platform advertising, and other demographics such as audience profession, age group, and income level.

Additionally, more focused marketing will help to increase our donor base, which will be coordinated as much as possible through joint ventures with other community organizations such as the local school district, community college, arts museum, city and chamber of commerce. This approach will solicit attraction of the largest audience possible, while achieving the most marketing and publicity exposure.

Secondly, a functional and more user-friendly redesigned website will help expand our communications with the community and will also serve as a springboard to other social media platforms, such as Facebook Messenger, Twitter, Google+, and utube.

## Two-Year Goals

<b>Website development</b>	
<b>Strategy</b>	Applying for grants & soliciting donors by expanding base
<b>Financial Projections</b>	\$5,000
<b>Execution Person(s)</b>	Carmen Bugay
<b>Evaluation Person(s)</b>	Board
<b>Evaluation Criteria</b>	Number of donor visitors & ease of donations thru the new website

<b>Expand audience numbers</b>	
<b>Strategy</b>	Communication through Survey & Website & springboard to popular social media platforms
<b>Financial Projections</b>	\$1,500
<b>Execution Person(s)</b>	Carmen Bugay/Kathy Kuhl
<b>Evaluation Person(s)</b>	Board
<b>Evaluation Criteria</b>	Survey, ticket sales & increased advertising of events

<b>Increasing audience numbers thru joint community projects</b>	
<b>Strategy</b>	Marketing & Publicity for joint community projects/events
<b>Financial Projections</b>	\$1,200
<b>Execution Person(s)</b>	Carmen Bugay/Kathy Kuhl
<b>Evaluation Person(s)</b>	Board
<b>Evaluation Criteria</b>	Increase in website hits, donations, ticket sales & audience numbers

## Five-Year Goals

<b>Nurturing the Conductor &amp; musicians</b>	
<b>Strategy</b>	Pay volunteer musicians & conductor bonus
<b>Financial Projections</b>	\$112,000
<b>Execution Person(s)</b>	Board President/Music Director/Personnel Manager
<b>Evaluation Person(s)</b>	Musicians, Conductor & MSO Board
<b>Evaluation Criteria</b>	Musicians, Personnel Manager, Librarian, Board, donors and community recommendations

## Five-Year Goals

<b>Bringing in higher caliber of Soloists</b>	
<b>Strategy</b>	Pay for higher caliber of soloists
<b>Financial Projections</b>	\$30,000
<b>Execution Person(s)</b>	Board President/Music Director/Financial Committee Chair
<b>Evaluation Person(s)</b>	Musicians, Conductor, & Board
<b>Evaluation Criteria</b>	Music Director & Conductor, Board and other community and donor recommendations

Signature: Carolyn J. Airda ; Date: January 15, 2018  
 Title: President of the Board