



**1st Quarter Update Report
April, 2013**

An update on 1st quarter activities is presented below in a dashboard format based on the implementing objectives from our strategic plan. Green shading indicates that the objective is entirely on schedule. Yellow shading indicates that work has begun but is somewhat behind where we had hoped. Red indicates that a problem has been identified. Grey indicates that work on that objective has not yet begun. The review of the objectives is followed by financial information for the 1st quarter.

Festival	
Complete an assessment of Festival 2012	The final report on Festival 2012 has been reviewed and a list of long-lead topics to be addressed for 2016 identified.
Select a location for Festival 2016 that supports the strategic goal for Festival	In mid-April we announced our intention to return to Denver for Festival 2016. The physical facilities there are a perfect match to our needs and the 2012 delegates were very positive about returning to Denver. A shortened RFP was requested from Denver to obtain a performance hall cost estimate, hotel cost estimates and available dates. Two date options were carefully considered with the earlier dates (July 2-6) chosen as hotel costs were substantially lower and the holiday allows delegates to use one less days vacation.
Complete a long term plan for Festival 2016 that meets our programmatic and financial objectives	The long-lead planning items for Festival 2016 have been identified. Programming topics include identifying Blockbuster concert candidates, restructuring ensemble performances and identifying opening/closing possibilities. Financial topics include revisiting delegate registration fee, corporate sponsorship, hotel rebate program and local ticket sales. Outreach topics include flash mobs on 16 th street, Hispanic and African American outreach, a free community concert and holding the Big Gay Sing at Red Rocks amphitheater. While items have been identified in an outline format, a written plan developing the concepts has not yet been started.
Establish and nurture meaningful partnerships with organizations in the host city	The Festival Committee has had some brief conversations about what organizations might be included but we have not yet proceeded to develop any details.

Develop a database of cities capable of hosting Festival	A new definition of the facilities required to host Festival was developed reflecting the programming changes from Festival 2012. Our ADs and EDs were polled to gather suggestions of cities which have the facilities required to host Festival. A list of possibilities was accumulated including Columbus, Cincinnati, Kansas City, San Francisco, Cleveland, Dallas, Montreal, Philadelphia, Los Angeles and Minneapolis. The next step is to work with the local Convention & Visitors Bureau to obtain details on the performance halls and hotels and determine if these cities truly meet the criteria.
Select site for Festival 2020 to be announced at Festival 2016	No work other than that described above has been completed yet on this objective. During the second quarter we will develop a timeline detailing the milestones required to be ready to announce the 2020 location at Festival 2016.
Finance & Budget	
Annual review of dues structure	No work has been completed yet on this objective.
Refine four-year cycle financial model and add mandatory reserve	The 2013 operating budget was prepared on this basis. The budget was designed to have \$100,000 left in the bank when we reach the early registration deadline for Festival 2016.
Review and update the investment, financial and risk policies.	The committee reviewed the risk practices and decided to return to carrying a general liability policy rather than only event insurance. The general liability policy was obtained for an annual premium of \$636. Work has begun on a review of the investments policy.
Review the content of financial information provided to the Treasurer, Finance Committee and BOD	Historically, the Finance Committee has reviewed financial statements on a monthly basis and the full Board has received financial statements on a quarterly basis. In addition to reviewing financial statements on a monthly basis, the Finance Committee now also receives a report of GALA's investments on a quarterly basis. The Treasurer receives copies of the checking accounts statements and reconciliations, the credit card statement and the investments statement on a monthly basis. The quarterly Board financial report has been modified to make it more informative those without a financial background.
Have a draft operating plan/budget for the following year ready for review at the final Board meeting of the current year	No work has been completed yet on this objective.
Produce a summary annual financial report for members	No work has been completed yet on this objective.

Ensure that annual audit/review results and Form 990 filings are fully reviewed with the Board prior to the 990 filing.	As bids for the 2012-2014 audits were obtained, the timing required to comply with this objective were built into the requests for proposal. The financial statements are to be completed by June 30 so that the 990 can be prepared on a timely basis.
Resource Development	
Develop a clear and energizing case statement for giving	The case statement has been reviewed and edited. We will be updating our Guidestar listing to make certain that we are putting our best foot forward for those who use Guidestar to learn about GALA. We will also be using GreatNonprofits.org as a way to gather stories about the impact GALA has.
Identify a database system for fundraising	The online planner currently being developed for membership and event management will include the capabilities to track donor relationships along with some additional categorization of donations within QuickBooks.
Build individual donations as the most significant component of contributed revenue	The committee has reviewed GALA's recent history on individual donations segmented by size of gift, number of gifts and solicitation to which the donor responded. Work is continuing to build that history into the Online Planner and to conduct a direct mail solicitation designed to increase the number of donors to the organization. GALA will also be participating in the May9 Give OUT Day.
Expand foundation relationships	Our only existing foundation relationships are with NEA and the Gill Foundation. We can apply to NEA for funding for Festival 2016 in March of next year. The funding we received from the Gill Foundation was solely because festival was in Denver; otherwise we do not meet their funding criteria. We will work on finding a way to collaborate with the Gill Foundation for Festival 2016. We will be exploring the Foundation Center to find other foundations that seem to be likely candidates for funding an organization like GALA.
Evaluate corporate support and explore the potential for increase	Plans have been developed for working with our existing corporate supporters to obtain auction items for the conference fundraiser. We have contacted IEG, a sponsorship consulting firm with whom Teddy has worked in the past, to get advice on the sponsorship potential of festival.
Governance	
Create board meeting evaluation form	This task has been assigned to a committee member but has not yet been completed.
Communicate the	Quotes were added to the board page on the web site describing

positives of Board service to membership	what former board members see as the benefits of having served on the board. The upcoming blog on our web site will provide another opportunity for stories from board members.
Document the board and committee recruiting process	An initial draft of such a document has been created and just needs a little editing to be completed.
Diversify and expand the Board of Directors	The Governance Committee had identified two demographic areas missing from the Board – Canadians and people of color. We have made inquiries with several Canadian choruses and have not yet identified a candidate. A “people of color” ad hoc committee is being formed to assist with identifying candidates from that demographic.
Complete annual board and committee evaluations	The 2012 board and committee evaluations have been completed.
Complete thorough orientations of Board members.	A subcommittee has been formed to review the board orientation practices and identify potential improvements.
Education & Networking	
Revision annual leadership conference [now GALA Leadership Symposium]	A retreat was conducted to revision the annual leadership conference and recommendations from that retreat are being incorporated into the planning for the 2013 GALA Leadership Symposium to be held in Atlanta.
Develop avenues for choruses to connect between GALA events	Jane provided choral clinics and met with the boards of Nashville in Harmony and Knoxville Men’s Chorus who are considering organizing a southeast GALA Chorus performance collaboration. The GALA Arizona choruses are gathering for a joint concert this summer and we have provided advice to them and recruited Gary Holt as the guest conductor.
Expand ADR program	The GALA 411 program structure has been completed and applications taken. The selection committee is in the midst of interviews and expects to have candidates to recommend to the Board at the May Board meeting.
Develop resources for choruses pursuing outreach projects	Outreach resources will be part of the GALA Resource Center. The “Best in Show” session at the GALA Leadership Symposium will also provide an opportunity for choruses to share outreach ideas.
Build out website resource center	Outlines of the artistic, board and chorus manager sections of the resource center have been completed and Robin and Jane are in the process of drafting copy and gathering documents. The resource center is scheduled to be complete prior to October and will be rolled out to the choruses at the Leadership Symposium.
Develop a more effective way of	We have not yet started work on this objective.

supporting and sharing newly commissioned music.	
Membership	
Continue development of association management software.	We have completed an agreement with Online Planner (a company run by Martin and his colleague Chris Denning) to expand the database we used for festival into a complete association management system. The member choruses who did not attend festival have been added to the database and we are in the process of adding donors. All of the GALA committees and Board members have been added and meetings are tracked on the calendar within the database. Meeting notes are now recorded within the database as well.
Develop process for supporting new choruses.	Our intention is to develop a checklist to be completed when a chorus joins GALA Choruses and we have not yet begun work on that checklist. We have begun some of the activities that will ultimately be on that list such as arranging a visit with the new choruses, updating a document called Chorus 101 and updating a ppt presentation entitled "Getting the Most from Your GALA Membership."
Train choruses on use of programs and services.	"Getting the Most for Your GALA Membership" has been revised and is up on the web site. Sessions on the Resource Center and the GALA 411 Advisor program have been scheduled for conference.
Expand the chorus anniversary program.	16 choruses celebrated 5, 10, 20, 25 or 30 year anniversaries this year. We have board or staff members scheduled to attend all of them with 5 completed so far.
Provide updated survey information to member choruses.	A survey has been drafted and is in the review process. It will be launched in May and the results will be discussed at a workshop at conference. The written survey report will be available free to those who participate and at a yet to be determined cost to those who do not.
Explore next steps for supporting youth choruses.	Once the GALA 411 Youth Chorus Advisor is named that individual will help to spearhead this activity.
Explore options for supporting transgender singers.	A short statement on the use of language has been developed for use by GALA and is available to the member choruses. A discussion listserve for trans singers is in the works and there are plans for a trans chorus performance at Festival 2016.
External Relations	
Continue improving	The upcoming board meeting in London with the Legato board is an

<p>relationships with other international LGBT organizations.</p>	<p>outstanding step forward. Martin has done an excellent job of organizing the meeting and we are hopeful that will come away from the meeting with both a stronger relationship between the two organizations as well as the beginnings of a vision for joint international activities supporting human rights advocacy worldwide.</p> <p>We are working with the organizers of the Canadian Unison festival to identify opportunities to support their 2014 festival and have scheduled a Board meeting in Ottawa during the festival so our Board can experience the Canadian festival.</p> <p>A video of U.S. and Canadian choruses sending their best wishes is being prepared for the Australian festival to be held in Tasmania later this summer and a congratulatory ad from GALA Choruses has been provided for the festival program.</p>
<p>Build relationships with mainstream music organizations.</p>	<p>Chorus American is preparing a feature article for the summer edition of The Voice, their quarterly magazine, covering how GLBT choruses have affected and been affected by the changes in marriage equality. We have provided advertising for their annual conference through our eBlasts and they will do the same for us.</p> <p>ACDA included a reception for GALA Chorus directors as an event at their national conference in March.</p>
<p>Create partnerships with other national non-choral LGBT organizations.</p>	<p>The committee has discussed several organizations and looked at their missions compared to ours. A roundtable will be held at conference to learn more about the ways our member choruses collaborate with these organizations.</p>
<p>Develop common strategy with other LGBT organizations to advocate on LGBT human rights agenda.</p>	<p>No work has begun yet on this objective.</p>
<p>Communications</p>	
<p>Fully populate the Communications Committee.</p>	<p>Four people have been added to the committee. In addition, a part time communications director, Paul Kruse has been added to the staff serving GALA under the association management contract.</p>
<p>Develop a process and timeline to refine the brand of GALA Choruses.</p>	<p>The firm who handled the design for the web site last year has been engaged to rework our eBlast template and You Tube page to carry the design used on the web site through our other communications. Work has also begun on the graphic for conference and for Festival 2016 to assure that those event graphics are also consistent with the overall GALA brand.</p>

<p>Devise strategies to keep members engaged via social media.</p>	<p>A blog hosted on our web site has been developed and will be rolled out in May. The blog will provide an opportunity for discourse on a variety of topics as well as a place for member choruses to share their news and successes.</p>
<p>Create a strategic plan for electronic communication.</p>	<p>A communications matrix has been created to map out the communications plan for the entire year by topic and by media type (eBlast, Facebook, Twitter, website, blog)</p>
<p>Refresh website content on a monthly basis.</p>	<p>The site has been updated on a monthly basis to keep information current and we have been working on new content (blog and resource center).</p>
<p>Get professional advice on whether to proceed with a You Tube channel.</p>	<p>We have discussed turning over management of our You Tube channel to Tresona but have decided to manage it ourselves for now. The Born This Way video and a Festival 2016 video have been added to the site and a video of the Our Legacy=Our Song will be added shortly. 5 by 5 Design has some exciting ideas for the organization and look of the You Tube channel and we will be proceeding with those changes in the second quarter.</p>