

	FY12	FY13	FY14	FY15
MEMBERSHIP GOALS				
M1: Maintain optimal size for superior musical quality and singer experience through improved recruitment and retention				
M2: Develop the infrastructure to support ongoing recruitment and retention efforts				
Strategy 1 Enhance the singer experience	<ul style="list-style-type: none"> Research issues affecting retention and recruitment, including physical infrastructure and social experience Identify number for optimum and maximum singer experience to set membership retention and recruitment goals Develop membership retention and recruitment plan, to include: <ul style="list-style-type: none"> Membership budget recommendations required annually to board, beginning 2012 New member orientation program, buddy system, ongoing nurture Defined Infrastructure support needed to implement plan 	<ul style="list-style-type: none"> Implement membership retention and recruitment plan Identify and address enhancements around rehearsal and performance ambiance Assign membership committee responsibilities for recommending areas for improvement Using other arts organizations as models, evaluate artistic advisory committee role, including its transparency 	<ul style="list-style-type: none"> Committee findings/actions Continue to encourage and promote diversity and inclusion policies and practices in alignment with values 	<ul style="list-style-type: none"> Total quality approach Continue to encourage and promote diversity and inclusion policies and practices in alignment with values
Strategy 2 Clarify volunteer roles	<ul style="list-style-type: none"> Identify types of volunteer opportunities (singer, non-singer, operations, etc.) and develop standards for appropriate volunteer roles vs those that should be outsourced Define appropriate methods of requesting volunteer support Establish a volunteer chair to oversee all unpaid volunteer responsibilities and ensure volunteer participation by members 	<ul style="list-style-type: none"> Develop plan to improve the volunteer program Determine support and infrastructure for volunteers Recruit and fill the volunteer list options 	<ul style="list-style-type: none"> Implement plan to improve the volunteer program Institutionalize volunteer roles Evaluate benefits to GMCW 	<ul style="list-style-type: none"> Review and improve volunteer program
Strategy 3 Connect alumni singers and volunteers to GMCW	<ul style="list-style-type: none"> Gather database of singing and non singing alumni 	<ul style="list-style-type: none"> Develop connection program to engage alumni in recruiting new members Determine participation and benefits for alumni 	<ul style="list-style-type: none"> Annually, evaluate alumni utilization in recruitment and retention 	<ul style="list-style-type: none"> Annually, evaluate alumni utilization in recruitment and retention
FINANCIAL STABILITY GOALS				
F1: Strengthen financial sustainability				
F2: Grow total financial resources				
Strategy 1 Build financial reserves	<ul style="list-style-type: none"> Increase line item for contributions to reserves Designate unanticipated donations over \$10,000 to reserves (subject to any restrictions placed on the gift.) 	<ul style="list-style-type: none"> Increase line item for contributions to reserves to 3% Designate surprise donations to reserves (subject to any restrictions placed on the gift.) 	<ul style="list-style-type: none"> Increase line item for contributions to reserves to 4% 	<ul style="list-style-type: none"> Increase line item for contributions to reserves to 5% Consider undertaking a capital campaign once reserves are equal to 6-8 months of expenses
Strategy 2 Shift mix of revenue streams	<ul style="list-style-type: none"> Develop a fundraising plan that diversifies sources of income and reduces overreliance on specific fundraising events Evaluate ROI for all fundraising tactics Expand and enhance planned giving (Ovation Society) 	<ul style="list-style-type: none"> Beginning with FY12 budget, limit budgeted revenue for any single event to 20% of total revenue for the year and limit budgeted expenses for any event to 30% of budgeted revenue for that event 		<ul style="list-style-type: none"> Grow Fall Fundraiser to 3% of the annual budget (Home Cooked Cabaret currently approx. 1.5% of annual budget) Increase the number of donors from within the singing membership from 80 (out of 240) to 120 Increase Ovation Society members by 50% (to 50)
Strategy 3 Evaluate investment portfolio	<ul style="list-style-type: none"> Review investment status at Finance Committee meeting with investment manager & develop investment policy 	<ul style="list-style-type: none"> Review and update investment policy with Finance Com. Institute quarterly investment reports to board 	<ul style="list-style-type: none"> Evaluate return on investment 	<ul style="list-style-type: none"> Evaluate return on investment
BRAND IDENTITY GOALS				
B1: Strengthen the GMCW brand to increase impact and audience satisfaction				
B2: Begin building a national reputation				
Strategy 1 Define and deliver the GMCW "brand promise"	<ul style="list-style-type: none"> Survey singing and non-singing members for input on shaping and building the GMCW brand Create guidelines for dissemination of mission and values in marketing and promotional materials 	<ul style="list-style-type: none"> Establish an online web portal for staff, audience, and membership feedback after concerts and shows Determine profile of current audience through exit surveys on various satisfaction measures 	<ul style="list-style-type: none"> Conduct exit surveys of audiences Utilize member feedback to inform and promote brand Share findings with Artistic Advisory board 	<ul style="list-style-type: none"> Conduct exit surveys of audiences Budget for professional survey of audiences for next strategic planning period
Strategy 2 Build new audiences who resonate with a strong GMCW brand experience	<ul style="list-style-type: none"> Utilize post-event surveys to determine current audience base Begin to strategize about new audience potential 	<ul style="list-style-type: none"> Invite key community leaders to a promotional events to showcase GMCW Align messaging and marketing campaigns for brand to new audiences 	<ul style="list-style-type: none"> Allocate 10% of total budget for marketing 	<ul style="list-style-type: none"> Utilize post-event surveys to evaluate market capture of new audiences
Strategy 3 Selectively participate in outreach activities that reflect values and cultivate brand	<ul style="list-style-type: none"> Evaluate current singing and non-singing outreach (e.g., singing events, community and LGBT partnerships) Develop selection criteria for outreach activities 	<ul style="list-style-type: none"> Staff assume management of GEN OUT: <ul style="list-style-type: none"> Develop statement of purpose, activity plan, attendance goals 	<ul style="list-style-type: none"> Increase number of outreach performances by 10% Increase GEN OUT audience 10% 	<ul style="list-style-type: none"> Increase number of outreach performances by 10% Increase GEN OUT audience 10%
Strategy 4 Exploit Capital location for national exposure opportunities	<ul style="list-style-type: none"> Search DC calendars of national events for potential high-visibility and high-suitability performance opportunities 	<ul style="list-style-type: none"> Participate in one national event held in DC 	<ul style="list-style-type: none"> Participate in at least two national events held in DC Invite GALA leadership conference to DC for one of its gatherings for 2013-1014 	<ul style="list-style-type: none"> Participate in at least two national events held in DC Conduct GALA leadership conference – introduce GMCW to GALA leaders in DC

GOVERNANCE GOALS				
G1: Develop board membership to reflect the GMCW vision and values				
G2: Ensure continuity in board and staff leadership transitions				
Strategy 1 Recruit influential, smart, generous, community-based leaders for board positions	<ul style="list-style-type: none"> Assess current board competencies against desired talents and skills; identify criteria for future board members Review nominee cultivation/consideration process Create strategic cultivation process for new board members Focus on board cohesiveness and <i>esprit de corps</i> 	<ul style="list-style-type: none"> Enhance board orientation, development, and review <ul style="list-style-type: none"> Establish a mentoring system for new board members, pairing them with a seasoned board member. Propose committee recommendations that are first priority for new board members. Formulate a three-year growth path for new board members based on their experience and reason for being on the board (engage them and their talents) 		<ul style="list-style-type: none"> Create process for regular succession of key positions Review leadership strengths in planning for and grooming future leaders Align with goals for reaching out to greater DC communities by diversifying the board to represent such communities
Strategy 2 Clarify board governance structure and requirements	<ul style="list-style-type: none"> Reaffirm or change existing commitment statement (\$3,000 annual give/get) Review commitment for operations, special events and in-kind gifts; make recommendations for next three years Formulate process for annual conversations with board members on service, financial, and programmatic commitments for coming year(s) 	<ul style="list-style-type: none"> Develop integrated board governance requirements, codifying board role and director requirements (financial commitment, attendance, etc.), and specifying processes for regular review of committee structure, roles, and membership (including creation of charters for each committee.) Revise bylaws to reflect integrated board governance. Once finalized, implementation will be the responsibility of the governance committee. 	<ul style="list-style-type: none"> Implement integrated board governance requirements Annual commitment conversations with board members 	<ul style="list-style-type: none"> Annual commitment conversations with board members
Strategy 3 Establish succession planning for board and staff leadership	<ul style="list-style-type: none"> Build capabilities and continuity of staff positions Develop and implement annual performance plans Develop succession plans for key board, staff, and volunteer leadership positions Evaluate the use of longer term contracts 	<ul style="list-style-type: none"> Create a new director-on-board process; develop a director self-evaluation process; and put in place regular (annual, biannual, or quarterly) reviews of director performance 	<ul style="list-style-type: none"> Review annual staff performance plans 	<ul style="list-style-type: none"> Review annual staff performance plans