



*One of the nation's oldest gay men's choruses, GMCW has grown in size and reputation over its 30-year history. In developing this three-year strategic plan, GMCW board and members first explored our aspirations over a timeframe of 10 to 20 years, defining a long-term vision.*

*Meeting the aspirations set out in this vision will require leveraging unique strengths of GMCW, including the exposure provided by our location in our nation's capital, as well as the demographic and geographic diversity of our members.*

*During the period of this plan, we will lay the foundation for our vision by focusing on financial sustainability, audience growth and retention, and member satisfaction. Critical issue teams recommended a studied approach that researches best practices and then implements over the four years of the plan.*



**MISSION**

The Gay Men's Chorus of Washington delights audiences and champions gay equality with robust artistry, fun, and surprise.

**VISION ★ BY 2025,**

The Gay Men's Chorus of Washington will gain national recognition as an artistically outstanding chorus that changes hearts and minds on issues of importance to the GLBT community in and beyond the nation's capital.

**ORGANIZATIONAL VALUES**



- We carry the legacy of our forefathers to influence our future.
- We respect and value the talent, time, and resources of our members.
- We honor the unique backgrounds and experiences of our members.
- We actively promote our identity as a GLBT organization.
- We feed and feature the multifaceted artistic and theatrical expression of our members.
- We share our talent, time, and resources to enhance our community.

**CRITICAL ISSUES**

GMCW identified four critical issues that must be tackled in the strategic plan period:

- **Membership.** How will GMCW recruit and retain talented members who will contribute vibrancy, diversity, and creativity to our organization for years to come?
- **Financial Stability.** What strategies will ensure a more secure, predictable financial footing for GMCW and position us to achieve our vision?
- **Brand Identity.** What brand "promise" will we deliver to GMCW audiences? How will we measure and continually improve audience satisfaction and build audiences?
- **Governance.** How will we constitute our board and staff to fulfill the strategies in this plan, improve financial stability, and ensure continuity and smooth leadership succession over time?

**MEMBERSHIP**

**Goal M1**

Maintain optimal size for superior musical quality and singer experience through improved recruitment and retention

**Goal M2**

Develop the infrastructure to support ongoing recruitment and retention efforts

**STRATEGIES**

1. Enhance the singer experience
2. Clarify volunteer roles
3. Connect alumni singers and volunteers to GMCW

**FINANCIAL STABILITY**

**Goal F1**

Improve financial sustainability

**Goal F2**

Grow total financial resources

**STRATEGIES**

1. Build financial reserves
2. Shift mix of revenue streams
3. Evaluate investment portfolio

**BRAND IDENTITY**

**Goal B1**

Strengthen the GMCW brand to increase impact and audience satisfaction

**Goal B2**

Begin building a national reputation

**STRATEGIES**

1. Define and deliver the GMCW "brand promise"
2. Build new audiences who resonate with a strong GMCW brand experience
3. Selectively participate in outreach activities that reflect values and cultivate brand
4. Exploit Capital location for national exposure opportunities

**GOVERNANCE**

**Goal G1**

Develop board membership to reflect the GMCW vision and values

**Goal G2**

Ensure continuity in board and staff leadership transitions

**STRATEGIES**

1. Recruit influential, smart, generous, community-based leaders for board positions
2. Clarify governance structure and requirements
3. Establish succession planning for board and staff leadership