



2007 Operating Plan and Budget

Introduction

Vision: Our Voices Win Freedom!

Mission: To support gay, lesbian, bisexual and transgender choruses as we change our world through song.

Values: We believe,

- ✚ in the power of music to change lives.
- ✚ that there is unity in diversity, that the diversity of our associates strengthens us all, and that all people are welcome to the stage.
- ✚ that we can sing together with respect and understanding, and in so doing, we offer community, hope, inspiration and healing.
- ✚ that every time a member chorus of GALA Choruses sings, the chorus commits a political act.
- ✚ that GALA Choruses can assist in strengthening and inspiring our member choruses.
- ✚ that striving for musical excellence strengthens the GLBT choral movement.

GALA Choruses, the Gay and Lesbian Association of Choruses, is an association committed to serving the LGBT choral movement. Our more than 120 member choruses look to us for support and leadership. We are dedicated to providing that support and helping our choruses to be strong - artistically and professionally.

2007 Overview

GALA Choruses faces many challenges and opportunities in 2007. Broadly speaking, the organization's goals for 2007 include the following:

- ✚ With Festival 2008 rapidly approaching, 2007 needs to be a year of intensive activity with all committees and subcommittees staffed and launched, venue and hotel contracts finalized, chorus registrations completed and delegate registrations underway. We must also lay the groundwork for all of the revenue-generating opportunities that Festival offers.
- ✚ 2007 is GALA's 25th anniversary and a major celebration is planned for the Annual Conference in Denver in October 2007. In addition to assembling a lineup of conference activities befitting such an anniversary, GALA faces a major challenge in building attendance at the annual conference.
- ✚ Membership services hopes to be rolling out the new artistic director-in-residence program late in 2007 and expanding the webinar

offerings. Efforts to expand the resource section of the web site will continue. Ongoing programs and services include the ambassador program, GALA grams, eblasts, and member chorus anniversary recognition. A compensation survey is also scheduled for 2007.

- ✚ GALA Choruses' 25th anniversary provides an opportunity for a major individual and foundation push to fund the GALA Choruses Foundation. Before any activity can occur at the Foundation, however, there is much work to be done to complete the formation documents as well as policies and procedures.
- ✚ GALA is looking to make substantial improvements in its infrastructure in 2007 by replacing iMIS, making some improvements in QuickBooks and adopting new task and project management procedures designed to ensure that all work is documented and digitally filed in an organized and accessible manner.

Detailed Discussion by Segment

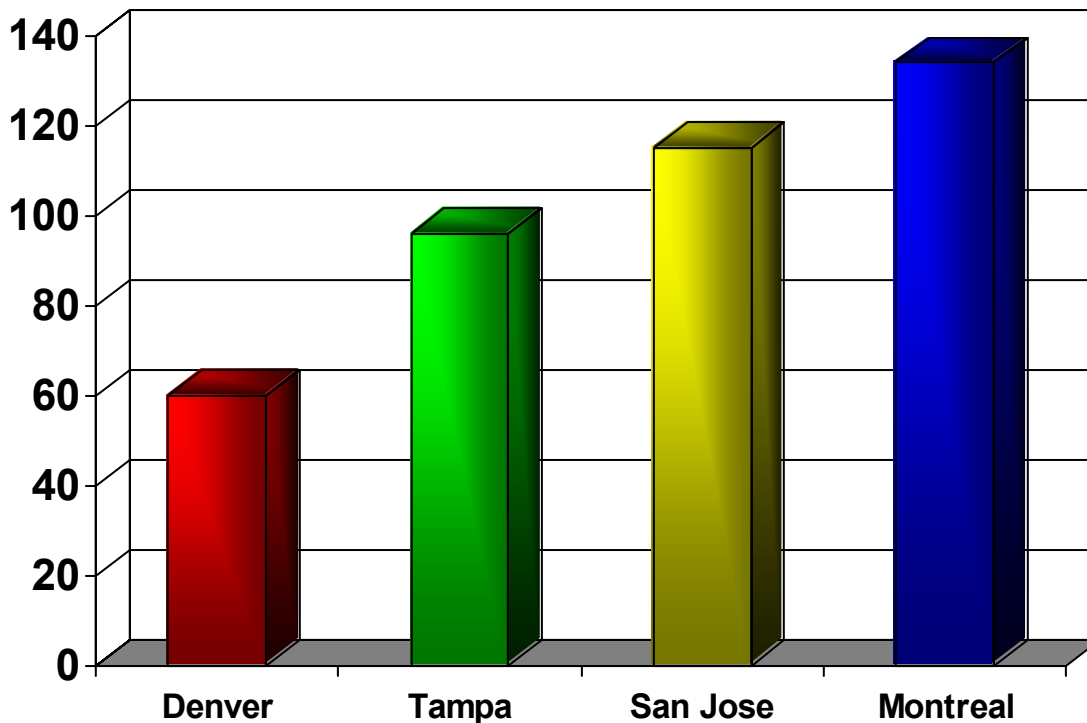
Festival 2008



Carnival Center for the Performing Arts

2007 is the year during which the detailed planning for Festival must be completed along with much of the work on chorus and delegate registration. A committee structure much like that used for Montreal is being created to provide input on a variety of topics including opening and closing ceremonies, including or not such items as a women's concert and the no talent show, programming, expanded blocks for choruses performing commissioned works, etc. Any fee impacts associated with these items are not included in the 2007 budget.

Chorus registration will begin in March or April of 2007. The fees have been set at \$295 per chorus for their 30 minute performance block and \$175 per ensemble for their 15 minute performance block. In order to register for Festival, a chorus (or stand alone ensemble) must be a member in good standing of GALA Choruses. *There is no fee which can be paid to perform at Festival if you are not a member chorus.* Staff will begin assigning choruses and ensembles to chorus blocks in late spring and the schedule will be released by mid summer 2007.



Number of Choruses Attending Festival

The 2007 budget is based on a conservative 120 choruses and 22 ensembles attending Festival. These are not the targets for attendance, but rather conservative numbers on which cash flow decisions can be based. Our attendance goals are for 140 choruses and 30 ensembles to attend. We have 123 member choruses at the present time and have solicited an additional 40 choruses who attended Montreal but are not current members. Specific strategies for recruiting choruses will be developed as the staff translates the operating plan into specific tasks for 2007.

Delegate registration is planned to begin in September 2007. While the Greater Miami Convention & Visitors Bureau will be handling delegate housing they are not set up to handle registration. Forms for registration will be provided online and payment will be handled online through PayPal or a similar service. Registration fees have been set at \$195 for early registration (10/01 – 11/30), \$235 for regular registration (12/1 – 2/29) and \$275 for late or onsite registration. These rates represent a 4% per year increase from 2004. There were 5800 delegates in Montreal. The 2007 budget is based on 5400 delegates, again being conservative so we do not overstate anticipated cash flow. Our target for delegate attendance is 6,000. Strategies for increasing attendance per chorus will include getting information out to choruses at the earliest possible time to permit long planning lead times and offering webinars throughout 2007 and early 2008 on raising money for your chorus to attend Festival.



Holiday Inn Port of Miami



Poolside at the Radisson



Hyatt Regency Miami

The contracts with Holiday Inn Port of Miami, Radisson, Hyatt Regency and the Marriott Biscayne Bay have been negotiated and signed. The ambassador hotel for Festival will be the Radisson. Remaining hotel contracts to be negotiated during 2007 include the Intercontinental and perhaps the Doubletree. Hotel room night minimums have been set based on the conservative assumption of 1,550 rooms per night making the risk of attrition highly unlikely. The contract with the Carnival Performing Arts Center is also currently being negotiated. It is worth noting that the costs for labor in Miami will be substantially higher than we experienced in Montreal as we will be using union labor in Miami. A payment schedule has been tentatively agreed which limits cash flow requirements for GALA Choruses during the early part of 2007.



Additional Views of the Carnival Center for the Performing Arts

Cash flows related to Festival will be particularly critical during 2007 including chorus registrations during the first quarter of 2007 and delegate registrations during the third quarter of 2007. Staff is also reviewing the funding support committed by various Miami agencies which includes:

Hotel Rebates	\$100,000
City of Miami Incentive (can be used to offset venue rental fees, etc.)	25,000
Convention & Visitors Bureau - cash	20,000
Convention & Visitors Bureau - inkind	10,000
Miami-Dade Tourist Development Council Grant	25,000
Miami –Dade County - inkind	25,000
Total	\$205,000

During 2007 staff will meet with city, county and CVB personnel to clarify the paperwork associated with each of these funding opportunities and to pursue any further funding sources which may be available. The budget for 2007 for Festival is shown below. Allocations of overhead costs are shown at the bottom of the schedule.

Income	
Chorus and Ensemble Registration	\$ 39,250
Delegate Registration	750,000
Total	789,250
Expenses	
Bank Service Charges	19,250
Building Rentals	83,250
Design, Printing and Mailing	3,750
Travel & Lodging	3,000
Total	109,250
Net Income Before Allocations	680,000
Allocated Salaries	42,000
Allocated Overhead	57,300
Net Income After Allocations	\$ 580,700

A complete budget for Festival 2008 will be completed within the first half of 2007.

Annual Conference



Downtown Denver Set Against the Majestic Rockies

GALA Choruses celebrates its 25th anniversary in 2007 and the Annual Conference in Denver serves as the focal point for that celebration. The conference is set for October 4 – 8 at the Renaissance Denver Hotel with performances at Montview Presbyterian Church. Shortly after the 2006 conference in Miami, a committee was formed to begin discussing programming opportunities for the 2007 conference. Features of the 2007 conference will include:

- ✚ An opening night concert including several choruses from the greater Denver area.
- ✚ An enhanced focus on the singer's weekend aspect of the conference to capitalize on the likelihood of participation by the 400+ GALA chorus members within an hours drive of Denver.
- ✚ Bernice Johnson Reagon, founder of Sweet Honey in the Rock, as the keynote speaker at the banquet (reserved subject to funding).
- ✚ The unveiling of the GALA Choruses archival project

Please note that while there have been discussions of 25th anniversary celebration ideas none have developed to the point that they could be included in the 2007 operating budget with the exception of the GALAgram anniversary issue. If there are to be any such items the funding source will need to be determined prior to commitment to any expenditures.

Attendance at GALA's annual conferences has been on the decline for the past several years – from highs of as many as 500 down to the 2006 conference with less than 150 paid attendees. Part of the solution is simply to get complete information about the conference out on a timely basis with frequent reminders. In addition to timely, complete information, however, fresh thinking is required on how to market the conference. One of the strategies has already been mentioned above regarding the singer's weekend portion of the conference and making sure that it will attract significant participation from the local choruses. Another strategy is to revisit including an ensemble aspect to the weekend which would also serve to boost attendance. Building a buzz within our member choruses will be critical to achieving our attendance goals. The 2007 budget is based on paid attendance of 350 which would result in the conference breaking even.

Staff will renew the focus on revenue raising opportunities at Annual Conference beyond conference registration. Exhibitor fees, concert ticket sales, program advertising, silent auction and individual donations will all be exploited to their full potential.



MONTVIEW BOULEVARD PRESBYTERIAN CHURCH

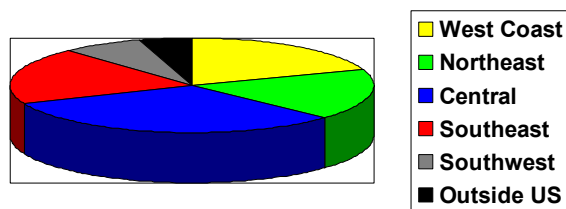
The budget for the 2007 annual conference is as follows:

Income	
Conference Registration	\$77,000
Exhibitor Fees	1,500
Ticket Sales	3,600
Program Advertising	2,500
Silent Auction	7,500
Individual Donations	7,200
Hotel Rebate	4,500
Total	103,800
Expenses	
Advertising	1,000
Building Rental	500
Design Services	2,000
Equipment Rental	14,500
Food & Catering	30,000
Event Insurance	750
License Fees	600
Postage	1,000
Music	1,600
Printing	4,500
Photocopying	600
Office Supplies	150
Professional Services	10,000
Shipping	350
Transportation (busses to venue)	2,250
Travel & Lodging	4,000
Total	73,800
Net Income Before Allocations	30,000
Allocated Salaries	30,000
Allocated Overhead	23,520
Net Income After Allocations	\$ (23,520)

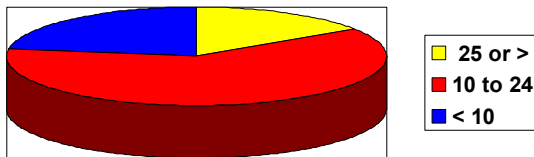
Association Services

We have made some significant strides in services to our member choruses in the past year and much progress is planned for 2007. GALA Choruses currently has 123 member choruses varying not only geographically, but in type, composition, number of singers, budget and age. This diversity brings a richness to the membership but also presents challenges in providing member services. The needs of a small, new, financially strapped chorus differ greatly from a large, well established and well financed group. The pie charts below give you a sense of the breakdown of the demographics of our membership.

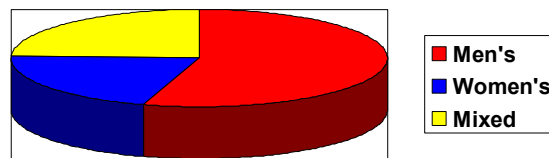
Geographic Location



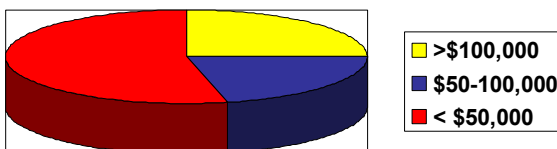
Age of Choruses



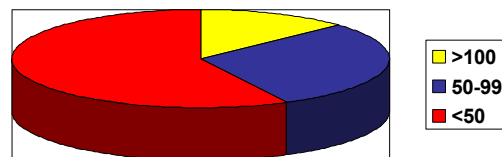
Type of Chorus



Budget Size



Number of Singers



The status of our individual Association Services programs is discussed below:

Ambassador Program – initiated again in 2006, this program links each member choir with an individual director from the GALA Choruses Board. The Board member is asked to contact his assigned choruses and inquire about the health of the organization and how GALA Choruses can be of assistance. About 50% of Board members made their assigned contacts in 2006. The program is a vital link to our

member choruses and provides needed feedback. Choruses will be reassigned early in 2007 and Board members will be provided specific guidelines for discussions with their chorus contacts.

Online Resources Program – during 2006 the web site was redone and a members only section with a substantial library of resources was added. During 2007 a concerted effort will be made to produce an accurate Member Roster for inclusion in the Members Only section and to complete a survey of our members to see what further resources would be useful to them.

Communications – our primary communications tools are the monthly eBlasts and the quarterly GALAgram. Plans for 2007 include reformatting the eBlast to html to improve its visual interest and publishing three issues of the GALAgram – a March issue focusing on retiring directors and the issue of succession planning, a June issue (subject not yet determined) and an October double issue focusing on our 25th Anniversary. The March and June issues will be issued electronically with only the October issue coming out in hard copy.

Webinars – another program introduced in 2006 was webinars designed to provide useful educational sessions for members in addition to what is offered at Annual Conference. Webinar topics in 2006 included eMarketing and Special Events that Work. Four webinars are planned for 2007: Fundraising to Get to Festival, Mechanical Licensing for Festival, Staying Relevant – Innovative Programming and Maximizing Media Coverage.

Chorus Anniversaries – we have six choruses celebrating 25th anniversaries in 2007 – Rochester Gay Men's Chorus, Golden Gate Men's Chorus, New Orleans Gay Men's Chorus, Detroit Together Men's Chorus, Denver Gay Men's Chorus and Boston Gay Men's Chorus. Our practice is to have a Board member or the Executive Director present an engraved bowl to the chorus.

Compensation Survey – every three years GALA Choruses performs a compensation survey of its member choruses and then distributes a report on the results. Member choruses find the information quite helpful in setting salary levels in their own choruses. The survey is due to be completed in 2007 and this year we will have the assistance of Gordon Wolf, a former principal at Towers Perrin.

Commissioning Grants – we are continuing to explore a joint program with the American Composers Forum.

Artistic Director in Residence Program – the Committee also continues to work on defining the artistic director in residence program. The program has not been funded in the 2007 budget but if the program is ready funds may be available to launch the project in the 4th quarter of 2007.

The budget for Association Services for 2007 is as follows:

Income	
GALAGram Advertising	\$ 7,500
Chorus Dues	74,000
Total	81,500
Expenses	
Commissioning Grants	2,000
Design Services	3,000
Food & Catering	3,500
Anniversary Awards	2,000
Bank Service Charges	1,000
Postage	750
Printing	5,000
Travel & Lodging	1,500
Web Site Development	2,500
Total	21,250
Net Income Before Allocations	60,250
Allocated Professional Services	24,000
Allocated Overhead	29,400
Net Income After Allocations	\$ 6,850

Fund Development

Our 25th anniversary presents a unique opportunity for fund development. Prior to any major fundraising efforts, however, the role of the Foundation needs to be clarified and the organizational documents for the Foundation need to be completed. Income from fund development included in the 2007 operating budget has been limited to \$16,000 from Board contributions.

Administration

The plan for administrative services for GALA Choruses for 2007 is somewhat in flux as the staffing is still being determined. The contents of the former DC office have been relocated to Pittsburgh. The assumptions used in the preparation of the budget are as follows:

- ✚ The “virtual” central office remains in Pittsburgh with the only rent consisting of storage locker fees.
- ✚ A general manager is hired at \$60,000 per year plus health care benefits. The GM will work from whatever city they currently live in. The costs for the general manager have been allocated 50% to administration, 20% to Festival and 20% to annual conference and 10% to fund development. GALA Choruses Inc. will be reimbursed by the Foundation for the GM’s time (and related overhead) spent on fund development if it is decided to pursue individual giving through the Foundation.

- ✚ Kathie Michael continues as Director of Meetings and Festivals at an annual salary of \$50,000 plus an allowance for health care. Kathie's costs are allocated 50% to Festival, 30% to Annual Conference and 20% to Administration.
- ✚ Godfrey Consulting continues to provide the services previously handled by the membership services coordinator and the administrative assistant and completes the "Fix the Fundamentals" projects described below at a cost of ~ \$4,000 per month.
- ✚ Due to the limited activity in 2006, a review rather than a full audit is recommended by the Finance Committee.
- ✚ Administrative costs are allocated 50% to Festival, 20% to Annual Conference, 25% to Association Services and 5% to Fund Development.

There are four major projects characterized as "Fix the Fundamentals" projects required to provide a solid foundation for GALA Choruses. The projects involve corporate recordkeeping, task management, database and accounting. The hard copy and electronic files of GALA Choruses are fragmented and disorganized. The hard copy files are in a storage locker in Pittsburgh and need sorted to determine what is needed and what should be discarded. The electronic files also need to be sorted into some logical file structure. Hard copy documents that should be available electronically need to be scanned.

GALA has no centralized task documentation that breaks down its strategic goals into manageable tasks. Gantt charts will be developed to document major projects such as annual conference and festival. A task structure will be set up in Outlook to define and provide documentation of the remaining tasks required to implement the operating plan.

The data in iMIS is seriously out of date and the program is not user friendly to the non database professional. The data has been exported to Excel and is in the process of being sorted into useable spreadsheets. As 2007 dues renewal forms come in the database will be repopulated with current information. A set of procedures for keeping the data current will also be developed.

The accounting records are in reasonably good shape but the chart of accounts and class designations have evolved in a disorganized fashion as various bookkeepers have created accounts and classes. Appropriate changes will be made to make the file clearer and more useful.

The 2007 budget for Administration is as follows:

Audit	\$ 2,000
Design Services	1,000
Employee Benefits	4,800
Equipment Purchase	3,500
Filing Fees	500
Workers Compensation Insurance	1,500
Directors & Officers Liability Insurance	2,500
Internet Services	1,350
Office Supplies	1,800
Payroll Expenses	1,350
Payroll Taxes	8,000
Postage	500
Printing	2,500
Professional Development	1,000
Professional Services	24,000
Salaries	42,000
Storage Facility	1,300
Telephone	5,500
Travel & Lodging	10,000
Web Site Maintenance	1,000
Total	\$ 116,100

A copy of the full budget is included in Appendix A.

Appendix A

Revenue	
Board Contributions	\$ 16,000
Chorus Dues	74,000
Chorus and Ensemble Registration	39,250
Delegate Registration	827,000
Exhibitor Fees	1,500
Ticket Sales	3,600
Advertising	10,000
Silent Auction	7,500
Individual Donations	7,200
Hotel Rebate	4,500
Reimbursement from Foundation	11,805
Total	\$1,002,355
Expenses	
Advertising Costs	\$ 1,000
Anniversary Awards	2,000
Audit	2,000
Bank Service Charges	20,250
Building Rental	83,750
D&O Insurance	2,500
Design Services	6,500
Employee Benefits	4,800
Equipment Purchase	3,500
Equipment Rental	14,500
Event Insurance	750
Internet Services	1,350
Filing Fees	500
Food & Catering	33,500
License Fees	600
Music	1,600
Office Supplies	1,950
Payroll Expenses	1,350
Payroll Taxes	8,000
Photocopying	600
Postage	3,000
Printing	14,500
Professional Development	1,000
Professional Services	58,000
Salaries	120,000
Shipping	350
Storage Facility	1,300
Telephone	5,500
Transportation	2,250
Travel & Lodging	18,500
Web Site	3,500
Workers Comp Insurance	1,500
Total Expenses	\$ 420,400
Net Income	\$ 581,955