

Mission: Voices Raised, Lives Changed

Musical Quality: *To be a national model within the gay choral movement.*

- Create and foster an environment of artistic creativity
- Program and implement innovative and entertaining performances and CDs
- Tap the talents of CGMC membership

Member Satisfaction: *To be the arts organization of choice for potential members and volunteers.*

- Provide resources that develop and boost member performance
- Create and foster a familial and collegial atmosphere for new and existing members
- Devise avenues that increase and enhance membership participation

Patron Satisfaction: *To be the preferred arts organization for audience, donors, & sponsors.*

- Position and market CGMC as a Tier I arts organization
- Produce concerts that both entertain and enlighten
- Provide community benefit through partnership and outreach

Financial Performance: *Maximize margin while providing for the long-term stability of CGMC.*

- Transition Board from a working, managerial model to fundraising governance model
- Capitalize on the loyalty of patrons
- Implement strategies that generate non-concert-based revenues

Brand: A diverse and open gay family respected for changing society's norms through quality entertainment.

Artistic and Operations Plans FY2007-FY2009

	Season 18 FY2008	Season 19 FY2009	Season 20 FY2010
Artistic Plan	<ul style="list-style-type: none"> • CGMC season: <ul style="list-style-type: none"> • Joy! • Joy! on Tour (2) • ProMusica Collaboration • Summer concert • Vox concert • OCDA Performance • Illuminati • Produce new CD • Attend GALA VIII in Miami 	<ul style="list-style-type: none"> • CGMC season: <ul style="list-style-type: none"> • Joy! • Joy! on Tour • Spring concert • Summer concert • Vox concert • Illuminati • Major guest artist at spring concert 	<ul style="list-style-type: none"> • 20th Anniversary Celebration • Major Commissioned Work • CGMC season: <ul style="list-style-type: none"> • Joy! • Joy! on Tour • Spring concert • Summer concert • Vox concert • Illuminati
Operations Plan	<ul style="list-style-type: none"> • Complete transition of Board to new model • Forte – gala fundraising event • CD production and marketing • Investigate musical arrangements sales • Find major underwriter for guest artist in FY2009 	<ul style="list-style-type: none"> • Transition board to fundraising, governance model • Forte – gala fundraising event • Solidify major underwriter for commissioned work • Determine genre, theme for commissioned work • Hire composer for commission 	<ul style="list-style-type: none"> • Forte – gala fundraising event

Strategic and Tactical Plan Congruence

FY2008- Major Initiatives

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Musical Quality: *To be a national model within the gay choral movement.*

- Create and foster an environment of artistic creativity
 - Choreography complete before tech week
 - Only new blocking taught during tech week
 - Clearly communicate schedules for rehearsal and memorization
- Section Leaders
 - Produce rehearsal CD by week three of rehearsal
 - Sectional Rehearsals
 - Serve on Membership Committee instead of MAC
- Illuminati
 - Hire/Appoint Director
 - Schedule season
 - Marketing campaign
 - Open to non-CGMC members

Member Satisfaction: *To be the arts organization of choice for potential members/volunteers.*

- Recruit New Members
 - Publicize auditions in recruitment brochure
- Retain Existing Members
 - Mentoring program
 - Revise handbook for tone
- Cultivate our Alumni Base
 - Formalize Alumni group
 - Invite to events/parties
 - Discounts and offers
 - Marketing channel
- Foster camaraderie and support
 - Movie nights and events
 - Birthday cards and personal announcements
 - Membership Newsletter
 - Butch Kamp in 02/2008
- Pursue diverse membership
- Actively seek opportunities to perform for diverse audiences

Patron Satisfaction: *To be the preferred arts organization for audience, donors, & sponsors.*

- Position and market CGMC as a Tier I arts organization
 - Educate patrons and community about our mission
 - Engage community allies
 - Improve Operations and Customer Satisfaction
 - Rebuild web site
- Provide direct community benefit through partnerships and outreach
 - ProMusica collaboration
 - Joy! on Tour
 - Community gigs
 - Illuminati outreach

Financial Performance: *Maximize margin while providing for the long-term stability of CGMC.*

- Improve CGMC financial position
- Complete Board transition to governance model
 - Update Operating Bylaws
 - Continue board diversification
- Capitalize on the loyalty of patrons
 - Annual donor appeal
 - Target "at risk" donors
 - Continue development of corporate partnerships
 - Additional giving opportunities at Forte
- Establish written financial policies and procedures
- Revise Board Handbook

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