



Philadelphia Gay Men's Chorus

Strategic Plan

January 2019 – December 2021



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Executive Summary

The Philadelphia Gay Men's Chorus (PGMC) is continuing its growth as a community-oriented charity that promotes understanding and acceptance through musical performance. This strategic planning process has provided us the goals and vision for how to continue to move the organization forward.

We sought guidance from GALA Choruses' 411 resource center to guide this process. We started with an evaluation of our prior Strategic Plan, completed in June of 2018, in order to identify any areas that need continued focus, as well as any goals from the prior plan that remain incomplete. From there we met with the organization's membership to gain their insight on our strengths and weaknesses. The final step was to bring in a GALA consultant to facilitate the development of the new Strategic Plan during our annual Board Retreat in July of 2018.



The input received through this process informed our plan's four strategic focus areas. The first—diversity is the primary driver—is the organization's recognition that without diversity we cannot find true success and that we must focus on representing all of Philadelphia and its LGTBQ community. The second - funding - focuses on expanding our funding reach along with increased donor appreciation, all with the overarching goal of having strong reserves and financial footing, year over year. The third - structure and planning - emphasizes our need to continue to focus on efficiency and internal processes to create a streamlined structure that is easy to execute even as board and staff change. The fourth and final focus area - membership engagement - focuses on growing our membership through increased satisfaction of the chorus members.



Mission

The Philadelphia Gay Men's Chorus (PGMC) entertains audiences, supports communities, and fosters acceptance through exceptional musical performance.

Vision

A community that celebrates differences and a chorus that inspires change.

Values

- We value consistent engagement with the LGBT and broader communities.
- We value our leadership in the Philadelphia artistic community, with entertaining and artistic productions covering a variety of musical genres.
- We value acceptance of all people and strive to ensure that all people feel accepted.
- We value professionalism, integrity, and accountability in how we conduct ourselves.



Organization Overview

Since its formation in 1981, the Philadelphia Gay Men's Chorus (PGMC) has performed for more than 100,000 audience members. PGMC gave its first formal concert in April 1982, and presently produces three professional quality concert series annually, with a typical concert series reaching 1,300 attendees. The Chorus performs by invitation as Philadelphia's gay cultural ambassadors, celebrating at events such as the LGBT flag raising at City Hall, the dedication of Dilworth Park, and LGBT night at the Phillies.

The Chorus also shares its message of inspiration and respect for all with students through regular performances at Philadelphia-area schools, as part of its youth outreach program. The Chorus's select ensemble, Brotherly Love, maintains its own schedule of regular performances in the community. The Chorus also sings at weddings, funerals, and other civic events upon request.

PGMC's repertoire includes a broad range of styles and eras, including pop music, spirituals, sacred music, love ballads, comic pieces, Broadway and Hollywood tunes, opera, folk songs, and the latest gay empowerment music. In addition to choral song, PGMC performances regularly include instrumental music, dance, lighting and audio-visual accents, and stylized choreography. The Chorus has commissioned multiple works of new music from locally and nationally recognized composers and arrangers, and has performed these works in their world premieres. The Chorus is a member of the Gay and Lesbian Association of Choruses (GALA), and is a nationally recognized part of the LGBT choral movement.

The Plan



Diversity is the Primary Driver

Overall Goal: Prioritize diversity, inclusivity, and equity as a reflection of our community

Focus areas:

1. Increase diverse communities within the organization
2. Increase community engagement through increased communication with diverse communities
3. Eliminate barriers to access for gender non-conforming and transgender individuals.
4. Explore and participate in collaborative programming opportunities that exist within the city
5. Focus on diversity as the primary driver in everything we do

Funding

Overall Goal: Grow our audience and donor base by developing a culture of philanthropy

Focus areas:

1. Have financial reserves exceeding \$35,000
2. Reach 80% sold ticket capacity for every concert
3. Increase Dynamic Donors to reach \$2,500 monthly revenue from the program
4. Reach \$25,000 from individual one-time donations per year



Structure and Planning

Overall Goal: Institute standards and processes to increase organizational efficiency

Focus areas:

1. Establish a residence for the Chorus
2. Increase committee efficiency and cross-committee communication
3. Centralize all organizational documentation and procedures
4. Create a Governance Board or Committee
5. Increase capacity for artistic and community engagement

Membership Engagement

Overall Goal: Develop a culture of engagement to ensure growth, retention, and member satisfaction

Focus areas:

1. Hold a membership weekend retreat annually
2. Define and formalize 5th Section and Volunteers
3. Capture membership metrics
4. Grow to a maximum of 200 members, inclusive of Board of Directors, Fifth Section, and community volunteers
5. Receive responses from 80% of membership as “satisfied” or “completely satisfied” on the annual survey

Acknowledgements

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