

STRATEGIC PLAN

THE FREDERICK CENTER

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MISSION

The Frederick Center exists to support and advocate for lesbian, gay, bisexual, transgender, and queer (LGBTQ+) people and our families so we thrive, accepted and affirmed, in the broader Frederick community.

VISION BY 2024:

1. The people of Frederick County have come to affirm the unique lived experiences of LGBTQ+ people and to celebrate their contribution to our diversity.
2. We are always listening, educating ourselves, and evolving in our understanding of LGBTQ+ culture.
3. Our transgender and non-binary family are integral to our organization.
4. We are a haven for LGBTQ+ people, their families and their allies by providing comprehensive support for them.
5. Through our awareness of intersectionality, including race, ethnicity, income, religion, ability, age, and immigrant status, our community is stronger.
6. We elevate perspectives of marginalized members of the LGBTQ+ community.
7. The LGBTQ+ community has access to safe and affirming healthcare, education, social and legal services, and opportunities for economic advancement.
8. LGBTQ+ people are treated fairly by public systems, faith communities, and non-profit organizations.
9. Every LGBTQ+ person, family member, and ally knows of The Frederick Center and its services.

GUIDING PRINCIPLES

1. **Community:** We foster a thriving, affirming community of and for LGBTQ+ people. We believe that LGBTQ+ people enrich the lives of the larger community.
2. **Respect:** We believe all individuals deserve dignity and respect, whatever their sexual orientation, gender identity or gender expression.
3. **Authenticity:** We encourage all people to be true to themselves.
4. **Equity:** We strive for fairness and better outcomes for people of diverse sexual orientations, gender identities, and gender expressions.
5. **Inclusivity and Intersectionality:** We value and promote the diverse perspectives and involvement of people with overlapping social identities (intersections).
6. **Awareness:** We believe everyone in our community should understand best practices and policies for supporting and affirming LGBTQ+ people.
7. **Collaboration:** We value partnerships with other organizations and individuals to carry out our mission.
8. **Transparency:** We carry out our mission with integrity and clear, accessible communication with each other and the larger community.

STRATEGIC GOALS

1. We will sustain a vibrant, well-informed, close-knit LGBTQ+ community in Frederick County through engagement in the programs and activities of The Frederick Center.
2. We will build and sustain a fully capable, effective and diverse Board of Directors to achieve desired outcomes for the LGBTQ+ community.
3. We will achieve acceptance and affirmation for the LGBTQ+ community at both interpersonal and institutional levels by providing outreach, education, and advocacy in collaboration with local, state, regional, and national partners that share our principles.
4. We will identify, prioritize, and procure all of the financial, physical, and human resources needed by the Frederick Center.

GOAL #1

We will sustain a vibrant, well-informed, close-knit LGBTQ+ community in Frederick County through engagement in the programs and activities of The Frederick Center.

Identify programs and events

1. Demographic specific events and programs
2. Events (Pride, Pink Drinks, Carnival)
3. Review existing programs and events
4. Identify new opportunities in programs and events

Create and establish:

1. Listening sessions
2. Outreach groups
3. Social groups
4. Business liaison
5. Legal services
6. Hotline

Administer programs and events

1. Create committees for each program
2. Rebrand if necessary
3. Setup persons of contact for each program
4. Have a publicity subcommittee
5. Develop an annual budget and seek funding
6. Hire needed staff
7. Identify needed volunteers

Market and publicize programs and events

1. Newsletter
2. Social Media
3. Broadcast media
4. LGBTQ+ contact directory
5. Demographic specific outreach

GOAL #2

We will build and sustain a fully capable, effective, and diverse Board of Directors to achieve desired outcomes for the LGBTQ+ community.

Develop effective structure and process for Board meetings

1. Share information (agendas, all committee/program reports) at least 48 hours in advance of meetings
2. Board members commit to reviewing materials before meetings
3. Meetings focus on discussion, decision making, policy, and problem solving rather than updates that are shared beforehand
4. Reorder agendas so that Board business is first and committee reports occur at the end, time permitting
5. Secure and share call-in number for Board members unable to attend meetings in person—and develop guidelines for call-in participation.

Develop a more inclusive Board

1. Determine specific needs to ensure inclusive Board based on demographic backgrounds and expertise
2. Recruit to fill identified needs
3. Develop and implement an onboarding package and process for all new Board members
 - a. Review Board manual
 - b. Review mission, vision, guiding principles, activities

Strengthen cultural competence and practice of Board members

1. Provide all Board members with LGBTQ+ training and annual refresher training
 - a. Expand collaboration with other organizations to plan and deliver training
 - b. Include professional development training regarding non-LGBTQ+ specific topics.
2. Access existing tools and resources for nonprofits and LGBTQ+ specific organizations to support Board practice

Foster positive relationships among existing Board members

1. Hold socials for Board members
2. Plan and carry out team-building activities

Support thoughtful and strategic management and decision making

1. Establish and implement committee structure. Ideas include volunteers, communications, onboarding, finance, audit, Pride, governance
2. Develop a process for managing memoranda of understanding
3. Develop and implement Board manual with committee role descriptions
4. Engage more community members who are not Board members in committees and activities
5. Develop and implement decision criteria for determining whether to take on new activities

Foster effective and inclusive communications

1. Create and use a listserv for Board members

2. Establish communications subcommittee for shared responsibility of incoming requests and outgoing messages
3. Ensure communications subcommittee consensus about all external communications

GOAL #3

We will achieve acceptance and affirmation for the LGBTQ+ community at both interpersonal and institutional levels by providing outreach, education, and advocacy in collaboration with local, state, regional, and national partners that share our principles.

Reinforce our existing LGBTQ+ program

1. Identify the training team of LGBTQ+ presenters, including non-board members.
2. Develop the training materials
3. Identify targets for training
4. Identify communication strategy for reaching targets
5. Train the trainers training
6. Identify resources to underwrite the training, including potentially reimbursing trainers

Identify and collaborate with community groups to advance LGBTQ+ acceptance and affirmation

1. Identify targets
2. Identify objectives, goals, and purpose of partnership
3. Work to accomplish goals and purpose
4. Identify communication plan to reach target and provide feedback to LGBTQ+ community on status of effort.
5. Identify board member(s) or board approved volunteer who represents TFC
6. Identify needed financial resources

Identify issues and barriers facing the LGBTQ+ community and the institutions and people creating those issues and barriers

1. Reaffirm and clarify what a 501c3 can and cannot do
2. Identify and understand the issues and barriers
3. Identify people and organizations causing the issues and barriers
4. Identify the people and organizations with whom we can align our efforts
5. Identify the actions needed to address issues or barriers, either proactively or reactively
6. Publish and promote lists of accepting and affirming organizations
7. Identify volunteers who can represent TFC at every possible outreach event
8. Train outreach volunteers
9. Identify communication strategy for recruiting volunteers and getting the word out about what we're doing
10. Identify needed financial resources for advocacy

GOAL #4

We will identify, prioritize, and procure all of the financial, physical, and human resources needed by the Frederick Center.

Raising the funds to reach our vision

1. Create a donor database
2. Assign a dedicated fundraising team at Pride
3. Invest in a major donor consultant
4. Increase the size of the grant committee and number of grant proposals.
5. Request/Require a donation for LGBTQ+ 101
6. Create a capital campaign
7. Increase membership/sustainer fund
8. Identify planned giving for Community Foundation of Frederick County fund

Garner and cultivate LGBTQ+ loyalty and support

1. Create a volunteer database
2. Develop a climate survey regarding The Frederick Center
3. Create marketing materials to recruit volunteers
4. Develop an information fair
5. Assign dedicated fundraising team to solicit funds from the TFC mailing list
6. Add new benefits to membership
7. Create a volunteer training program

Find the human resources needed to accomplish our strategic goals

1. Develop a fundraising team that includes dues paying members
2. Develop an Executive Director search committee
3. Develop a job description for executive director
4. Develop a job description for support staff
5. Create onboarding documentation for all staff
6. Create training documentation for all staff
7. Create Contracts.
8. Hire an Executive Director
9. Hire support staff

Develop a uniform haven/heart for the LGBTQ+ community

1. Decide if board wants to rent or own
2. Identify what space would look like. How many rooms, size, location, etc.
3. Find potential real estate to meet needs
4. Does board want prebuilt or do they want to build out their own space
5. Settle on a budget for expenses
6. Make plan to raise capital
7. Make plan to furnish
8. Bring on project manager (depending on the size/scope of space)