

Pride Lafayette

Your proud link to Lafayette's GLBTI community

OUR PLAN FOR 2020: A VISION OF PRIDE STRATEGIC PLAN 2004-2019



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INTRODUCTION: THE PURPOSE OF A STRATEGIC PLAN

A strategic plan helps an organization define itself. It also helps newcomers become familiar with the organization. A strategic plan describes where the organization has been, where it is now, and where it plans to go in the future. It specifies the organization's mission, goals, and values.

Strategic plans are not meant to be documents that are written then stowed away in the organization's files, never to be seen again. Instead they are meant to be evolving documents that are revisited regularly and modified to reflect the changing direction of the growing organization.

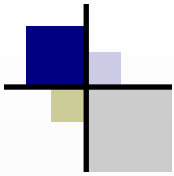
As our first strategic plan, it is our hope that this document will bring more unity to our organization. We intend for the plan to be a visual tool used for mapping the future. It is with great pride that we submit this plan to the community for the betterment of all local GLBTI citizens.

Recount the past
Define the present
Embrace the future

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**MESSAGE FROM THE PRESIDENT:
A VISION OF THE FUTURE FOR GREATER LAFAYETTE'S GAY, LESBIAN,
BISEXUAL, TRANSGENDER, AND INTERSEX COMMUNITY**

Dear Friends:

I have a dream that twenty years from now our Greater Lafayette GLBTI community will be one of the most organized, vibrant, and successful communities in the nation. Despite the small size of our community, I believe we have the foundations here to build a network of organizations and individuals working together to enhance the lives of GLBTI citizens, to encourage understanding among non-GLBT citizens, and to serve one another with pride and respect.

I see a future where GLBTI citizens of our community come together in celebration as friends rather than as strangers. I see a future where the youth of our community have a safe, welcoming place to go to find comfort, support, and opportunities to meet others like themselves. I see a future where those coming out, both youth and adults, have easy access to a variety of resources to assist them on their difficult journey. I see a future where newcomers to the area spend only minutes rather than months trying make connections within the community. Last of all, I see a future where our rights as GLBTI citizens in this nation, this state, and this city are exactly equal to the rights of our non-GLBTI fellow citizens.

There are already numerous organizations in our community that have been working toward many parts of this vision of the future. However, I believe there are still some aspects of this dream that are waiting to be pursued. I think it is time for a group to step forward and begin to fill in the gaps—to make the picture complete.

Moreover, I believe everyone in this community should be given the opportunity to play a part in making this dream a reality. The multiple GLBTI organizations in our community have succeeded in tapping the limited resources in our community. They have attracted the support of members who identify with the missions of their organizations or who appreciate the camaraderie they have found through being involved. However, it is my belief that there are still many out there who have not yet found their place in our community. I believe there are still GLBTI citizens looking for an organization that supports their specific personal goals or that meets their specific social needs.

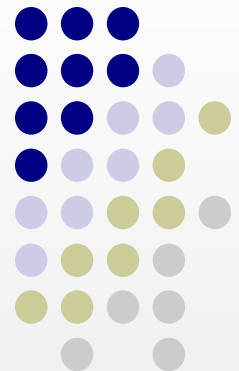
This is my motivation, my source of passion, my engine that drove me to help establish Pride Lafayette as an organization. I believe we, as a community, have the ability, the resources, and perhaps even the *duty* to attempt to make this happen.

I hope you share this dream and look forward to the opportunity to find your place in the future of this community. Best wishes for our success!

Sincerely,

Kelly Leonard

Kelly Leonard
President, Pride Lafayette
February 14, 2004





PREAMBLE

Since the early 1990's, the Greater Lafayette gay, lesbian, bisexual, transgender, and intersex (GLBTI) community has had a strong, visible presence in our area. In the political arena, this presence has led to protection of our civil rights. As of May 2001, Tippecanoe County is the most protected county in the state of Indiana. The county-wide human relations ordinance forbids discrimination on the basis of sexual orientation. Efforts are now underway to pass statewide legislation to protect citizens on the basis of sexual orientation *and* gender identity. Members of our local GLBTI community are at the forefront of this effort.

Since 1998, a conglomeration of community organizations in Lafayette have come together to host the Pride Lafayette booth at pride events in Indianapolis. After the 2000 event, those assisting with the booth expressed a desire for the participating organizations to stay in contact and continue to associate with one another more closely.

"We bring people together in a variety of ways for the purposes of fostering new friendships and strengthening other ties within the community."

In July 2000, the Pride Lafayette email discussion list was introduced to facilitate communication among local GLBTI organizations and other community members seeking information about events and resources in Greater Lafayette.

In August 2002, after another successful Pride Lafayette booth at the Indy Pride Fayre, some individuals decided it was time to develop Pride Lafayette

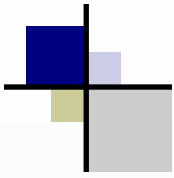
as an organization. Shortly after, a core group of dedicated people began meeting regularly to lay down the foundation of the organization. Eventually, a board of directors was formed and the organization become incorporated in 2003.



Pride Lafayette has now developed into an organization aimed at supporting and strengthening Greater Lafayette's gay, lesbian, bisexual, and transgender community. We bring people together in a variety of ways for the purposes of fostering new friendships and strengthening other ties within the community. We sponsor monthly social events, offer valuable community programming, participate in service projects, and maintain sources of information for members of the community.

Pride Lafayette is not a political action organization. Citizens for Civil Rights already fills that role for the Greater Lafayette GLBTI community and other area minority groups by working to protect our civil rights. Instead, Pride Lafayette has a more internal focus. We are working within the GLBTI community to effect change in ourselves and improve our quality of life as citizens of the Greater Lafayette community. By connecting with Pride Lafayette, everyone can find a place for themselves, whether they choose to be public or private about their sexual orientation or gender identity.





VALUES AND CULTURE

Pride Lafayette values mutual respect and civility among volunteers and its leaders. We recognize that not everyone can be friends, but we ask people to make a conscientious effort to keep personal differences from interfering with the organization. We believe this principle has been crucial for creating the safe, welcoming, and productive environment we now enjoy.

More specifically, as Pride Lafayette volunteers we uphold the following values as our Code of Conduct:

Trust

- Value the trust we have in each other.
- Seek to understand and appreciate each other's abilities by working together and providing support.
- Honor the confidentiality people place in us.

Integrity

- Endeavor to balance organizational and individual needs.
- Give honest, constructive feedback and value the input of others.
- Treat each other fairly.

Honesty and Truthfulness

- Be truthful with others and ourselves
- Admit when we are wrong and accept responsibility for our actions.
- Express our views openly and directly without fear or favor, with tact and in accordance with known facts.

Self Discipline

- Exercise self control in managing stress, anger and our behavior.
- Know when to walk away.
- Recognize our limitations and those of others.
- Believe in doing a job the right way and with appropriate enthusiasm.

Comradeship and Teamwork

- Learn to rely on each other.

- Recognize the bonds that grow through shared experiences over time.
- Create an environment that is supportive and encouraging to all volunteers.
- Acknowledge that our combined efforts exceed the sum of our individual efforts.
- Value the strength in building a team of different personalities and backgrounds.
- Recognize and congratulate the achievements of others.
- Honor commitments to the organization, while guarding against over-commitment.

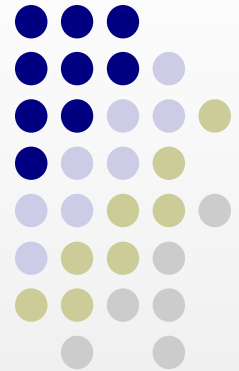


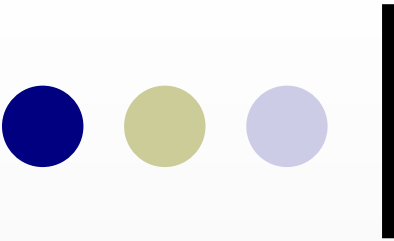
Communication

- Value effective two-way communication.
- Respect constructive comment and feedback.
- Practice effective listening.
- Be alert to non-verbal forms of communication.
- Seek advice whenever appropriate.
- Share and promote the culture, philosophy and objectives of our organization

Equity and Diversity

- Treat all people as unique individuals and value their beliefs, opinions, knowledge and experiences.
- Actively discourage bullying, victimization or demeaning humor.
- Stand up for the rights of others as well as our own.





VISION

In this section of the plan, we describe how we see ourselves in the distant future. What will Pride Lafayette look like in the year 2020?

We see the organization growing into a larger, more active, and more recognized version of what it is today. We envision having a community center to serve as the focus of the organization and its events. We also see ourselves having well-developed relationships with other community organizations, businesses, and community leaders. We see the organization using these ties to make our GLBTI community safe, welcoming, and highly respected by local citizens. We want to make our community a place where people can meet each other, exchange ideas freely and openly, and feel that they have a sense of purpose.



These sentiments are expressed in our formal vision statement, which reads as follows:

Pride Lafayette seeks to become the premier link to the Greater Lafayette GLBTI community. We hope to build bridges within the community and forge new bonds among young and old, life-long residents and newcomers, and citizens living on both sides of the Wabash. We want to celebrate the strength and diversity of our community, and we wish to foster an increased sense of well-being in the lives we touch.

MISSION

Our mission statement provides a very general description of the things we need to be doing in order to make our vision a reality. The mission also lays the foundation for setting up our yearly goals. It gives the organization continuity and stability.

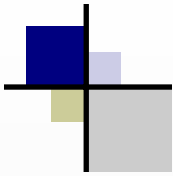
The mission of Pride Lafayette is to:

- *promote a sense of community among GLBTI citizens of the Greater Lafayette area,*
- *develop and publicize resources targeted to the needs of our community,*
- *facilitate communication among GLBTI organizations in the area and*
- *provide a supportive, welcoming venue for newcomers to our organization and to the Greater Lafayette GLBTI community.*



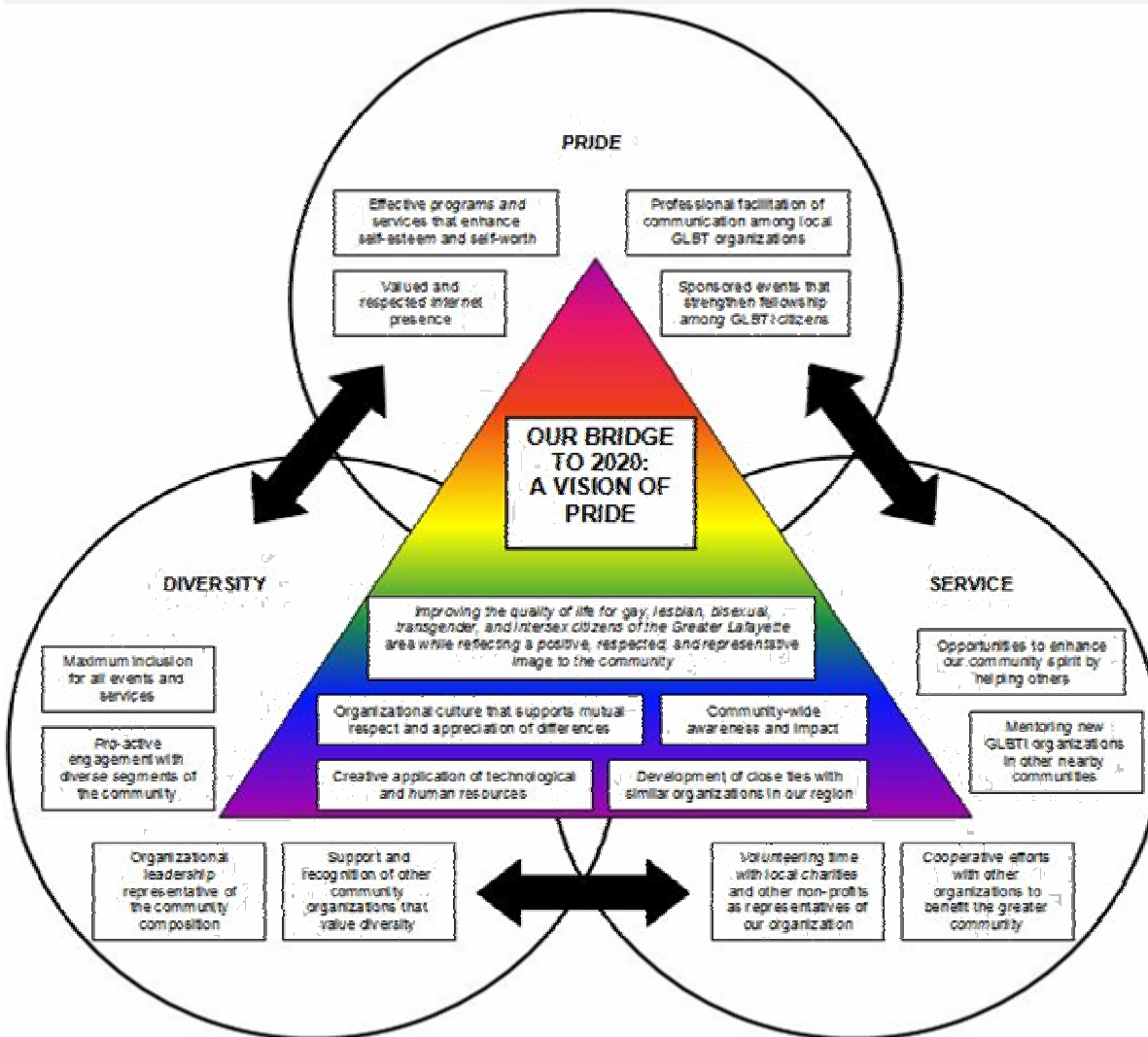
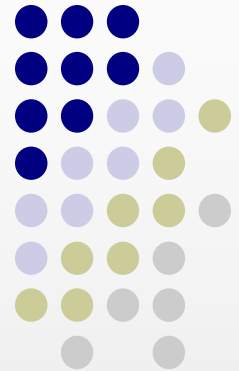
STRATEGIC PLAN CONCEPT

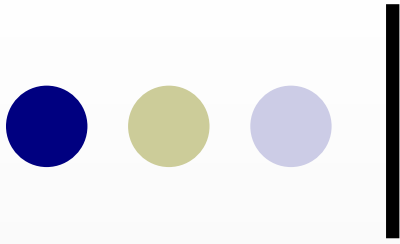
The *concept* is a visual representation of the core of the plan. By glancing at the concept, you can get an immediate sense of the direction in which we hope to take our organization. Its design highlights the systematic nature of the plan by showing that the goals relate to and depend on one another.



Defining Core Characteristics to Integrate Our Three Goals: Pride, Service, and Diversity

Pride Lafayette 2004-2019 Strategic Plan Concept





GOALS, STRATEGIES AND METRICS: INTRODUCTION

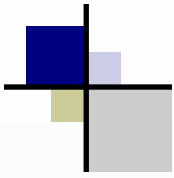
Our goals represent the three areas of focus over the next fifteen years: Pride, Service, and Diversity. A number of strategies will be employed to achieve the goals. These strategies are described in four sets — overarching strategies, and strategies specific to each of the three goals. Corresponding to each strategy, the key metrics have been identified in order to assess progress. Specific targets for the metrics are outside the scope of this plan. As a new organization, these may be developed and modified over time based on our changing needs and progress.

Key Overarching Strategies:

Improve the quality of life for gay, lesbian, bisexual, transgender, and intersex citizens of the Greater Lafayette area while reflecting a positive, respected, and representative image to the community by:

- Creatively applying technological and human resources
- Ensuring community-wide awareness and impact
- Developing close ties with similar organizations in our region
- Promoting an organizational culture that supports mutual respect and appreciation of differences

**Pride
Service
Diversity**



GOALS

Goal 1 — Pride: Fostering and maintaining a strong sense of pride in our GLBTI community for the benefit of individuals and other organizations

Characteristics:

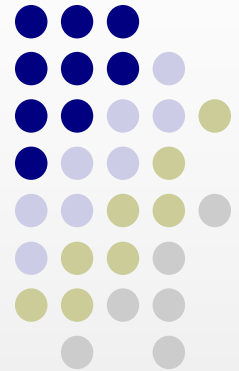
- Effective programs and services that enhance self-esteem and self-worth in individuals
- Professional facilitation of communication among local GLBTI and supportive organizations
- Collaborative endeavors with other community organizations grounded in the strengths of each organization
- Sponsored events that strengthen fellowship among local GLBTI and supportive citizens
- A valued, sustained and respected Internet presence that mirrors and complements the organization and the community

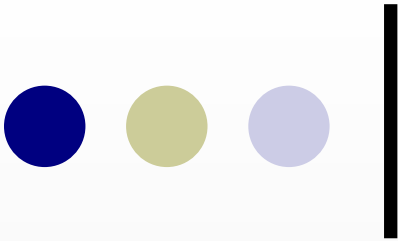
“Continuously gather input from community members, using appropriate means, to ensure that planned events maximize on attendance and support.”



Key Strategies for Goal 1

- ⇒ Continue experimenting with a variety of programs and services and maintain those that draw the greatest interest.
- ⇒ Increase publicity of our programs and services to ensure that everyone in the community is aware of their availability.
- ⇒ Maximize the ability for local GLBTI organizations to efficiently communicate with one another in person and via the Internet.
- ⇒ Develop initiatives to serve the community that enlist assistance from other organizations.
- ⇒ Continuously gather input from community members, using appropriate means, to ensure that planned events maximize on attendance and support.
- ⇒ Provide the community with ad-free online discussion forums that are moderated by trusted, responsible, professional volunteers.
- ⇒ Develop our web site into a state-of-the-art online clearinghouse of information, resources, and history archives for the organization.





Metrics for Goal 1

- ◆ Attendance at programs
- ◆ Participation in service activities
- ◆ Number and frequency of advertisements in local media
- ◆ Number of networking events for community organizations
- ◆ Number and demographics of people using our online discussion lists
- ◆ Number and demographics of visitors to our web site
- ◆ Amount of positive feedback on our programs and services

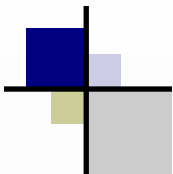
Goal 2 — Service: Applying our strengths and unique experiences to improve the quality of life in our area and demonstrate the value of our GLBTI community

Characteristics:

- Actively seeking or creating opportunities to enhance our community spirit by helping others
- Strengthening the global web of GLBTI organizations by using our experience to mentor other organizations in our area and region
- Cooperative efforts with other local organizations to benefit the greater community
- Volunteering time with local charities and other non-profits as representatives of our organization

Key Strategies for Goal 2

- ⇒ Increase networking efforts with local charities and service organizations.
- ⇒ Initiate and facilitate regular contact among local GLBTI organizations to foster support of our services and increase our volunteer base.
- ⇒ Provide incentives to create a stable and continuous core group of volunteers.
- ⇒ Maintain a comprehensive online database of volunteer interests and charity/service organizations' needs



Metrics for Goal 2

- ◆ Number of local charities and service organizations with which we maintain contact, and frequency of contact with those organizations
- ◆ Frequency and type of contact with local GLBTI organizations
- ◆ Number and type of incentives given to volunteers
- ◆ Number of volunteers who assist with our programs and services on a regular basis
- ◆ Size of and degree of access to our volunteer database

Goal 3 — Diversity: Celebrating the variety of individuals, sub-groups, and cultures within our local GLBTI community and actively promoting inclusion in all aspects of the organization

Characteristics:

- Designing all events, programs, and services to meet the needs of the broadest range of constituents
- Engaging all segments and sub-groups within the community to initiate ongoing communication links
- Maintaining ties with other local and regional organizations to promote information exchange and to develop synthesis between our organization and the world around us
- Seeking organizational leadership that is representative of the community composition
- Support and recognition of other community organizations and businesses that value diversity—particularly those who are welcoming towards the GLBTI community



Two twin boys being strolled around Indy Pride 2003 by their mothers and sporting T-shirts reading "I ♥ My Mommies."



Key Strategies for Goal 3

- ⇒ Creating and maintaining an equal opportunity policy that guarantees that all organizational decision, events, and programs maximize inclusion
- ⇒ Tailoring our organizational structures, procedures and agendas to ensure that we discuss diversity and inclusion on a regular basis
- ⇒ Developing and maintaining a set of volunteer liaisons who visit and maintain ties with local and regional organizations in order to form bonds between our organizations and stimulate information exchange
- ⇒ Designing and maintaining an ideal board of directors that maximizes inclusion of representatives from all demographics--and continuously work towards forming that ideal
- ⇒ Setting up a recognition program for businesses and organizations that demonstrate inclusion of all minority groups, particularly those within our GLBTI community

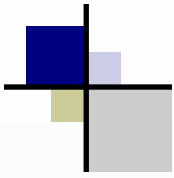
Metrics for Goal 3

- ◆ Number of programs and events specifically geared toward increasing inclusion within our organization
- ◆ Number of occurrences of diversity-related issues being addressed in meeting notes and other documented discussions
- ◆ Number of volunteer liaisons with other organizations
- ◆ Number of minority and sub-groups represented by organizational leaders
- ◆ Number of businesses and organizations we have recognized for their diversity-related actions and policies



Our 2003 fundraising yard sale





PEER ORGANIZATIONS

With the hope to improve the quality of life for gay, lesbian, bisexual, transgender, and intersex citizens of the Greater Lafayette area, while becoming the premier link to our GLBTI community, Pride Lafayette will compare itself with a set of peer organizations for the purpose of benchmarking to assess progress toward our goals. These institutions are selected considering the following characteristics:

- ♦ Quality of services and programming that comparable to or greater than that of Pride Lafayette
- ♦ Non-profit with 501(c)3 classification
- ♦ Service and social networking organization with community-wide impact
- ♦ Supports a community center

The selected peer organizations are:

Horizons Community Services (Chicago) [<http://www.horizonsonline.org/>]

Grounded in the lesbian, gay, bisexual, and transgender community, Horizons Community Services exists to: serve people through high quality programs and services; empower individuals to live full, healthy, integrated lives; advocate for the rights and interests of LGBT people to live as full and equal participants in all aspects of society; strengthen the community by respecting differences, celebrating diversity and fostering collaborative responses to community needs.

Lesbian & Gay Community Center of Greater Kansas City

[<http://www.lgcc-kc.org/>]

The Lesbian and Gay Community Center, in Kansas City, serves as a centralized clearinghouse providing vital and timely information about lesbian, gay, bisexual and transgender resources and services throughout our area.

Lesbian/Gay Community Service Center of Greater Cleveland

[<http://www.lgcsc.org/>]

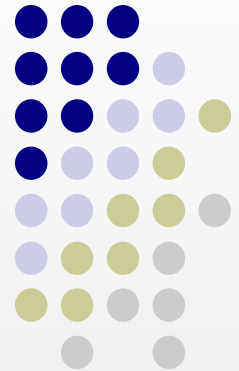
The Lesbian/Gay Community Service Center of Greater Cleveland is a non-profit organization that provides direct service, social support, community-building and programs to empower lesbian, gay, bisexual, transgender and intersex people.

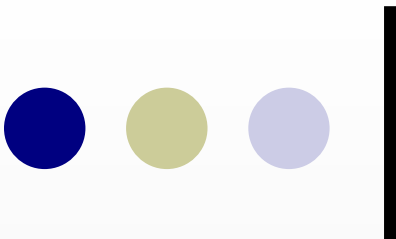
Pikes Peak Gay & Lesbian Community Center [<http://www.ppglcc.org/>]

The Pikes Peak Gay and Lesbian Community Center is a 501(c)(3) nonprofit organization, incorporated in 1981. With more than twenty years of service, the organization's purpose is to create a level playing field for the LGBT community in Colorado Springs.

Up The Stairs Community Center [<http://www.gayfortwayne.com/utsccl/>]

Up The Stairs Community Center (UTSCC) was established in 1982 and has set as its mission meeting the needs of gay male, lesbian, bisexual and transgender people (GLBT) in Fort Wayne, Indiana and the surrounding area.





IMPLEMENTATION

Pride Lafayette has entered the implementation stage of this strategic plan as a result of the plan's approval by the Board of Directors on April 5, 2004. Upon a deadline set by the Board of Directors, action plans will be developed for each of the following critical areas of the organization: programming/services, fundraising, networking, and technology. These plans will require the approval of the Executive Committee prior to implementation.

As it implements this strategic plan, Pride Lafayette will demonstrate a culture of resource development, planning, and allocation that is driven by strategic plan priorities. Simultaneously, a culture of information-driven decision making will be pervasive throughout the organization while a sustainable, well-crafted system to assess Pride Lafayette's progress on the strategic plan goals also will be implemented. Pride Lafayette will assess and report its progress to the Board of Directors every six months based on the strategic plan goals and metrics as well as on a set of benchmark measures for comparison with Pride Lafayette's peer organizations.

Together with the Board of Directors, and the constituents it serves, Pride Lafayette looks forward to building critical resources and implementing this strategic plan to achieve its vision for becoming the premier link to the Greater Lafayette GLBTI community.

STRATEGIC PLANNING COMMITTEE MEMBERS

Kelly Leonard
President, Pride Lafayette
Chair, Strategic Planning Committee

J. Keith Henry
Board Member
Chair, Networking Committee
Co-Founder, THREEH.COM

Sahvanna Borden
Board Member

