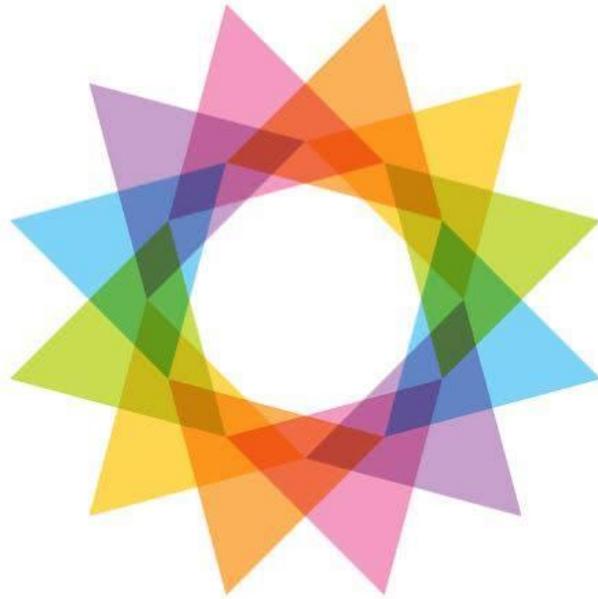


Tucson Pride Strategic Plan 2018 - 2019



Tucson Pride

Approved by Board February 11, 2018

A handwritten signature in black ink, appearing to read 'S. Cloud', positioned above a horizontal line.

Samantha Cloud, President Tucson Pride Inc.

Tucson Pride Strategic Plan 2018 - 2019

Executive Summary

This Strategic Plan provides information about the vision, mission, values and organizational description of the Tucson Pride Board. Where “board” or “TPI” is used, it means Tucson Pride Board. This Plan provides the results of the Strategic Analysis SWOT (Strengths, Weaknesses, Opportunities, and Threats) the Tucson Pride Board performed. The Strategic Plan also defines the process for its annual review and approval.

The Strategic Plan consists of sections that define each goal and its associated action items. The first goal is Financial Roles, which addresses financial accountability and stewardship, establishing financial priorities and budget, setting fundraising goals, and identifying funding sources. The second goal is Board Operations and Stability; this goal defines the process of board membership, addresses the status of our standard operating procedures (sop’s), our by-laws, responsibilities of board members, strengthening community engagement and inclusiveness, as well as developing and maintaining relationships with local, state, and national LGBT organizations. Our third goal consists of the Tucson Pride Parade and Tucson Pride in the Desert including the responsibilities of the planning committees. Our fourth goal is Secondary Events, which addresses all other events, excluding the events defined in goal three, and provides the role and responsibility of the events committee to seek out, develop, plan, and implement, all of our other events. Finally, goal five is our Marketing, Public Relations, and Communication Plan, which defines the responsibilities of marketing, public relations and communications, and how they will meet our organizational needs.

Vision

Tucson Pride envisions a community of diverse, empowered and accepted individuals to live full and authentic lives, with the love and support of an understanding community.

Mission Statement

To unify, celebrate and strengthen the LGBTQ+ community of Southern Arizona through advocacy, education, leadership and support.

Values

- Transcend
- Unify
- Cultivate
- Support
- Outreach
- Nourish
- Proactive
- Respect
- Inclusive
- Diversity
- Encouragement

Organizational Description

Tucson Pride represents the health and well-being of gay, lesbian, bisexual, transgender, intersex, questioning people (LGBTQ+), and their families and friends. Tucson Pride Board (TPB) provides support for individuals and the community in order to help create a society that is healthy and respectful of human diversity. TPB supports all human and civil rights for all and speaks out through advocacy to enhance and defend those human and civil rights. We strive to empower all-inclusive communities to be a part of TPB.

Strategic Analysis

The Tucson Pride Board performed a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to help develop this Strategic Operating Plan. The focus was to maintain our strengths, address our weaknesses and threats and identify ways to eliminate or minimize them, and to take advantage of the available opportunities.

Strengths	Weaknesses
Board members with passion	Past implementation plans
Community wants to help	Reputation
Organizations will contribute when we have a viable plan	Community involvement
We recognize need for increased accountability	All inclusive-value diversity
Support from other Organization to complement our needs	
Opportunities	Threats
Raise funds through valued and profitable fundraisers	Negative perception in the community
Building partnerships with sponsors and donors	Stakeholders lack clarity in the value of Tucson Pride
Mending the community relations and reputation	Ability to reduce the financial debt
Building community relations	
Develop Standard Operating Procedures	
Reaching out to other Non-Profit Organizations for guidance	
Open to new board members	

Annual Review and Approval

The Tucson Pride Board shall review this Strategic Plan yearly, preferably at the first board meeting of the fiscal year (January 1 through December 31); but no later than the third meeting of the fiscal year.

At such time, the Tucson Pride Board shall approve this Strategic Plan, or identify the items needing attention in this plan. The board shall set a date for completion of changes. With the approval of a two-thirds majority, the board may revise portions of this plan.

GOAL Definitions and Action Items

This section defines the goals and action items associated with each goal. The goals “Implementation Plan” defines additional detail for each goal and its action items.

Goal 1 - Financial Roles

Strategy: Develop a sound financial process with transparency, control, and oversight. Establish budget, funding goals and sources, and financial priorities.

1.1 Financial Accountability and Stewardship

Strategy: Implement written financial standards of practice to facilitate fiscal accountability, mitigate risk, and promote ethical stewardship of Pride resources in order to encourage confidence among Tucson Pride stakeholders.

1.1.1 Action Planning:

- Convene the Financial Working Group (FWG) no later than January 31, 2018 to begin the brainstorming and drafting process for written internal financial controls and bylaw amendments.
- Submit finalized internal financial controls to the Board of Directors no later than the end of the first quarter of Fiscal Year 2018 for review and ratification.
- Reconvene the FWG no later than the end of the third quarter of Fiscal Year 2018 to evaluate compliance with and the efficacy of the newly implemented controls. Draft new amendments on an as needed basis.

1.2 Establish Financial Priorities & Budget

Strategy: Establish the financial priorities of Tucson Pride to encourage short-term stabilization, as well as the long-term enhancement, of Tucson Pride events and community programs.

1.2.1 Action Planning:

- Establish Financial Priorities.
- Submit budget no later than April 30, 2018.
- FWG should meet no later than end of third quarter to draft budget for fiscal year 2019.

1.3 Set Fundraising Goals

Strategy: Establish succinct fundraising goals in order to facilitate debt recovery, to adequately fund Tucson Pride events (including the annual Tucson Pride Parade and Tucson Pride in the Desert), the establishment of a stabilization reserve, and to enable the long-term expansion of Tucson Pride programming.

1.3.1 Action Planning:

- Manage Debt Reduction.
- Operations budget shall be in place no later than May 15.
- Manage Stabilization Reserve.
- Establish budget for 2018 Tucson Pride Parade and 2018 Tucson Pride in the Desert.

1.4 Identify Funding Sources

Strategy: Identify all available funding sources to facilitate efficient fundraising efforts while concurrently increasing the exposure of Tucson Pride among stakeholders.

1.4.1 Action Planning:

- FWG shall convene no later than the end of the first quarter of Fiscal Year 2018 to begin brainstorming funding sources for Fiscal Year 2018.
- FWG shall convene no later than the third quarter 2018 to begin brainstorming funding sources for fiscal year 2019.

Goal 2 – Board Operations and Stability

Strategy: Define board operations and develop standard operating procedure for the board. Define board membership roles and responsibilities, and the processes for identifying and validating potential new members.

2.1 Board Membership

Strategy: To attract board members with the experience and skill sets to fill existing board gaps.

2.1.1 Action Planning:

- Develop a process for vetting potential new board members.
- Ensure inclusiveness and capitalize on knowledge, skills and abilities.
- Develop a diverse, knowledgeable and impactful board to serve our communities.
- Hold Board Elections for each key position no later than the last board meeting of the year. The board may add additional directors throughout the year.
- Encourage diverse groups and individuals to be a part of Tucson Pride.
- Reach out to other Non-Profit Organizations for best practices in identifying, recruiting, and vetting potential board members.

2.2 Standard Operating Procedures (SOP'S):

Strategy: Identify procedures that need development, or modification, to ensure board members have clear direction and understanding of all necessary steps to performing a specific procedure. Verify each board member reads, understands, and signs off on all procedures/protocols that cover their roles and responsibilities.

2.2.1 Action Planning:

- Tucson Board shall create a list of needed SOPs no later than 10 February 2018.
- Reach out other pride boards and non-profits groups to identify best practice SOPs that may support our need.

- Develop SOPs required for carrying out Tucson Board operations by March 31, 2018.

2.3 By-Laws

Strategy: Review and revise the existing By-Laws to verify compliance with state and federal requirements.

2.3.1 Action Planning:

- Annual review existing By-Laws and identify those missing or needing update.
- Ensure By-Laws support the mission of Tucson Pride.
- Identify who is responsible for overseeing update.

2.4 Strengthen Community Engagement.

Strategy: Build the skills and experience for effective engagement with the community. Play a critical role in providing a framework, information resources, education and support affecting change.

2.4.1 Action Planning:

- Support the LGBTQ+ community in influencing issues that affect them.
- Develop networks to mobilize the LGBTQ+ community.
- Explore the feasibility of a “virtual” LGBTQ+ resource center.
- Provide guidance to businesses and employers on advantages of supporting the LGBTQ+ community.
- Provide information to local and national retail organizations about the purchasing power of the local LGBTQ+ community.

2.5 Develop Partnerships with LGBTQ+ Organizations

Strategy: Foster connections between local and national LGBTQ+ non-profit organizations to identify areas of mutual interest to increase effectiveness and collective action opportunities.

2.5.1 Action Planning:

- Reach out to other Non-Profit Organizations for expertise.
- Identify opportunities for sharing resources among LGBTQ+ non-profits.
- Establish partnerships with other LGBTQ+ non-profits having mutual issues and/or services.
- Establish networks with other LGBTQ+ organizations for discussions of critical issues and development of action plans.

2.6 Enhance Interact With the Community

Strategy: Build trust through respectful interaction with the community, through events, outreach, and communication.

2.6.1 Action Planning:

- Host events aimed at diverse groups within the community to cultivate unity.
- Maintain an active presence within the community throughout the year.

Goal 3 - Tucson Pride Parade and Tucson Pride in the Desert

Strategy: Strive to continually improve and enhance the Tucson Pride Parade and Tucson Pride in the Desert. Increase local participation in the activities. Increase community attendance.

3.1 Tucson Pride Parade Committee

Strategy: Create committee for the development and implementation of the Tucson Pride Parade plan. Include participant development and methods for increasing participation and attendance.

3.1.1 Action Planning:

- Establish Parade Planning Committee no later than start of second quarter 2018.
- Establish Parade Planning Committee no later than of end of fiscal year 2018 for 2019.
- Promote parade with other organizations and community.
- Plan parade and identify key participants.
- Implement marketing strategy no later than 90 days prior.
- Solicit advertisement with various outlets.

3.2 Tucson Pride in the Desert Committee

Strategy: Create committee for the development and implementation of the Tucson Pride in the Desert plan. Include participant development and methods for increasing participation and attendance.

3.2.1 Action Planning:

- Establish Tucson Pride in the Desert planning committee no later than start of second quarter 2018.
- Establish Tucson Pride in the Desert planning committee no later than of end of fiscal year 2018 for 2019.
- Plans activities and identifies performers in advance.
- Include more local artists in the performances.
- Promote Tucson Pride in the Desert with other organizations and community.
- Implement marketing strategy no later than 90 days prior.
- Solicit advertisement with various outlets.

Goal 4 – Secondary Events

Strategy: Create an events committee to address all secondary events.

4.1 Events Committee

Strategy:-The Secondary Events committee oversees all secondary events and participation in other organizations' events. This committee also participates in the Tucson Pride Parade and Tucson Pride in the Desert committees as a support group.

4.1.1 Action Planning:

- Events committee is responsible for creating and identifying events that will drive participation and revenue.

- Events committee is responsible for managing events, including soliciting volunteers and community support.
- In conjunction with the FWG, solicit event sponsors.
- The events committee is responsible for marketing of the event.
- Identify events throughout the year to drive revenue from stakeholders.

Goal 5 - Marketing, Public Relations and Communication

Strategy: This committee oversees the Marketing subcommittee and the Public Relations and Communication activities.

5.1 Marketing Subcommittee

Strategy: This subcommittee oversees all media communication for the TPB events, activities, and other items as the board shall determine.

5.1 Action Planning:

- Develop marketing plan.
- Marketing and communication is responsible for all media interactions.
- Set up appointments with key players in the community.
- Identify TPB members as spoke persons for our organization. Provide speaker training as necessary.
- Support the events committee in promoting their events.

5.2 Public Relations and Communication

Strategy: Oversees all public relations and media communication for the TPB events, activities, and other items, as the board shall determine.

5.2 Action Planning:

- Identify board members as spokespersons for the organization.
- Establish SOPs for responding to Media inquiries.
- Responsible for conducting annual Needs Assessment of the community served.