



Serving the lesbian,
gay, bisexual
& transgender
community of
San Diego County
since 1972.

**San Diego LGBT Community Center’s Strategic Plan
Executive Summary
Fall 2018 - Winter 2019**
(All dates given are best approximations of time periods)

Goals:

1. The Center will embark on a strategic planning process to ensure that The Center is best positioned to have impact, to align strategic priorities with its mission and values, and to ensure there are resources to address those priorities.
2. The Center's Strategic Planning Committee will engage a wide variety of community stakeholders to inform the process and the plan and to build enthusiasm for The Center's future. (Stakeholders include, but are not limited to, current former and potential clients, community members, staff, and donors, as well as our partners in service and justice work.)
3. The strategic planning process will seek to understand the current state of the organization (internally and externally) and identify strategic direction and priorities.
4. Planning with a justice lens¹, the final product will include a strategic framework (with directions and priorities) with potential benchmarks and will remain flexible and able to be adjusted to changed circumstances.

The process proceeds across 5 phases.

PHASE ONE: PRELIMINARY WORK

FALL 2018/WINTER 2019

1. Establish Strategic Plan Committee
2. Outline basic process and timeframe
3. Identify known needs
4. Hire consultant(s)

PHASE TWO: ESTABLISH PROCESS

SPRING 2019

1. Establish processes of assessing community and organizational needs and partnerships; formalize Strategic Plan development process

PHASE THREE: ENGAGING STAKEHOLDERS

SPRING/SUMMER 2019

1. Identify diverse body of key stakeholders to ensure a well-informed and supported plan
2. Intentional effort to engage social justice partners, community members, donors, clients, and those historically not served by The Center
3. Engage stakeholders using a variety of methods (such as interviews, focus groups, surveys, and available data)
4. Throughout Strategic Plan development process, communicate updates to continually involve community

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¹ "One core element of a plan that advances equity relates to the quality and depth of your organization's relationship with the communities that have a stake in your mission, particularly for the people for whom your work is meant to directly benefit." (*Taking Charge of Your Strategic Plan: Tips for Small- to Mid-Size Organizations*, Ryono et al. 2017)

PHASE FOUR: CRAFTING THE PLAN

SUMMER/FALL 2019

1. Summarize and compile data gathered including stakeholder feedback
2. Discuss priorities and goals that emerged from feedback and research
3. Draft and finalize Strategic Plan, including planning for implementation and evaluation

PHASE FIVE: PLAN ROLLOUT

FALL/WINTER 2019

1. Broadly share Strategic Plan that has been crafted with broad community input
2. Foster understanding of and support for Strategic Plan goals

Fall/Winter 2019 and beyond: evaluate Strategic Plan and progress toward benchmarks on a quarterly basis