



# THE CENTER'S THREE-YEAR STRATEGIC PLAN



## THE CENTER IS THRILLED TO LAUNCH OUR NEW STRATEGIC PLAN!

With leadership change, growth in programs, and the increased spotlight on LGBTQ people nationally, this plan charts a bold vision of The Center's future. Building on the strength of our organization, we invested in this process, diving deep into gathering our community's feedback. We are deeply grateful to the over 2,000 community members, volunteers, staff and a variety of other stakeholders who took the time to share their experiences, hopes, and frustrations to create a plan that guides The Center's future. This plan is our "North Star," and clearly outlines a three-year vision of our most impactful work to serve our growing and diverse community. We are ecstatic to have a road map to empower The Center to be an even brighter light for our beautiful, diverse, robust San Diego LGBTQ community. Onward to The Center's next exciting chapter!



### MISSION

The San Diego LGBT Community Center enhances and sustains the health & well-being of the lesbian, gay, bisexual, queer, transgender, nonbinary, immigrant, and HIV communities to the betterment of our entire San Diego region.



### VISION

At The San Diego LGBT Community Center every person feels and knows that they are welcomed, valued, and supported. As the beacon for our regional LGBTQ community, each day we actively recommit to be a more vibrant, bold, innovative, safe, and modern Center than the day before.



### VALUES

**Dignity** – Building pride, self-respect, and mutual-respect in everyone.

**Inclusion** – Welcoming and serving all members of our community.

**Compassion** – Caring about the needs of others and supporting them from a place of kindness and willingness to help.

**Respect** – Meeting, listening to, and acknowledging our community on its own terms; honoring each as a whole person.

**Equity & Equality** – Advocating for and intentionally reducing barriers to fair treatment, access, opportunity, and advancement for all our community members, inside and outside our Center.



### STRATEGIES

**Diversity** – Embrace, promote, and support our community's rich diversity in our leadership, programs, and membership.

**Services** – Provide critical life and health services.

**Support** – Support our community members through all stages of life, including coming out, transitioning, and supporting their family and friends.

**Wellness** – Enhance the quality of life and wellness of our community at all stages of life with programs and events.

**Community** – Empower community, develop leaders, advocate for social justice, and celebrate community.



## OBJECTIVES

**Critical Services** – Maintain our critical health and social-support services for the most vulnerable populations; expand to include these services for currently underserved and disengaged communities.

- *Sustain The Center’s social-support, HIV, emergency food, rental assistance and housing services.*
- *Expand and maintain community engagement and programming to underserved and/or disengaged communities of The Center: lesbian, transgender, nonbinary, Black, Asian and Pacific Islander.*
- *Expand and maintain partnerships and collaboration with other agencies.*
- *Ensure cultural proficiency of all staff and volunteers.*

**Essential Support** – Grow our high-quality programs that promote individual wellness, quality of life, and building community across identities and populations; intentionally develop comprehensive opportunities and access points along the entire life journey of a diverse LGBTQ community.

- *Support cross-departmental staffing to move this programming forward across the organization.*
- *Brand and promote existing wellness, quality-of-life, and community-building programs.*
- *Build out a significant level of engagement for communities currently underserved or disconnected from The Center: lesbian, transgender, nonbinary, Black, Asian and Pacific Islander.*

**Quality Valued** – Measure success at The Center by the quality of the experience for clients, volunteers, donors, and staff.

- *Institute quality assurance feedback mechanisms and tools across The Center’s programs to measure if those engaging with The Center feel “welcome,” “valued,” and treated in accordance with our Center values.*

**Robust Engagement** – Heighten efforts to increase the number of LGBTQ people engaging with the Center.

- *Develop and deploy communication plans and program resources for current identity-based programs in addition to growing the broader community Center communications.*
- *Initiate a comprehensive marketing approach using three new marketing strategies (Journey Stories, Identity-Based packaging, and Program-Based packaging) to engage more communities to access The Center.*

**Community’s Center** – Reimagine and prepare to expand the current Hillcrest location to build a forward-looking, contemporary, multi-use, multi-building Center for the San Diego region’s LGBTQ community.

- *Expand our footprint through partnerships/ donated/leased programming spaces.*
- *Develop real estate plan including finance options for Hillcrest location.*
- *Build capacity of The Center’s member/donor base and development function to support a capital campaign.*