



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.*