

The Center Project Strategic Plan 2021-2023



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Message from the Board

As we witness a growing movement of inclusion across our country, disparities persist for the LGBTQ+ community. Along with a global pandemic, in 2020-2021 we've seen increased political targeting of transgender women and girls and an unprecedented epidemic of violence against transgender and non-binary people, particularly transgender women of color. LGBTQ+ people remain disproportionately impacted by housing and employment discrimination, food insecurity and limited access to safe, affordable healthcare. LGBTQ+ youth continue to experience bullying and discrimination in schools and at home.

As an all-volunteer organization, we face unique challenges in terms of resources and capacity. At the same time, our mission is to serve those in our community who need us most, and our community needs us more than ever.

This three-year strategic plan and its incumbent organizational changes are designed to help us meet our mission and expand our capacity to better serve the mid-Missouri LGBTQ+ community.

It is an honor to serve our community by providing resources, programming, and a safe community space for all LGBTQ+ people to learn, grow, and connect. We are deeply dedicated to the betterment of our community, and incredibly grateful to all our volunteers, donors, partners, and all who contribute to making our work possible.



TCP Board
of Directors,
June 2021

The Center Project's mission is to serve the mid-Missouri LGBTQ+ community by providing a safe, affirming space to learn, grow, build community, and access support and resources.

Priority areas

To meet our mission to serve the Mid-Missouri LGBTQ+ community, we are focusing on four key priority areas. These areas all contribute to the growth and long-term sustainability of the organization.

Organizational Sustainability

Programming

Outreach

Services & Resources

Organizational Sustainability

The Center Project has what it needs to continue to exist and grow.

| Outcome | Goals | Key indicators |
|---|---|--|
| Increase financial health | <ul style="list-style-type: none"> • Increase revenue by \$15k per year • Establish a 6-month reserve fund • Double the # of major donors | <ul style="list-style-type: none"> • Increased revenue • Reserve fund • Increase # major donors |
| Increase effective use of 805 Fairview Ave. | <ul style="list-style-type: none"> • House is compliant to ADA standards in FY21-22 • Complete at least 75% of high-priority projects in FY21-22 • Increase # visitors by 50% annually | <ul style="list-style-type: none"> • ADA compliance • # completed high-priority projects • Increase # visitors |
| Improve effectiveness of TCP leadership | <ul style="list-style-type: none"> • Board follows revised bylaws and define roles/responsibilities • 75% attendance at board meetings • Board members attend 2 trainings per year • Satisfactory progress toward Strategic Plan outcomes | <ul style="list-style-type: none"> • Bylaws compliance • Role clarity • # filled board roles • # of trainings completed • Outcome metrics |
| Increase volunteer engagement | <ul style="list-style-type: none"> • Increase number of active volunteers by 25% each year • 75% of volunteers indicate satisfaction with their service | <ul style="list-style-type: none"> • # of volunteers • Self-reported volunteer satisfaction |

Programming

The Center Project increases the impact of existing programs and creates new programs.

| Outcome | Goals | Key indicators |
|---|--|---|
| Increase program portfolio to meet a more diverse range of community needs | <ul style="list-style-type: none"> Establish 2 new programs by EOY 2022; at least 1 for LGBTQ+ people of color Increase total program attendance by 20% each year Host 4 community events each year; at least 1/year for communities of color | <ul style="list-style-type: none"> # programs that address needs of underrepresented populations # attendees # events |
| Increase engagement and collaboration within programs | <ul style="list-style-type: none"> Host 2 cross-program meetings/year Establish MOUs with all internal partners External partners attend program meetings or events 4x/year | <ul style="list-style-type: none"> # cross-program meetings % active MOUs # of partnerships (internal and external) |
| Create empowering environments for program participants to lead, take ownership of programs, and create lasting relationships outside of TCP. | <ul style="list-style-type: none"> Each program has at least 2 coordinators Increased representation of marginalized communities among coordinators Each program has 2 member-led meetings/year Each program hosts social events | <ul style="list-style-type: none"> # program coordinators % of coordinators of under-represented social groups # meetings led by non-coordinators # of social outings |
| Increase volunteer engagement | <ul style="list-style-type: none"> Increase number of active volunteers by 25% each year 75% of volunteers indicate satisfaction with their service | <ul style="list-style-type: none"> # of volunteers Self-reported volunteer satisfaction |

Outreach

The Center Project promotes its programming and resources to the community.

| Outcome | Goals | Key indicators |
|--|---|--|
| Increase community partnerships | <ul style="list-style-type: none"> Establish community partnerships with LGBTQ+ groups, donors, the broader Mid-Missouri community and underrepresented communities | <ul style="list-style-type: none"> Increase # of partnerships |
| Expand organizational promotion to connect LGBTQ people in mid-Missouri with safe, friendly, reliable resources. | <ul style="list-style-type: none"> Distribute quarterly newsletter and annual report to the community and donors All programs have printed and digital brochures Promote TCP at 4 community events each year Increase social media engagement Include TCP in 4 affiliated community directories Engage effectively with local media Update and improve website content, including resource lists and Safe Provider List Identify additional community needs | <ul style="list-style-type: none"> # of subscribers to mailing list % programs with brochures # events attended % response "how did you hear about us?" Metrics for website, social media, media # of proposed resources |

Services & Resources

The Center Project provides accessible services & resources to the mid-Missouri LGBTQ+ community.

| Outcome | Goals | Key indicators |
|--|---|---|
| Provide accessible community resources | <ul style="list-style-type: none"> • Provide weekly Open Hours • Provide info about TCP, our programs and issues affecting our community in print and digital media • Provide BRITE Inclusivity Training to 20 new community organizations each year • Host community education events (for LGBTQ+ community) 4x/year • Increase use of the library • Increase use of the Clothing Closet to 50-100 individuals each year • Establish local, community-generated Safe Healthcare Provider List | <ul style="list-style-type: none"> • Availability of Open Hours • # materials distributed • Website metrics • # events • % self-reported impact of community education events • # Clothing Closet users • # transition-related items provided • # providers on resource lists |

Next Steps

The Center Project has not had a Strategic Plan for several years, so this is a major turning point for the organization. We're committed to taking the steps and doing the work needed to make our desired outcomes a reality. When we're able to serve more people in our local LGBTQ+ community in more ways and fulfill our mission statement, this plan will have been a success. Next steps include:



1. Establishing committees

Groups dedicated to development, finances, programming, outreach, volunteer coordination and other key areas are essential to meeting our goals.



2. Increasing participation

Adding program coordinators and volunteers will drive growth and help us serve underrepresented communities we aren't currently reaching.



3. Determining metrics

To measure success and identify areas needing improvement, it's necessary to determine baseline metrics and track progress across priority areas.