

2016-2020

ATLANTA PRIDE STRATEGIC PLAN



ORGANIZATIONAL HISTORY

In the early morning hours of June 28, 1969, the Stonewall Inn was raided by police in New York City. Fed up with the abuse and harassment, the patrons of the bar fought back and a series of riots and demonstrations ensued that lasted for days. These demonstrations, known as the Stonewall Riots or Stonewall Rebellion, gave birth to what many consider to be the modern LGBTQ rights movement in the US and around the globe.

In June 1970, a group of Atlantans gathered in Piedmont Park to distribute literature about the treatment of LGBTQ people in our city; an action that grew into a march planned for June 1971. From these roots, Atlanta Pride was born, both as an organization (which grew out of the Georgia Gay Liberation Front) and a festival.

In 1991, the Atlanta Lesbian and Gay Pride Committee was formed. In 1995, the name was changed to Atlanta Pride Committee (APC). APC currently exists as a 501c3 nonprofit organization registered in the State of Georgia. In the past, our programmatic offerings were solely centered around the annual Atlanta Pride Festival, which grew from a parade to a small festival and then to the largest parade in the City of Atlanta and one of the largest Pride festivals in the United States. While the festival is still our best-known event, APC has expanded our scope and outreach to include year-round programming to connect with the community in a variety of ways that compliment the mission of the organization and the reach of our signature event.

APC membership requires both payment of annual dues and hands-on volunteer work within the organization. Currently, APC membership stands at 43 people. And it is from these members that both our Board of Directors and Events and Festival Committees are drawn. Our Board of Directors is currently at full complement with 11 members. The Festival Committee is comprised of volunteers who work all year to plan for the annual Atlanta Pride Festival and the Events Committee are the volunteers who plan our year-round events calendar. We work with many LGBTQ (Lesbian, Gay, Bisexual, Transgender and Queer) and progressive nonprofit organizations and community partners to advance our mission.

OUR VISION

We envision a world where persons with widely diverse gender and sexual identities are united, visible, and equal.

OUR PURPOSE

The main purpose of the Atlanta Pride Committee, a 501(c)(3) organization, is to advance unity, visibility and self-esteem among lesbians, gay men, bisexuals, transgender and queer (LGBTQ) persons and to promote a positive image of LGBTQ people in the Atlanta area and throughout the Southeastern United States through community activities and services.

OUR MISSION

The mission of the Atlanta Pride Committee is to advance unity, visibility, and wellness among persons with widely diverse gender and sexual identities through cultural, social, political, and educational programs and activities.

OUR VALUES

We value social justice, culture, self-esteem, history, health and wellness.

OUR UNIQUE VALUE PROPOSITION

We are one of the largest free Pride festivals in the US and are committed to keeping our events and programs free to the public for as long as possible in order for Atlanta Pride events to be able to be enjoyed by all individuals, regardless of income.



Atlanta PRIDE Members - 2014

OUR CLIENTS and GEOGRAPHIC SERVICE AREA

We focus our activities and efforts to address and connect with those who live and work firstly in Atlanta, Georgia; secondly across the State of Georgia; and thirdly across the Southeastern United States.

WHY ATLANTA PRIDE MATTERS

For a very long time, the dominant social and cultural paradigm has made LGBTQ people feel like they are second class citizens. Additionally, LGBTQ people often experience disenfranchisement from their own LGBTQ community because of differences in socio-economic class, race, gender identity, sero status, sexual orientation, and a number of other factors.

In an effort to combat the isolation LGBTQ people can feel in our society, Atlanta Pride acts as an agent for visibility for the LGBTQ community, planning a variety of events to develop various facets of individual and community growth, including an annual festival in October and a series of events in June to celebrate Stonewall Month. All of these opportunities exist to give LGBTQ people the chance to connect with organizations, businesses, and other like-minded individuals who are accepting of the whole person, regardless of their sexual orientation and gender identity.

By connecting LGBTQ people with accepting parts of the community, it is likely that self-esteem and acceptance will rise in direct proportion to how LGBTQ individuals feel about themselves and the world around them.

TRENDS & DEVELOPMENTS

We recognize the following as major trends or developments which could have a significant impact on our organization over the next 1-3 years:

- 1) The rebounding economy is resulting in sponsors and individual donors slowly coming back after years away from the organization.
- 2) The number of LGBTQ elders and seniors is increasing as Baby Boomers age which means that the needs and wants of a large section of our consumers are shifting.
- 3) Legal equality is advancing in the US for LGBTQ people causing many individuals and organizations to ask "Are Pride organizations and events still relevant and necessary?"

STRATEGIC GOALS AND OUTCOME MEASURES

2016-2020 STRATEGIC IMPACT METRICS

The following are the primary metrics we will use to measure realization of our mission:

- Number of Festival attendees annually
- Number of annual attendees at PRIDE-sponsored year-round programs and events
- Number of formal ¹participation with LGBTQ partner organizations
- Number of formal participation with non-LGBTQ partners in social change events
- Number of partnerships with organizations that primarily serve communities of color



¹ Formal partnerships are those that are defined by documents that describe the roles and responsibilities of each party to the agreement. This might be as simple as a Letter of Understanding between the parties. As such, mere attendance by PRIDE representatives at an event would not count as a formal partnership.

STRATEGIC GOALS AND OBJECTIVES

GOAL A - COMMUNITY ENGAGEMENT

To be an organization that is an integral part of the LGBTQ equality movement

We will measure achievement of this goal by the following Key Performance Indicators:

- Number of formal partnerships with other LGBTQ organizations
- Number of formal partnerships with LGBTQ organizations that primarily serve communities of color
- Percent of annual revenue used for PRIDE Community Reinvestment Fund

The following are the specific five-year objectives we will pursue to achieve this goal:

1. **OBJECTIVE:** We will increase allocation levels to the Community Reinvestment Fund annually from 3% in 2015 to 5% by 12/31/2020 in order to reflect our commitment to strengthen other LGBTQ organizations.
2. **OBJECTIVE:** We will increase the number of LGBTQ organizations listed in the Atlanta PRIDE Annual Report Community Partners List from 29 in 2014 to 60 by 12/31/2020 in order to ensure that APC's focus remains on the LGBTQ community broadly defined.
3. **OBJECTIVE:** We will enter formal partnerships with XX self-identified LGBTQ people of color organizations by 12/31/2020 in order to strengthen our relationships with; develop a better understanding of the needs of; and better understand how APC can support a segment of the LGBTQ community that APC has not traditionally had strong ties with.
4. **OBJECTIVE:** We will complete a Community Needs Assessment survey and report by 12/31/2017 in order to better understand how APC can serve our constituents.

GOAL B - SOCIAL CHANGE

To create social change and a sense of community
that support LGBTQ people and our allies

We will measure achievement of this goal by the following Key Performance Indicators:

- Number of annual Festival attendees
- Number of formal partnerships with non-LGBTQ organizations
- Survey of individual attitudes and/or behaviors

The following are the specific five-year objectives we will pursue to achieve this goal:

5. **OBJECTIVE:** We will increase the number of attendees at non-Festival events by 5 percent annually, measured against ### documented attendees in 2015 in order to....

6. **OBJECTIVE:** We will have non-Festival participants reflect: % cisgender female; % non-white; % HIV seropositive; % lesbian/gay; % youth (≤ 21 years old); %% senior/elder (≥ 60 years old) in order to be more reflective of the communities we serve.
7. **OBJECTIVE:** Beginning 01/01/2020, we will survey half of all non-Festival events annually to measure attendees sense of connection to the local LGBTQ community in order to determine the effectiveness of our programs.
8. **OBJECTIVE:** We will launch a LGBTQ Leadership Development and Civic Engagement Program by 6/1/2017 in order to build relationships among members of the LGBTQ community, create a shared sense of LGBTQ community in the Atlanta region and expand LGBTQ community members' knowledge on issues, opportunities, and challenges facing our community.
9. **OBJECTIVE:** We will maintain the number of non-LGBTQ organizations listed in the Atlanta PRIDE Annual Report Community Partners List at 50% through 12/31/2020 to reflect our connection to other progressive equality movements and organizations in order to ensure that APC is being a valued partner to allied organizations.

GOAL C - EFFECTIVE LEADERSHIP

To have an engaged and effective leadership

We will measure achievement of this goal by the following Key Performance Indicators:

- Completion of a formal organization-wide succession plan
- Attendance rate at required meetings by individual leaders
- Percent of leadership positions that are vacant
- Annual turnover rate of volunteer leadership positions
- Number of entry-level leadership positions
- Types of entry-level leadership positions (lower the bar for participation)

The following are the specific five-year objectives we will pursue to achieve this goal:

10. **OBJECTIVE:** We will have no leadership position remain vacant more than 3 months beginning 01/01/2016 in order to prevent tasks essential to the progress of the organization from going undone.
11. **OBJECTIVE:** We will have 95% retention in leadership positions annually beginning 01/01/2016 in order to retain as much institutional knowledge and continuity of service to the community as possible.
12. **OBJECTIVE:** We will achieve an annual meeting attendance rate of 75% for each individual leader beginning 01/01/2016 in order to promote broad and deep decimation of knowledge critical to the success of the organization and its events.

GOAL D - FINANCIAL SUSTAINABILITY

To have a financially stable and healthy organization

We will track achievement of this goal by the following Key Performance Measures:

- Diversity of revenue sources as measured by percent from corporate sponsorships, earned income, individual donations, and grants
- Number of dollars in a Reserve (Emergency) Fund
- Number of dollars owed (Debt)
- Total number of annual revenue dollars
- Ratio of total revenue to total expenses
- A Passing grade on financial reviews/audits

The following are the specific five-year objectives we will pursue to achieve this goal:

13. **OBJECTIVE:** We will increase annual revenue from \$798,000 in 2015 to \$1 million by 12/31/2020 in order to increase the organization's capacity to serve the community and build a reserve fund.
14. **OBJECTIVE:** We will have a reserve (emergency) fund of \$500,000 by 12/31/2020 in order to guard against future potential revenue shortfalls and ensure the organization's ability to continue to serve the community in the face of financial hardship.
15. **OBJECTIVE:** We will diversify income sources reflecting Festival earnings (47%), Corporate Sponsorships (33%), Small Business Sponsorships (10%), Fundraisers/Year-Round Events (5%), and Individual Donors (5%) by 12/31/2020 in order to protect the organization from the risk of inadequate revenue generation by any one source.

GOAL E - OPERATIONAL EXCELLENCE

To have a well-managed organization

We will measure achievement of this goal by the following Key Performance Indicators:

- Percent of Volunteers that satisfaction survey rating
- Total number of Members
- Total number of Volunteers
- Staff compensation (salary + benefits)

- Improved written policies and procedures
- Industry-standard information management system

The following are the specific five-year objectives we will pursue to achieve this goal:

16. **OBJECTIVE:** We will achieve a high level of satisfaction as reported on an annual Volunteer satisfaction survey beginning 01/01/2016 in order to ensure the organization is meeting community needs.
17. **OBJECTIVE:** We will increase membership from 45 in 2015 to 150 by 12/31/2020 in order to gain broader and deeper community investment in the organization.
18. **OBJECTIVE:** We will have a Board-approved five-year staff plan by 12/31/2015 in order to ensure that the organization's staff is structured in such a way as to support the implementation of this strategic plan and the growth of the organization.
19. **OBJECTIVE:** We will undertake and pass a formal organizational audit annually beginning in 2016. in order to ensure that APC is compliant with all regulation and best practice non-profit management.