



**Tony's
Place**

THREE YEAR

Strategic Plan

SUPPORTING AND EMPOWERING LGBTQ+ YOUTH | 2024-2026



PURPOSE

The purpose of this document is to shape Tony's Place's strategic direction for the next 3 years.

A strategic plan is typically used to help align the organization's people, work, funding, and decision-making around priorities that enable an organization to get closer to its vision while fulfilling its mission. Once developed, planned work and/or projects, resources, and targets should be monitored to help ensure they are meeting desired outcomes, adjusting as needed.



Typically does not change over time.

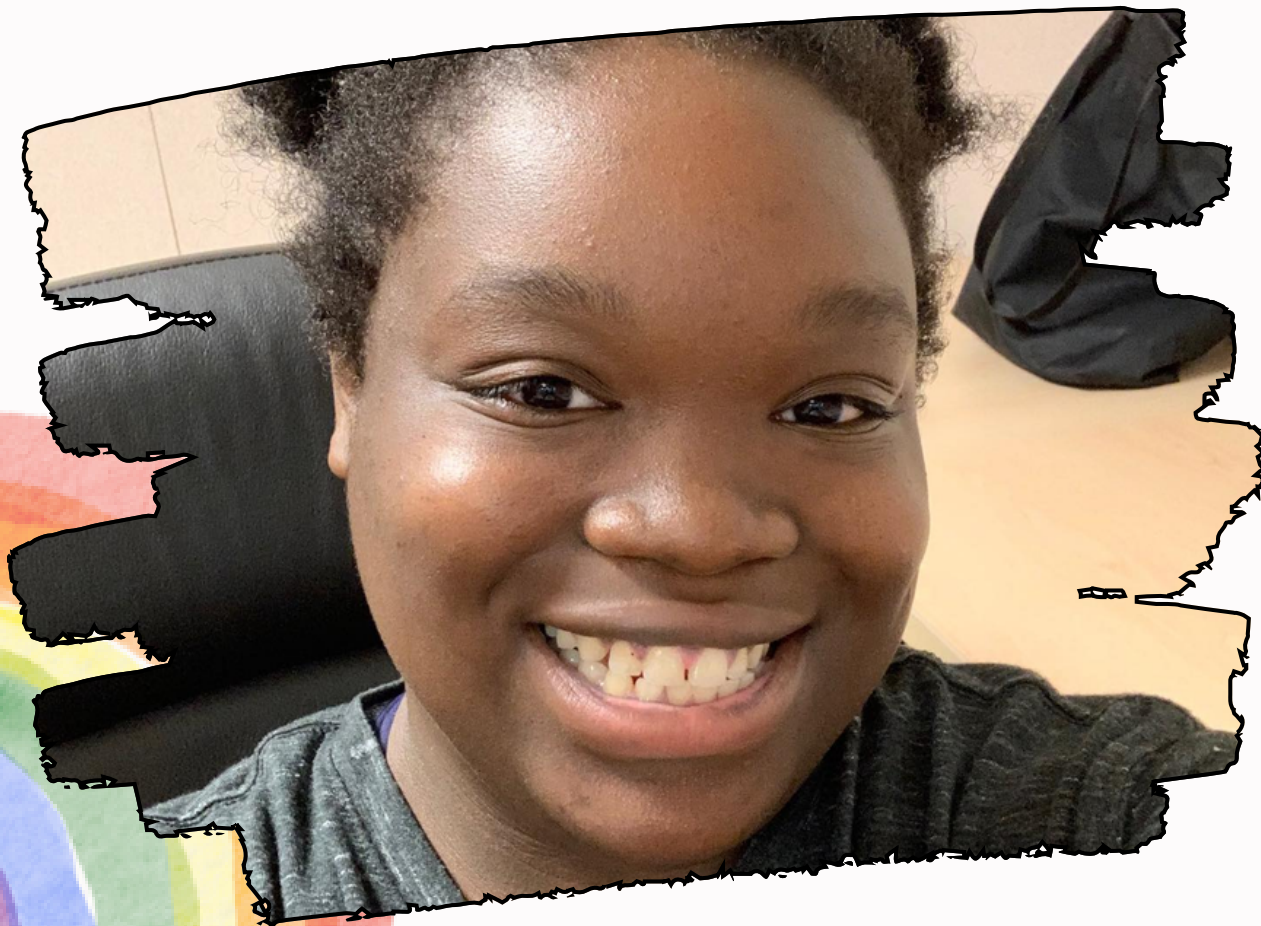
Independent with prioritization of each based on priority/importance and resources.

These drive the strategic plan and more detailed plans for each project and/or work component.

MISSION

Our purpose. What we do.

Support and empower
LGBTQ+ youth.



VISION

What we want to be known for in 3-5 years.

We see a society in which all
LGBTQ+ youth are universally
welcomed, safe and thriving.



VALUES

What we care about and the principles by which we operate

Safety

We believe in providing a space where everyone feels welcome and safe to express who they are and what they need, and where visitors experiencing homelessness can find respite from life on the streets.

Empowerment

We believe in accepting responsibility for our future, and the power of finding an inner voice and strength that helps us transform.

Dignity

We believe in the innate worth and honor of all persons.

Support

We believe in providing structure and guidance by meeting people where they are now and helping them find a way forward.

Social Justice

We believe all people in society deserve human rights, equity, access, and participation in all aspects of their daily lives.

A decorative background featuring wavy, watercolor-style bands of color in shades of blue, green, yellow, orange, and red, flowing across the top and bottom of the page.

Methodology

The Tony's Place Board of Directors, engaged two Organization Development practitioners, Dr. Kris Lea and Tara D. Gray, to facilitate strategic planning on a pro bono basis. The strategic planning process included a needs assessment and a Board retreat.

We thank Tara and Kris for generously donating their time and expertise.

The background features four watercolor-style rainbows in the corners: top-left, top-right, bottom-left, and bottom-right. Each rainbow is composed of multiple overlapping, slightly wavy bands of color in the order of red, orange, yellow, green, blue, and purple.

Strategic Priorities

1. Fiscal Sustainability
2. Operations & Facilities
3. Programs & Services
4. Communications & Marketing

PRIORITY 1: FISCAL SUSTAINABILITY

- Goal 1.1: Increase income streams from private sources
 - Objective 1.1.1: Increase donor base, especially corporate donations/sponsors
 - Objective 1.1.2: Increase applications to private funders
- Goal 1.2: Diversify funding streams
 - Objective 1.2.1: Ensure and maintain eligibility for government grants
 - Objective 1.2.2: Apply for government grants



PRIORITY 2: OPERATIONS & FACILITIES

- Goal 2.1: Improve technology infrastructure
 - Objective: 2.1.1: Fully utilize existing IT services
 - Objective: 2.1.2: Implement Volunteer Management System
- Goal 2.2: Establish & implement organizational policies & procedures
 - Objective: 2.2.1: Develop policies & procedures for the building/facilities
 - Objective: 2.2.2: Update Volunteer Handbook
 - Objective: 2.2.3: Develop employee policies & procedures
- Goal 2.3: Invest in building improvements
 - Objective 2.3.1: Ensure kitchen is fully operational and compliant as a commercial kitchen
 - Objective 2.3.2: Establish building maintenance plan



PRIORITY 3: PROGRAMS & SERVICES

- Goal 3.1: Develop & implement comprehensive service model
 - Objective 3.1.1: Determine & define core services that align with the mission & vision
 - Objective 3.1.2: Develop program policies & procedures
- Goal 3.2: Implement case management
 - Objective 3.2.1: Build out client resource management system
 - Objective 3.2.2: Hire case manager
 - Objective 3.2.3: Establish resource network
- Goal 3.3: Expand service hours
 - Objective 3.3.1: Provide services six days per week



PRIORITY 4: COMMUNICATIONS & MARKETING

- Goal 4.1: Enhance web communications
 - Objective 4.1.1: Update website
 - Objective 4.1.2: Increase social media presence
- Goal 4.2: Grow community engagement
 - Objective 4.2.1: Increase number of speaking engagements
 - Objective 4.2.2: Increase volunteer base
 - Objective 4.2.3: Increase presence in the community at events
- Goal 4.3: Develop more strategic advocacy
 - Objective 4.3.1: Expand Board activities to include advocacy





Next Steps

To ensure that the goals of this strategic plan are accomplished , we will outline specific activities, measures of success, responsibility for activities, and timelines for each objective. Progress towards this plan will be reported on an annual basis. The strategic plan is a working document and will be reviewed and revised as needed.

