



Strategic Plan

Developed: August 16, 2015

Board Retreat 2015

Board Members Contributing::

Nelson Roman, President

Terry Miles, Secretary

Luis A. Torres, Treasurer

Derek Cartagena, At Large

Michael Avagliano, At Large

Logan Smith, At Large

Rostin Lee, At Large

Ben Irwin, Membership

Gloria Torres, Membership

Angel Perez, Membership

Strategic Plan Overview

The Imperial Court of Western Mass Inc., has adopted the strategy used by most non profits / companies throughout the United States. The Imperial Court of Western Mass’s strategic plan will set priorities, focus energy and resources, strengthen operations, and ensure that both the membership and the Board of Directors are working toward common goals, establish agreement around intended outcomes/results, and asses and adjusts our organization's direction in response to an ever changing environment. Our strategic plan is effective because it not only articulates where we are going and the actions needed to make progress, but is also measures how we know if our goals are successful. As a result the Board has developed this Strategic Plan during our Board Retreat weekend held August 15 - 17th, 2016, at the Springfield Sheraton. This document will be reviewed and edited annually by the board and updated, amended accordingly.

Mission and Vision Statement Update

The Board of Directors wanted to streamline and update our previous mission and vision statement to reflect what we truly wanted the mission and vision of the Western Mass Imperial Court Chapter to be. Below is the updated mission and vision statement, that was ratified by the membership at our September 2015 Meeting.

Mission Statement: We are an all-inclusive and innovative philanthropic organization that empowers, engages, and unites the community through fundraising, community events and celebrations.

Vision Statement: To strengthen the understanding and pride of diverse individuals, and foster equity and equality that transcends generations.

S.W.O.T. ANALYSIS

(Strength, Weakness, Opportunity, & Threat)

<i>ICWMA Strengths:</i>	<i>ICWMA Weaknesses:</i>
<ul style="list-style-type: none"> • Membership • Community Outreach/Collaborations • Diversity • Internal Resources • All-Inclusive • Leadership • Creativity • Unity • Innovative • 100% Transparency of Local Board • Tenacity 	<ul style="list-style-type: none"> • Membership • Lack of a Strategic Plan • Finances (No Rainy Day Fund) • Preparation of Events • Micro Management (Boston) • Lack of Duty Assignment (Events) • Accountability • Protocol (P&P too Stuff) • Follow Up • Gratitude • Getting Back to Fun (Boston/Rules Too Much)

	<ul style="list-style-type: none"> • Communication • Between Board & Members
<p><i>ICWMA Opportunities:</i></p> <ul style="list-style-type: none"> • Strengthen regional relationships with NYC, CT, RI. • Meetings (Bring back the Fun & Food) • Faith Presence / Community - Growth Potential • Capital Growth (Increasing Corporate / Community Partnerships) • Increasing Lesbian & Trans Representation and Membership • Promotional Material (Inclusion of Q+A+I) • Local Businesses • Increase in number of member run events. 	<p><i>ICWMA Threats:</i></p> <ul style="list-style-type: none"> • No Follow Through (Boston) • Disorganization (At events) • Professionalism • Lack of Independence & Respect (From Boston and The ICC) • Membership retention (Net Loss of about 10 members due to playing the court "game). • Customer Relations • No Opportunity for Growth (Staying a Principality and not be a full Court).

Long Term Goals:

All long terms goals have a three year target to complete, targeted completion date, August of 2018.

Long Term Goal	Desired Outcome
1. Fully Independent	<ul style="list-style-type: none"> • Full Sovereign Status with ICS / ICC • No longer part of the UCM
2. High Membership Retention Rates	<ul style="list-style-type: none"> • Retain 75% of membership enrolled during 2015-2016 fiscal year. • Membership Participation at our over 20+ every at 75% of Membership Meetings.
3. Strengthen Relationship with ICS	<ul style="list-style-type: none"> • Participate in National Campaign (I.E. LGBT Homelessness, Domestic Violence, etc)
4. Build Stabilization Fund	<ul style="list-style-type: none"> • Have funds set up through CD's in the amount of \$25,000. (\$8,400 a Year)

ACTION PLAN:

We will break down our long term goals into smaller sub goals that are "S.M.A.R.T." by completing these short term action steps. Our long term goals will be realized. These goals all have a completion date set for July 31, 2016.

Strategic Priority #1 Membership Recruitment & Retention

Annual Goals	Timeline	Resources Needed	Members Assigned
Create List of Area College GSA's	June 2016	Internet / College GSA Directory	Terry Miles
Attend Area LGBT Events in Regalia to Raise Awareness of the Court	July 2016 <small>(Chibi Con, Excuse Our Beauty, Noho Pride, Springfield PRIDE, Oz, XRoom, Pure, DIVAS, PP, etc)</small>	List of LGBT events occurring in the next 5/6 months	Angel Perez
Establish LGBT Professional Data Base/ Send Physical Mailer Introducing the Court	July 2016	LGBT Professional/ Business Alliance Funds Two Laptops / Data Base / Trade Show Items	Nelson Roman & MGM Springfield
Reinstate Membership Newsletter	March 2016	Emails of all members / Community Members / Potential Members Survey Chimp Access	Derek Cartagena

Strategic Priority #2 Preparation

Annual Goals	Timeline	Resources Needed	Members Assigned
Ensure all events have event forms that are used and submitted to board pre and post events	September 2015	Event Forms to Be Printed Out	Ben Irwin
Event Flyers Done 6 Months Ahead of Time	January 2016	All events approved 6 months ahead by Board	Nelson Roman
Prepare all documents / information to petition ICS for Full Chapter Status	October 2016	Tax Returns/ Charter/ Letters of Support / Annual Report	Nelson Roman

Hold Annual Board Retreat Every Year	August 2016	Location / Materials/ Honorarium	All Board Members
Hold Members Retreat			

Strategic Priority #3 *Finances*

Annual Goals	Timeline	Resources Needed	Members Assigned
Establish Audit Committee	April 2016	<ul style="list-style-type: none"> - 3 Members Not on Board - Accountant - Beneficiary Representative 	Luis A. Torres
Establish Stabilization Fund	July 2016	Bank Account Outside of Citizens Bank	Luis Torres
Purchase QuickBooks for ICWMA	July 2016	Tech Soup / QuickBooks Software	Gloria Torres
Prepare and Publish Annual Reports on ICWMA Website	March 2016	Annual Report (2012-2014) Annual Report (2014-2015)	Nelson Roman

Strategic Priority #4 Community (Putting the FUN in fundraising!)

Annual Goals	Timeline	Resources Needed	Members Assigned
Bring back pot luck to membership meetings	September 2015	<ul style="list-style-type: none"> - Membership Roster - Food /Drinks to feed 15/20 people 	All Board Members
Hold one Membership Social Event a year (Cook Out/ Movies/ Bowling, etc)	June 2015	<ul style="list-style-type: none"> - Facebook / Members 	Angel Perez/Ben Irwin

Limit or reduce the "Game" to only our annual Gala	September 2015	- PP / Bylaws Changes	All Board Members
Hold and Plan Free Community Event (PRIDE OPEN MIC NIGHT)	September 2016	- Bing Arts Center - Springfield PRIDE	Ben Irwin / Gloria Torres / Angel Perez