

# **Casa Q**

## **Strategic Plan: 2012 - 2014**

**Mission:** *Casa Q will provide a variety of safe living options and other related services for young lesbian, gay, bisexual, transgender, queer and questioning (LGBTQ) people at risk of and/or experiencing homelessness.*

### **Objectives:**

- 1) *Open a transitional living house for young LGBTQ people ages 14-18 in early 2014.*
- 2) *Focus on housing options for young LGBTQ people ages 18-26 as a later priority.*
- 3) *Focus on housing options for younger LGBTQ people under age 14 as a later priority.*
- 4) *Develop the next three-year plan for 2015 – 2017 by summer 2014.*

**Committees:** *(All committees may include both Board members and other volunteers. At least one co-chair is a Board member.)*

- **Budget and Finance**
- **Bylaws and Policy**
- **Executive**
- **Fund Development**
- **Program**
- **Nominating**
- **Public Relations and Marketing**
- **Real Estate**

## **Strategic Priority #1: Establish Organizational Infrastructure and Raise Funds for First Year of Operations**

<b>Overall Objective</b>	<b>Action Steps</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Progress</b>
1-A. Recruit founding Board of Directors.	a) Recruit up to 20 members. b) Recruit specific areas of expertise including: realtors, grant writers, persons with donor development expertise, persons with program expertise. c) Ensure diversity including persons of color, transgender members, and young people on the Board and committees.	a-b) Founding members initially. Then Nominating Committee. c) Alma Rosa Silva-Banuelos will lead recruitment of youth.	a) Recruit and establish by November 2012. b) Ongoing through 2013. c) Ongoing. Establish Youth Advisory Board in late 2013.	In progress. 11 Board members approved in October 2012. Three others added in 2013.
1-B. Develop and adopt organizational bylaws.	a) Draft bylaws. b) Review and approve.	a) Bylaws and Policy Committee. b) Board.	a) September 2012. b) October 2012.	COMPLETE in October 2012.
1-C. Register with state, incorporate organization and secure 501(c)(3) non-profit status.	a) Complete 501(c)(3) paperwork. b) Complete articles of incorporation.	a-b) Board Co-Chair Cristy Carbon-Gaul.	a) ASAP. b) October 2012.	a) COMPLETE. 501c3 filed in November 2012 and approved in June 2013. b) COMPLETE in October 2012.
1-D. Define and implement Board give-or-get policy.	a) Develop recommendations. b) Review, revise and approve.	a) Budget and Finance Committee. b) Board.	a) March – April 2013. b) April 2013.	COMPLETE in May 2013.
1-E. Secure insurance, including Officers & Directors and organizational liability.	a) Research via Brown and Brown for agency. b) Get quote. c) Secure Officers & Directors insurance. d) Secure liability insurance.	a-b) Board Co-Chair Cristy Carbon-Gaul. c-d) Board.	a) Fall 2012. b-c) October 2013. d) Prior to approval of property lease.	

## Strategic Priority #1: Establish Organizational Infrastructure and Raise Funds for First Year of Operations

Overall Objective	Action Steps	Responsible Party	Timeline	Progress
1-F. Develop initial budget for 2012-2014.	a) Review information from similar local organizations (i.e. New Day, Cuidando) and national LGBT housing and youth organizations. b) Develop draft of budget. c) Adopt budget.	a) Members of Budget and Finance Committee. b) Budget and Finance Committee. c) Board.	a) September – October 2012. b) August – September 2013. c) October 2013.	In process. First draft budget approved in October 2012 and second developed in August 2013.
1-G. Develop fund raising goals and plan.	a) Develop donor plan. b) Develop plan for seeking grants. c) Research potential revenue from government agencies (i.e. Medicaid, CYFD).	a-b) Fund Development Committee. c) Budget and Finance Committee.	a) Complete in April 2013. b) Summer – Fall 2013. c) Fall 2013.	
1-H. Implement initial fund raising.	a) Establish initial fund raising goal to secure first six months of operating costs before opening. b) Secure donor gifts. c) Write grants.	a-c) Fund Development Committee.	a) February 2013. b) April – December 2013. c) Start in spring 2014 after house open.	In process. Goal of \$150,000 to be raised by December 31, 2013.
1-I. Conduct public relations and marketing to position Casa Q in the community.	a) Secure consultant for website, logo and design. b) Select agency logo. c) Establish first agency website with Board bios, strategic plan, statistics and “donate here” option.	a-c) Public Relations and Marketing Committee.	a) March 2013. b-c) March – April 2013.	COMPLETE. Web site is live with accurate information as of June 2013.
1-J. Seek funding from state legislature under 2014 capital outlay budgets.	a) Determine purpose of funds, perhaps for a needs assessment. b) Gather existing data from groups like OSAH and AHCH. c) Make requests to legislators	a-c) Board.	a-b) Summer – Fall 2013. c) By December 2013.	

## Strategic Priority #2: Secure and License First Housing Facility

Overall Objective	Action Steps	Responsible Party	Timeline	Progress
2-A. Identify initial facility.	<ul style="list-style-type: none"> <li>a) Define needs for the initial facility such as number of bedrooms, layout, access to busses, neighborhood, etc.</li> <li>b) Talk to Bernalillo County officials and realtors serving the LGBT community to determine if discounted property can be secured.</li> </ul>	a-b) Real Estate Committee.	a-b) January – May 2013.	COMPLETE. Proceeding with Euclid after Board visit on May 15, 2013.
2-B. Research zoning issues.	<ul style="list-style-type: none"> <li>a) Identify neighborhoods without covenants or restrictions.</li> <li>b) Determine other zoning issues or neighborhood approval processes which would apply to this facility.</li> </ul>	a-b) Real Estate Committee.	a-b) May – June 2013.	
2-C. Lease facility and secure city approval.	<ul style="list-style-type: none"> <li>a) Draft and conduct legal review of lease.</li> <li>b) Seek approval of County Commission.</li> <li>c) Secure license from the City of Albuquerque.</li> </ul>	<ul style="list-style-type: none"> <li>a-b) Real Estate Committee and Board.</li> <li>c) Real Estate Committee.</li> </ul>	<ul style="list-style-type: none"> <li>a) August - September 2013.</li> <li>b) October 2013.</li> <li>c) December 2013.</li> </ul>	
2-D. Secure facility licensing from state to allow reimbursement from government agencies.	<ul style="list-style-type: none"> <li>a) Research CYFD licensing regulations and options.</li> <li>b) Determine which options allow funds to flow from Medicaid, CYFD and other sources.</li> <li>c) Implement process to secure initial licensing.</li> </ul>	a-d) Program Committee.	<ul style="list-style-type: none"> <li>a-b) February - June 2013.</li> <li>c) July – December 2013.</li> </ul>	In process. Board approved phased licensing during March 2013 and program model at July 2013 retreat.

## Strategic Priority #2: Secure and License First Housing Facility

Overall Objective	Action Steps	Responsible Party	Timeline	Progress
2-E. Obtain furnishings for house.	a) Develop a list of needed furniture (i.e. beds, desks, living room set, dining set) and furnishings (i.e. kitchen supplies, sheets, towels). b) Develop a list of start-up needs for the office and staff such as computers and office supplies. c) Secure in-kind donations from local businesses, churches and donors. d) Purchase other needed items.	a-b) Program Committee and Real Estate Committee. c-d) Volunteer team, with support from Fund Development Committee.	a-b) May – October 2013. c-d) November 2013 – January 2014.	

### Strategic Priority #3: Develop Programs and Recruit Staff

Overall Objective	Action Steps	Responsible Party	Timeline	Progress
3-A. Define services to be provided in house.	a) Visit and/or research similar organizations around the country to identify best practices. b) Establish initial programming. c) Identify best practices to be implemented in the future when funds are available (i.e. allowance for chores, mentoring) to allow next phases of licensing with more comprehensive programs.	a-c) Program Committee.	a-c) February – September 2013.	
3-B. Develop staffing plan.	a) Develop plan that includes 24-hour coverage of facility and delivers program needs. b) Develop key job descriptions. c) Develop descriptions for additional positions.	a) Budget and Finance Committee and Program Committee. b) Program Committee. c) Program Director.	a) By August 2013. b) September - October 2013. c) November – December 2013.	
3-C. Recruit and hire staff.	a) Advertise positions. b) Interview and select Program Director. c) Select other staff. d) Ensure compliance with state and federal laws and regulations regarding hiring and compensation.	a-b) Board officers. c-d) Program Director, with support of Board officers.	a-b) November 2013. c-d) November 2013 – January 2014.	
3-D. Train staff.	a) Develop training materials and identify outside training resources.	a) Program Director, with support of Board officers.	a) November 2013 – January 2014.	
3-E. Recruit volunteers to serve as role models within the house.	a) Define volunteer role. b) Conduct background checks. c) Coordinate and supervise volunteers.	a-c) Program Director and other agency staff.	a-c) Ongoing from December 2013.	