

# Strategic Plan 2014-2018

Developed by Inland Oasis, Inc.

Updated January 22, 2014

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## **Acknowledgements**

This plan is a collaborative effort of many individuals. We would like to acknowledge all Inland Oasis, Inc. Board of Directors members, Program Directors, Employees, Volunteers, ,and members of the gay, lesbian, bisexual, transgendered, intersex and allied communities living in the Palouse region that worked long, hard hours to create the ideas and actions that are presented in this plan..

The following list reflects those who have contributed to the work of IACHA:

### **2013 Board of Directors**

Lauretta Campbell  
Elizabeth Foster  
Virginia Solan  
Erik Walker (retired)  
Jennifer Whitney

### **Program Directors**

Chris Bidiman – HIV Programs  
Julia Keleher – Youth Programs (retired)  
Kathy Sprague – Palouse Pride

### **Inland Oasis, Inc. Staff**

Chris Bidiman – Executive Director

## **Mission Statement**

The mission of Inland Oasis is to develop and maintain a community center in which to conduct and support educational, social and health programming for the lesbian, gay, bisexual, transgendered, intersex and allied communities on the Palouse, Southeastern Washington and North Central Idaho.

## **Introduction**

The Inland Oasis, Inc. Strategic Plan 2014-2018 provides a collaborative mechanism to identify and address the most significant issues related to the needs of gay, lesbian, bisexual, transgendered, intersex and allied persons living in the Palouse region, to maximize coordination, integration and effective services, programs, events, and fundraising.

### **Inland Oasis, Inc.'s Response**

The community planning process was held in spring of 2013. During this time, participants recommended multiple goals for each of the following categories:

- Agency (Inland Oasis, Inc.)
- HIV Programs
- Palouse Pride
- Youth Programs

Recommendations were later examined to determine feasibility, time lines, responsible parties, action steps, etc.

In addition to program specific goals and activities, six (6) committees were established for on-going agency development. These committees were defined as:

- Social Life/Activities
- Fundraising/Grant-writing
- Advertising/Marketing
- Board/Committee recruitment
- Administrative/Program Heads
- Program Committee

Furthermore, to guide comprehensive inclusion, a "Membership Matrix" was created and implemented to guide recruitment. The Matrix outlines dedicated Board of Directors positions for the following demographics:

- Gay Male
- Lesbian
- Bisexual
- Transgendered
- Queer
- Intersex
- Ally (3 positions)
- Parent (2 positions)
- Health
- Youth
- HIV Positive
- Drag Queen/King

### **About Goals**

All goals, activities, strategies, etc. are presented in chronological groupings. Strategies are further grouped within programmatic development within chronologic groupings.

## One Year Goals

Items listed within this classification are to be concluded by December 31, 2014.

<b><i>Year 1: Focus Area 1: Agency/ General</i></b>						
Strategy		Activities		Responsible Parties	Timeline	Comment
A	Secure and maintain ADA compliance through wheelchair ramp installation	1	Secure funding	Executive Director	By June 30, 2014	Completed
		2	Secure contractor			
B	Increased social media presence	1	Utilize Facebook page for agency events, fundraising, awareness, etc.	Executive Director	By December 31, 2014	Ongoing
C	Updated Bylaws	1	Obtain legal services for Bylaws review/revision	Executive Director	By February 1, 2014	Completed
		2	Administrative review of legal rendition	Executive Director, BOD President	By January 31, 2014	Completed
		3	Review of finalized version	Board of Directors	By February 1, 2014	Completed
		4	Adoption at Annual Meeting	Board of Directors	By February 5, 2014	Completed
D	Ceiling mount projector	1	Obtain appropriate equipment to ceiling mount projector	Executive Director	By June 1, 2014	This possibility is being researched but not likely
E	Install electrical outlets in back room	1	Secure funding	Executive Director	By December 31, 2014	Completed
		2	Secure electrical contractor	Executive Director	By January 1, 2015	Completed
F	Board Orientation Packet	1	Administrative review of draft	Executive Director, BOD President	By January 31, 2014	Completed
		2	Review of finalized version	Board of Directors	By February 1, 2014	Completed
		3	Adoption and implementation	Board of Directors	By February 5, 2014	Completed

G	Installation and utilization of agency computers	1	Prepare/obtain necessary hardware for a minimum of one (1) permanent agency computer	Technical Assistance Provider	By December 31, 2014	In progress
		2	Prepare/obtain necessary software to fulfill the minimum necessary tasks: Archiving, holding agency documents (including photos), client scheduling/monitoring, membership monitoring, public use, etc.	Technical Assistance Provider	By December 31, 2014	In progress
H	Enhance general membership	1	Implement appropriate computer software to track individual membership (terms, due renewal dates, etc.)	Technical Assistance Provider and Executive Director	By December 31, 2014	
		2	Import any existing membership information into new programming	Technical Assistance Provider and Executive Director	By December 31, 2014	
		3	Increased Membership Recruitment, including dues payment and incorporating new members into tracking software and agency	Board of Directors  Executive Director	On-going	

**Year 1: Focus Area 2 : HIV Programming**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Increase website inter-activity – Example: Sexual risk assessment web-based quiz	1	Design risk assessment questions	Executive Director	By January 31, 2014	Completed
		2	Design question scoring structure			Completed
		3	Publish quiz on website and promote via social media	Web Master Social Media Monitor	By February 1, 2014	Completed
		4	Analyze results	Executive Director	By February 5, 2014	Completed  *Review indicated this activity was not effective and was discontinued*
B	Increased program “legitimacy” and community awareness	1	Development of advertising campaign(s) to be used in low-cost medias	Executive Director	By July 1, 2014	
		2	Implementation of targeted advertising	Executive Director	By July 31, 2014	
		3	Participation in 3 or more community events (ex. health fairs) during the year	Executive Director	By December 31, 2014	
C	On-going/increased education	1	Annual attendance at United States Conference on AIDS	Executive Director Board President	Annual	In progress for USCA 2014
		2	Detailed program (funding, allowable services, client time, etc.). for Board of Directors	Executive Director Board of Directors	By December 31, 2014	
		3	HIV Updates for area medical providers with	Executive Director	By December 31, 2014	This is an NWAETC

Remove Activity



			possible CEU/CMU's			project
D	Achieve a 1% seropositivity rate	1	Identify target populations most at-risk for HIV acquisition	Executive Director	By January 5, 2014	Completed with new CTRS contract
		2	Recruit target population(s) through various medias (social media, community events, bar crawls, etc.)	Executive Director	On-going	
		3	Implement on-site HIV Testing to target population(s) in a minimum of two (2) locations outside of Inland Oasis	Executive Director	By December 31, 2014	
E	Client Tracking	1	Research appropriate Electronic Medical Records (EMR) system to best capture repeat tester information	Executive Director	By December 31, 2014	
		2	Secure funding for software	Executive Director	By December 31, 2014	
		3	Implementation of software into agency technology	Executive Director Technical Support	By December 31, 2014	

**Year 1: Focus Area 3: Palouse Pride**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Enhanced visibility/awareness	1	Increased media coverage beyond radio; include video for later publicity	Pride Coordinator	By Palouse Pride 2014	
		2	Enhanced website media coverage			
B	Increased attendance	1	Solicit business owners (especially sponsors) to march	Pride Coordinator	By Palouse Pride 2014	
		2	Promote more family oriented events (ex. cake walk)			
		3	Provide an all-ages “bouncy castle” (or similar style playground)			
C	Enhance operational procedures	1	Maintain an active and efficient committee	Pride Coordinator	By June 1, 2014	
		2	Create a thorough training manual/checklist with timeline(s) and protocol	Pride Coordinator Executive Director	By December 31, 2014	

**Year 1: Focus Area 4 : Youth Programming**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Programmatic stability and guidance	1	Review and edit, as necessary, all existing Policies and Procedures	Youth Administration Executive Director	By June 30, 2014	In progress
		2	Review and fully understand all laws surrounding reporting and confidentiality in crisis response situations	Youth Administration	By June 30, 2014	In progress
		3	Develop and implement protocol (based on past, present, and potential future occurrences) pertaining to crisis response situations	Youth Administration Board of Directors	By August 1, 2014	In progress
B	Meet the necessary needs of the youth	1	Providing a safe space and a place to make friends	Inland Oasis Youth Activities	By August 31, 2014	Open house scheduled for 9/8/14 17:30 – 19:30
		2	Provide stress management: i.e. games	Youth Activities	By August 31, 2014	
		3	Function in an educational and social support capacity	Youth Activities	By August 31, 2014	
C	Build and maintain youth involvement	1	Hold multiple events/gatherings/etc. per week	Youth Activities	By September 30, 2014	
		2	Hold a youth retreat no less than one time annually	Youth Activities	By December 31, 2014	
D	Financial Stability	1	Youth led fundraising	Youth	On-going	
		2	Grant writing	Youth Director	On-going	

## Three Year Goals

Items listed within this classification are to be concluded by December 31, 2016.

<b><i>Years 2-3: Focus Area 1: Agency/ General</i></b>						
Strategy		Activities		Responsible Parties	Timeline	Comment
A	Obtain and maintain "community buy-in"	1	Increased use of space as a Community Center	Executive Director  Board of Directors	By Palouse Pride 2016	
		2	Host other group meetings (ex. GSA)	Executive Director	By Palouse Pride 2016	In progress
		3	Host LGBT focused substance use/abuse programs	Executive Director	January 31, 2015	In progress
		4	Maintain up to date LGBT Calendar	Executive Director  Board of Directors  Webmaster	By June 1, 2015	In progress
B	Increased External Visibility	1	Increase "adult" based social activities (involve multi-organizational collaboration when possible)	Social Committee	By Palouse Pride 2016	
		2	Partner with students needing grant writing/fundraising experience for course credit	Executive Director	By December 31, 2016	
		3	Membership recruitment	Board of Directors	On-going	
		4	Board recruitment while observing Membership Matrix	Board of Directors	On-going	

C	Building maintenance/beautification	1	Secure funding to replace street signage	Executive Director	By June 30, 2015	Completed
		2	Final design of street sign and new logo(s)	Executive Director Webmaster	By June 1, 2015	In progress
		3	Final installation of signage	Executive Director	By August 1, 2015	
		4	Installation of foliage, outdoor seating, awnings, etc. to create a professional and welcoming image	Executive Director	By August 1, 2015 On-going	

**Years 2-3: Focus Area 2 : HIV Programming**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Increased outreach and target population recruitment	1	Advertising campaigns w/ minimal cost and target location (ex. bathroom stalls)	Executive Director Local Businesses	By August 31, 2016	
		2	“Condom raids/pub crawls” no less than one time per month	Executive Director Volunteers Local Businesses	By December 31, 2016	
		3	Provide HIV info kits for medical providers, twice annually	Executive Director	By January 1, 2016	
		4	Provide education/training/ etc. re: services, test technologies, etc. to WWAMI students	Executive Director WWAMI Coordinator	By December 31, 2015	
B	Increased testing (new patient and retention of repeat patient)	1	Digital reminders for follow up testing – possibly run through the EMR	Executive Director	World AIDS Day 2015	
		2	Off-site testing throughout District 2, working with local providers	Executive Director	June 1, 2016	
C	Enhanced financial stability	1	Seek grant funding	Executive Director	On-going	In progress
		2	Solicit community donations	Executive Director Board of Directors	On-going	
		3	Donation requested at time of testing services	HIV Testing Staff	By January 31, 2015	Implemented
		4	Insurance billing under ACA	Executive Director	By December 31, 2015	

**Years 2-3: Focus Area 3: Palouse Pride**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Enhanced March	1	Increase March participation to 400+ individuals	Pride Coordinator	By Palouse Pride 2015	
		2	Organize and execute March as a Parade (with permits, etc.) due to participation, etc.		By Palouse Pride 2016	
B	Enhanced Festival	1	Provide and promote more engagement/ interactive options; ex. games	Pride Coordinator	By Palouse Pride 2015	
		2	Implement a Dunking Tank (and other carnival style activities) as potential fundraisers		By Palouse Pride 2016	
		3	Make use of the large rainbow flag/parachute		By Palouse Pride 2015	
		4	Secure 100 + unique vendors/exhibitors		By Palouse Pride 2016	
		5	Secure multiple, diverse food vendors		By Palouse Pride 2015	
C	Overall experience	1	Produce Palouse Pride weekend as a destination event	Pride Coordinator	By Palouse Pride 2016	
		2	Produce and have available LGBT Friend Business Guides	Pride Coordinator  Pride Committee  Executive Director		

**Years 2-3: Focus Area 4 : Youth Programming**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Community “buy-in”	1	Utilize/collaborate with area GSA’s	Youth Director	By September 1, 2016	
		2	Promote a sense of “ownership” among youth	Youth Director	By December 31, 2016	
		3	Obtain and promote on-going parental support	Youth Director  Board of Directors	By January 1, 2015	
		4	Maintain an advisory board with youth	Youth Director  Youth	By January 1, 2015	
B	Community presence	1	Promote a positive reputation among area (not just students)	Youth Director  Board of Directors	By January 1, 2015  On-going	
		2	Train and support student ambassadors	Youth Director	By Palouse Pride 2015	
C	Enhance available services	1	Develop and follow a comprehensive curriculum similar to OWL	Youth Director  BOD President	By January 1, 2015	
		2	Coordinate a transportation system for youth in need	Youth Director  Executive Director	By December 31, 2015	
		3	Maintain youth access to appropriate referrals, resources (incl. counselors, speakers, etc.)	Youth Director  Board of Directors	By January 1, 2016	



D	Structural	1	Sustainability	Youth Director Board of Directors	By January 1, 2015 On-going	
		2	Maintain no less than two or three coordinators	Youth Director Board of Directors	By December 31, 2015 On-going	

## Five Year Goals

Items listed within this classification are to be concluded by December 31, 2018.

<b><u>Years 4-5: Focus Area 1: Agency/ General</u></b>						
Strategy		Activities		Responsible Parties	Timeline	Comment
A	Financial stability	1	Event based fundraising (ex. Bingo)	Board of Directors	By January 1, 2017  On-going	
<b><u>Years 4-5: Focus Area 2 : HIV Programming</u></b>						
Strategy		Activities		Responsible Parties	Timeline	Comment
A	Financial stability	1	HIV related dollars used exclusively for HIV related services/HIV programming not acting as primary funding source	Executive Director  Board of Directors	By World AIDS Day 2018	
B	Increased visibility					
<b><u>Years 4-5: Focus Area 3: Palouse Pride</u></b>						
Strategy		Activities		Responsible Parties	Timeline	Comment
A	Execute as a large-scale event (ex. Seattle Pride)	1	Hire a well-known, non-drag headliner (ex. Annie Lennox)	Pride Coordinator	By Palouse Pride 2018	
		2	Produce a program book with all events, sponsors, volunteers, etc. with ad space available for purchase	Pride Coordinator  Executive Director	By Palouse Pride 2018	

**Years 4-5: Focus Area 4 : Youth Programming**

Strategy		Activities		Responsible Parties	Timeline	Comment
A	Access	1	Maintain a teacher “point person” at each school	Youth Director	By September 1, 2017  On-going	
		2	Youth A.A. and AlAnon groups	Youth Director	By December 31, 2018	
B	Foundation for community service					