



STRATEGIC PLAN | 2023–2026

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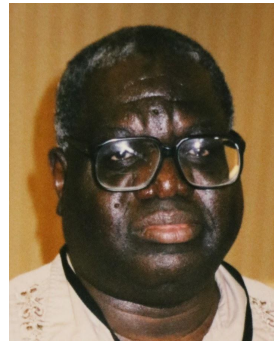
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Co-Chairs' Message

This strategic plan defines goals regarding where we want our organization to go and what we seek to accomplish over the next several years. The plan seeks to actualize our statement of purpose.

The purpose is also to provide information to membership and other stakeholders about the organization and how we are accountable to the public for programs and services and fiscally responsible to our donors.

We wish to thank the Strategic Planning working group for developing this plan and the Board for its support.



Ollie Lee Taylor



James Triem



Our Organization

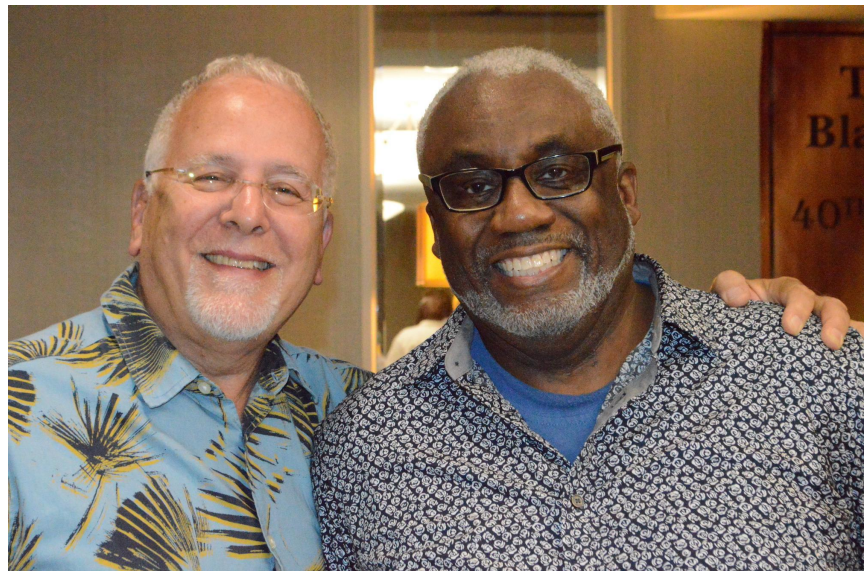
Statement of Purpose

The National Association of Black and White Men Together is a gay multicultural, anti-racism organization committed to fostering supportive environments wherein racial and cultural barriers can be overcome and the goal of human equality realized. To these ends, we engage in educational, political, cultural, and social activities as a means of addressing the racism, sexism, homophobia, HIV/AIDS discrimination, and other inequities in our communities and in our lives.

What is NABWMT

NABWMT is committed to anti-racism as a theme for all we do.

We focus on fostering respect, honesty, and communication among people of different races, ethnicities, and cultural backgrounds. We are a gay, multi-racial, multicultural organization for all people.



Who makes up NABWMT

NABWMT is a collective nationwide network of affiliated chapters that identify as Black and White Men Together (BWMT), Men of All Colors Together (MACT), or People of All Colors Together (PACT) in keeping with the cultural dynamics of their respective areas, and members at-large.

History

In May 1980, NABWMT founder Michael Smith placed an advertisement in [The Advocate](#) for a potluck that attracted 20 people.^[4] Within a year of its founding, local chapters were established in New York, Boston, Philadelphia, Washington DC, Los Angeles, Memphis, Chicago, Detroit, Atlanta, and Milwaukee.^[5] Chapters named "Black and White Men Together," "Men of All Colors Together," "GREAT (Gay Racially Equal

And Together) Men of (city)," and "People of All Colors Together" which included women, under the NABWMT umbrella. Local chapters hosted social and educational events supporting their communities.

During the late 1980s in response to rising AIDS cases, local BWMT chapters founded the [National Task Force on AIDS Prevention](#) (NTFAP) and Bay Area HIV Support and Education Services (BAHSES).



Our Values

NABWMT is based on recognition of equality and is fueled by action, advocacy, compassion, and sacrifice. Members remain committed to the principle that our lives and rights are worthy to be recognized, valued, respected, and most importantly cherished. Correspondingly, we embrace the following values to guide our internal and external actions.

- **Respect**
- **Honesty/Integrity**
- **Justice**
- **Accountability**
- **Empathy**

In addition to our guiding values, we embrace the following aspects for internal and external activities, communication, and coordination.

- **Solutions-Oriented**
- **Celebration**
- **Relevancy**
- **Legacy**



Goals and Performance

NABWMT has established four strategic goals and corresponding key performance indicators that guide activities to achieve our mission.

Strategic Goal 1: Membership Growth

NABWMT remains mission-driven and people-focused. We continue to strive for healthy and strong internal and external relationships. We are mindful that our contributions, individually and collectively, can influence how we lead and grow the organization.

Goal 1.1 Membership

Increase and retain membership.

NABWMT embraces a diverse membership from all walks of life. People of all colors are therefore welcome as members. The NABWMT network can support members no matter where they live. Membership is included with an annual convention registration. As an organization without paid staff, NABWMT relies on volunteers for everything we do.

To increase membership we will develop email and social media campaigns that inform people about programming relevant to the lives and locations of potential members. Campaigns will use videos and testimonials to invite participation prior to events and activities.

Goal 1.2 Chapter Development

Support existing and new chapter development.

The NABWMT Board of Directors can offer resources and tools to support existing and new chapters.

The Board also encourages and is available to facilitate collaboration between NABWMT chapters and also with national and local stakeholders.

Chapter types:

- Formal – These chapters have officers, maintain minutes and pay dues to NABWMT. Example activities include periodic meetings, media statements and

action on key issues including racial justice and discrimination, and community service.

- Informal – These chapters comprise individual members who organize social activities. Example activities include birthday dinners, parties, bowling, and other social activities.

The transfer of institutional knowledge is important for succession planning and to provide transparency and consistency among chapters. Therefore, to best support chapter development and leadership, the Board will conduct seminars to develop competencies in planning, funding, implementing, and documenting local area programs.

Key Performance Indicators

- Develop monthly email blasts and weekly social media posts with invitations to upcoming events and highlights of recent activities.
- Increase paid memberships by 15% each year, over the next four years.
- Create a chapter development video.
- Finalize the manual that describes structure, organization, and activities and include a user-friendly summary.
- Research and identify by November 30, 2023 three locations for new or reactivated chapters.
- Implement up to three new chapters and one virtual chapter over the next four years.
- Develop by November 30, 2023 a framework to leverage members' expertise in planning and delivering value-added programs and services.

Strategic Goal 2: Programming

Programming for members and the public focuses on activities for individual, interpersonal, community, and organization improvement.

To best meet local area needs, programming should be customer-centric, flexible, agile, and adaptable. Programs must include a mechanism for feedback to gauge effectiveness. Our philosophy for program delivery is based on four guidelines:

- Develop program and service designs that incorporate flexibility rather than an all-or-nothing approach.

- Act as sponsors, coaches, and mentors to chapters and stakeholders to advance organization mission.
- Focus on experiences and benefits that matter to members and target audiences.
- Utilize Board and committee expertise and diverse experience gained through past projects.

Goal 2.1 Education

Implement programs to address member and community issues.

Currently, primary educational programming areas include workshops at the annual convention and BMISJ (Bush Mallon Institute for Social Justice) events which occur throughout the year and at annual conventions.



The Bush Mallon Institute for Social Justice (BMISJ) provides safe, inclusive, and supportive educational programming for individuals who identify as gay, lesbian, bisexual, or transgender, as well as those who are interested in learning about LGBTQ+ issues. NABWMT is committed to promoting anti-racism, diversity, and social justice, and aims to create a community where all individuals are respected and valued. Correspondingly, this focus on education, advocacy, and community-building can empower individuals to embrace their identities, build resilience, and create positive change in their lives and in society.

External programming shall target communities outside of NABWMT to address key areas of interest such as voting rights, HIV/AIDS information, and LGBTQ+ discrimination and violence.

Goal 2.2 Leadership Development

Promote practices, policies and options that foster leadership and participation.

The NABWMT Board is committed to ensure that board members, members and stakeholders feel valued for individual contributions and in planning programs. Annual awards are presented for Communications, Programming, and Fundraising. In addition, new Board members are mentored in communication, collaboration, and coordination. Regular engagement and subsequent feedback are critical to convey both member and chapter issues.

Board member orientation includes:

- Organization values and history
- Meeting procedures
- Programming and reporting
- Funding and financial management

Goal 2.3 Engagement

Bring people together for educational and social activities.

The Annual Convention is where members learn, teach, strategize and socialize. It features NABWMT's primary programming and social activities of the year and provides



the venue for reporting findings and accomplishments of each chapter. Each convention encourages participation, collaboration and coordination between the Board, committees, chapters, members and stakeholders.

Virtual meetings take place regularly

throughout the year to foster communication, support well-being, exchange ideas, and address individual, local and national topics. Separate Black and White caucus meetings occur periodically as well as Sunday evening rap sessions.

We encourage engagement outside of convention initiated by local chapters. Events can be held, perhaps in coordination with local colleges or other stakeholders. These activities can be shared nationwide with the NABWMT audience virtually, or via subsequent posting on the website and social media.

Goal 2.4

Political Action

Identify and implement actions to effect political change.

NABWMT identifies and responds to political speech and actions that may adversely affect rights of members, the LGBTQIA+ community, and any group or individual based on race, ethnicity, gender or identity.

Recurring issues include voting rights, community safety, accountable policing, freedom of speech, censorship, healthcare, marriage and reproductive rights.

NABWMT addresses selected national and local issues by the following activities:

- Website and media statements regarding events and policies that impact racial justice and human equality.
- Podcasts offering in-depth commentary and education.
- Presentations and speaker forums highlighting issues, impacts and responses.
- Education and community engagement to empower individuals and groups to respond on the local and national level.
- Opportunities for members to assist in voting rights initiatives.



This commitment to political action through advocacy, media efforts, and outreach supports LGBTQIA+ and minority communities and businesses.

Key Performance Indicators

- Convene two BMISJ consciousness raising sessions per year. These shall be informal discussions led by a volunteer to improve self awareness for participating members and other interested individuals.
- Convene two in-person BMISJ seminars per year. These shall be led by professionals with advanced planning for the general public.
- Develop a Board orientation package.
- Continue holding standing meetings, including the annual national convention and virtual Black and White caucuses and all-member supportive discussions.
- Provide *monthly* member communications via email regarding current events of concern.
- Convene *one or more panel discussions or events* outside the annual convention regarding issues, impacts and responses for mission related issues.
- Send quarterly press statements and social media posts to selected media outlets about our local, state and national activities.



Strategic Goal 3: Fiscal Stability and Responsibility

Sound financial management improves programming effectiveness and is critical for pursuing financial support. Fiscal responsibility requires that objectives be clear and capital resources be used responsibly to meet goals. To increase financial resilience, we seek to expand sources of income and strengthen fundraising.

Goal 3.1

Fiscal Accountability

Maintain accountability processes for income, expenses, and reporting.

NABWMT has investment accounts with restrictions on use and access, and a checking account for day-to-day operations. The following actions instill membership confidence and are required to maintain non-profit status and Federal/State regulatory tax compliance.

- Provide financial reports at board meetings.
- Create an annual budget to guide fundraising and spending.
- Conduct a financial report briefing for the general membership at the Annual Convention.
- Advise Board of Directors prior to filing annual Federal and State Tax reporting forms or other fundraising filing forms.
- File the IRS form 990 and/or other forms annually as required.
- Engage a qualified outside party to review books and recommend procedural improvements.

Goal 3.2

Fundraising

NABWMT has restricted funding by design within our capital accounts. Accounts can only be accessed for an approved intended purpose and only during certain periods throughout the year.

To support and encourage growth, restricted accounts are used as described below:

- The Wendell Roberson Fund is for members living with HIV/AIDS, allowing these individuals to participate in the Annual Convention.
- The Michael Smith Trust Fund is dedicated to assist in organization operation.
- The B. Chambers Scholarship Fund allows the organization to invest in postsecondary education of a selected student.

Unrestricted accounts and relevance are described below:

- The Ken Pavlick Trust is an unrestricted fund for which the Board directs spending. This fund has been used to subsidize conventions and the commemorative booklet for the 40th anniversary.
- The general checking account includes funds raised via membership dues and donations, including those from the following Annual Convention events: silent auction, Talent/No Talent Show and Co-Chairs luncheon.

We have used these tools to subsidize convention registration and we aspire to continue doing so. However, the names and purposes of the funds may change.

Fundraising Strategies

Annual Individual, Couple and Chapter memberships and fundraisers at Convention provide revenue as working capital. We will continue these activities. In addition, we will pursue the following new fund raising activities:

- CFC (Combined Federal Campaign)
- Program-specific grants

The Michael Smith Legacy Fund will be spent down slowly over a period of years while returns on its investments stretch its impact. It can be replenished through a planned giving program.

The B. Chambers Scholarship Fund has been raised annually primarily through a social media campaign led by a committee. This fund is expended and replenished annually for scholarships.

The Ken Pavlick Trust will be spent down during the course of this strategic planning period. We will pursue replacing or replenishing this through a planned giving campaign.

Goal 3.3 Planned Giving Campaign

Secure dedicated contributions.

Planned Giving is when a person dedicates money to a particular recipient, such as NABWMT, in their will or other legal document. NABWMT will confer with experts to design a Planned Giving campaign to guide potential donors. Contribution categories include:

- One-time donation at any time with specific contribution recognition if consented
- Bequeathed funds through a Last Will and Testament
- Legal transfers of bank and investment accounts upon death
- Distribution to organization as a beneficiary on life insurance and retirement annuities and Individual Retirement Accounts
- One-time or recurring donation to sponsor a specific event, program, or seminar

The organization appreciates all donations, regardless of size. We also welcome and encourage members to contribute non-financially through their selfless dedication now and into the future.

Key Performance Indicators

- Refine a financial planning, budgeting, and execution process that can be implemented each fiscal year and updated as needed.
- Incorporate indirect costs into program budgets to convey total costs of program delivery.
- Initiate a phased Planned Giving Campaign Program by November 30, 2023.
- Identify and pursue at least three fundraising opportunities outside of the Annual Convention such as the CFC (Combined Federal Campaign), B. Chambers Fund, program-specific grants, and others.

Strategic Goal 4: Infrastructure Improvement

Up-to-date infrastructure is critical for documentation and planning. As a volunteer organization, the NABWMT Board and members utilize personal hardware and software. The Board will consider software platforms and options to maintain effectiveness and efficiency and allow real-time collaboration. Focus areas include internal and external communication; data management; financial analysis and reporting; and activity documentation.

Goal 4.1 Modernization

Update technology regularly for documentation and communication.

Review of and investment in cost-effective technology upgrades will improve effectiveness and efficiency related to:

- Financial planning
- Data analysis and documentation
- Program development and review
- Communication internal and external to the organization.

To do so NABWMT will solicit expertise in establishing needs and then brainstorm innovative ways to implement improvements.

Goal 4.2

Data Collection and Analysis

Utilize quantitative and qualitative data to improve outcomes.

A data-driven program planning process requires sound data collection and analysis. The Board will track expenses by program area and use attendance data and feedback to evaluate and improve programs and inform budgeting.

In addition, this data can serve to identify progress in achieving goals and objectives that will be reported in annual operating and performance reports.

Goal 4.3

Annual Reporting

Document and report achievements annually.

The Strategic Plan is a living document that can be modified as appropriate. The Board shall discuss accomplishments, key performance indicators, and potential actions. Co-chairs shall report accordingly at the annual general membership meeting.

Key Performance Indicators

- Evaluate and upgrade as needed our software and procedures for data logging such as member information, program activities and outcomes, communications, analysis, and reporting.
- Review program-specific expenses and outcomes in coordination with annual financial reporting and programming.
- Redesign system architecture for archiving items of historical significance.

2023-2026 Strategic Goals – Responsible Committee

<i>Strategic Goal</i>	<i>Responsible Committee</i>
Strategic Goal 1: Growth and Enrichment	
1.1 – Membership	Chapter Development & Membership Media & Communications Bush-Mallon Institute for Social Justice
1.2 – Chapter Development	Chapter Development & Membership Bush-Mallon Institute for Social Justice
Strategic Goal 2: Customer Driven Programs and Services	
2.1 – Education	Education Bush-Mallon Institute for Social Justice
2.2 – Leadership Development	Executive Administration
2.3 – Engagement	Executive Administration Chapter Development
2.4 – Political Action	Political Action/Vote Media & Communications Bush-Mallon Institute for Social Justice
Strategic Goal 3: Fiscal Stability and Responsibility	
3.1 – Fiscal Accountability	Finance/Fundraising Administration
3.2 – Fundraising	Finance/Fundraising
3.3 – Planned Giving Campaign	Finance/Fundraising Bush-Mallon Institute for Social Justice
Strategic Goal 4: Infrastructure Improvement	
4.1 – Modernization	Administration Media & Communications Finance/Fundraising
4.2 – Data Collection and Analysis	Administration Media & Communications Bush-Mallon Institute for Social Justice Political Action
4.3 – Annual Reporting	Executive Administration