

CONSULTANT DRAFT
(Report Approval scheduled March 25, 2007)



Rainbow Families of New Jersey (RFNJ) is an all-volunteer, non-profit 501(c3) organization dedicated to serving the needs of lesbian, gay, bisexual and transsexual (LGBT) parents, their children, and those interested in becoming parents.

Rainbow Families of New Jersey

Mission Statement

The mission of Rainbow Families of New Jersey (RFNJ) is four-fold:

- To provide a means for New Jersey's LGBT parents to form community.
- To support LGBT people in their efforts to become parents.
- To foster an awareness of and respect for LGBT-headed households to the general public.
- To advocate for the issues and concerns that face LGBT-headed families.

Board of Directors

Officers

Elena Gerstmann - President
Amy VanPelt - Vice President
Nancy Friedman – Treasurer
Maria Towe – Secretary

Board Members

Kendall Blythe	Carmen Machado
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Kristin Broggi	Marcy Nicholson-McFadden
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Rainbow Families of New Jersey

2007 Strategic Overview *continued*

2007 Executive Summary: Strategic Planning Day

As a result of the day-long working session in January, the steering committee members in attendance agreed upon 3, 6 and 12-month objectives needed in order to meet the strategic goals. Encompassing all the specific goals and new developments was the agreed upon conceptual vision of creating a stronger and more sustainable organizational structure.

While RFNJ is thriving in general terms, the volunteer leadership has been feeling over-taxed emotionally and over-worked physically. As such, the business of running the organization had fallen into a slump of managing meeting-to-meeting. While an overall annual calendar was created by which all the volunteers adhered, actual operations were experiencing difficulty getting beyond event-planning functionality.

All members in attendance agreed to invest in an increased short-term workload required to build an effective and enlarged foundation of Rainbow Families governance, decision-making processes and volunteer efforts for the future.

As a means of focusing the facilitated dialogue, the group began with a prioritization exercise encompassing both the organization's core mission and then a list of over 40 potential activities that all fell within its scope.

In reviewing the prioritization exercise, the steering committee came to the determination regarding item four in the mission statement. While advocacy is critical to the parenting community and the RFNJ membership, it is also the sole focus of at least one strong sister organization and an activity of several other statewide groups. As such, the leadership decided to create a system whereby RFNJ could collaborate with the efforts of those more legislatively and legally focused organizations thereby freeing volunteer energies to focus on the other three core-items of the mission.

Through an examination of the past, present and potential future activities of RFNJ as well as small and large group focused discussion, a plan was reached that included the creation of four working groups: Membership Services, Media & Marketing, Fundraising & Organizational Development and Volunteer Coordination.

Each new committee was seeded with two to four steering committee members and given the charge to recruit additional volunteers from the membership-at-large. Additionally, each task force was assigned specific tasks and goals to accomplish in order to build a renewable long-term committee and governance structure as well as develop future leaders.

Rainbow Families of New Jersey

2007 Strategic Overview

On January 21, 2007 the Steering Committee of RFNJ met to review the achievements of 2005-2006 and plan for the future development of the organization via the creation of 2007 Strategic goals and objectives.

2005-2006 Strategic Achievements

- Filed for and received 501(c)3 tax-exempt status; fully incorporated non-profit organization
- Renamed organization for greater transparency and consistency among other regional groups
- Launched new Rainbow Families logo
- Launched Website with greater capability:
- Upgraded content and format
- On-line payment
- Events posting
- Added two central New Jersey Events
- Family Picnic (Holmdel) & Family Beach Day (Bradley Beach)
- Hosted best-attended Family Conference
- Teen programming track

2007 Organizational Vision

- Focus on accomplishing the first two core mission items directly.
- Develop partnerships with sister organizations whose primary purpose is research or advocacy in order to accomplish the remaining mission indirectly.
- Create achievable activities and goals representing the current volunteer commitment of time, energy and capability.
- Strengthen the organizational capacity to achieve the mission and sustain future growth by creating a more in-depth volunteer and leadership-development structure.

Rainbow Families of New Jersey

2007 Strategic Overview *continued*

2007 Strategic Goals

- Develop Subcommittees
 - Membership Services
 - Media and Marketing
 - Fundraising & Organization Development
 - Volunteer Coordination
- Expand Website offerings
 - Provide expansive resource directory
 - Launch affinity group “chat rooms” or message boards
 - Provide Membership Directory via password protected access
- Strengthen sponsorship support through bundled advertising packages
 - Website, Newsletter, Events
- Revitalize SOLF (Starting Our Lambda Families) Group
 - Reach out to potential parents
 - Provide regular meetings and workshop
- Increase volunteer involvement from larger RFNJ membership
- Sponsor our best ever Parenting Conference in Fall 2007

2007 Committee Objectives

Membership Services

0-3 months

- Utilize Parents’ Day as an opportunity for volunteer recruitment
- 2007 Renewal Process Implementation

3-6 months

- Develop Member Benefits Survey
- Ensure continuation of SLF
- Create Directory and disseminate (possibly via email PDF prior to printable 6+ months)
- Investigate future communications home: Current Listserv vs. Yahoo, Gmail, etc

6 months and beyond

- Implement web-related updating system
- Distribution and analysis of member benefits survey

Rainbow Families of New Jersey

2007 Strategic Overview *continued*

Media & Marketing

0-3 months

- Draft high level short and long term Media & Marketing Plan

3-6 months

- Ensure events are correct on the website
- Create fact sheet
- Develop media communications cycle
- Research liaison organizations
- Create outreach opportunities via website
- Incorporate branding into all RFNJ materials and communications

6 months and beyond

- Implementation of plan top priorities

Fundraising & Organizational Development

0-3 months

- Create detailed 3,6,12 and 24-month Development Plans
- Develop Operating Budget
- Develop detailed Sponsorship Plan (with coordination into other groups)

3-6 months

- Implementation of plan top priorities

6 months and beyond

- Continued implementation of plan
- Analysis of membership retention

Volunteer Coordination

0-3 months

- Utilize Parents' Day as an opportunity for volunteer recruitment
- Create Volunteer Coordination Plan

3-6 months

- Develop volunteer opportunities descriptions
- Create a template for volunteer activities at events
- Implementation of plan top priorities

6 months and beyond

- Continued implementation of plan