

STRATEGIC PLAN

2026-2029



OUT
METROWEST

Fostering communities where
LGBTQ+ youth thrive

www.outmetrowest.org
info@outmetrowest.org

INTRODUCTION

From March 2025 to March 2026, OUT MetroWest engaged in a strategic planning process to guide the next 3-5 years of our organization. During this process, we explored where we are as an organization, where we are headed, and most importantly - how we will get there. The Strategic Planning Team centered youth voice throughout the process, holding brainstorming sessions with youth, and bringing drafts at each stage of the process to our programs to gather feedback.

Team

OUT MetroWest contracted with SOAR Management Consulting Group Consulting services to guide the team through the process, and with Dr. Hayley Haywood of Elevating Access to ensure we utilized an equity lens throughout the process. The core team consisted of two staff members, three board members, and one peer leader. Additional staff and peer leaders frequently joined the conversation and working sessions.

Process

With support from the SOAR Management Consulting Group consultants, the team developed and followed a map to ensure a timely and robust process that included drafting a new Mission, Vision, and Values, defining outcomes, a SWOT analysis, defining objectives, and creating an action plan. Throughout the process, we engaged equity-centered practices and exercises.

The most significant data that we utilized was compiled through a community survey that invited youth, staff, board members, volunteers, caregivers, and community members to share their thoughts, ideas, and needs with OUT MetroWest. This survey revealed several themes about community needs that helped to inform our strategic plan for the next 3-5 years.

Deliverables

Together, the OUT MetroWest team and stakeholders have created:

- A new Mission, Vision, and Values
- Five Outcomes with supporting Goals & Objectives
- An Action Planning Map to track progress
- A comprehensive informational packet



In Solidarity,

The OUT MetroWest team



STRATEGIC PLAN OVERVIEW 2026-2029

Mission

OUT MetroWest fosters communities where LGBTQ+ youth thrive

Vision

We strive for a future where all LGBTQ+ youth are celebrated, connected, and affirmed in the wholeness of their identities.

Organizational Values



We've set these 5 Outcomes:

- Expand equitable access to affirming programs and supports that strengthen belonging, joy, and mental health outcomes for LGBTQ+ youth.
- Support youth leadership & self-determination so LGBTQ+ youth can grow in their self-agency.
- Increase community-wide engagement so that youth experience support in their daily lives.
- Build and retain a diverse, culturally responsive, and values-aligned staff and board that reflect the communities served.
- Strengthen our financial foundation by growing and diversifying funding sources.

**For more info, contact us at info@outmetrowest.org
or visit www.outmetrowest.org/strategicplan**



MISSION, VISION, VALUES

NEW MISSION

OUT MetroWest fosters communities where LGBTQ+ youth thrive

NEW VISION

We strive for a future where all LGBTQ+ youth are celebrated, connected, and affirmed in the wholeness of their identities.

NEW ORGANIZATIONAL VALUES



We intentionally chose to represent our values as a wheel, with 'Queer Joy' in the center. Queer Joy is the heart of our work, and the foundation for our other values. The wheel also showcases all values equally, not placing one higher than any other.



VALUE STATEMENTS

Agency

- We believe LGBTQ+ youth have the right and ability to shape their own futures. By centering their voices, we ensure their ideas, experiences, and dreams guide our work. Honoring agency means listening deeply, trusting youth as experts in their own lives, and creating space for confident, informed decision-making.

Compassion

- We approach each person with kindness, empathy, and understanding. We believe that compassion fosters trust and connection, allowing LGBTQ+ youth to feel seen, heard, and supported. By embracing each person's unique story, we create a space where LGBTQ+ youth can thrive.

Equity

- We are committed to breaking down barriers so that all LGBTQ+ youth can access the resources, opportunities, and support they deserve. We focus on the diversity of LGBTQ+ youth, celebrating every identity and creating programs that are welcoming, accessible, and shaped by the community. Grounded in equity and justice, we keep learning, growing, and standing with those most impacted by oppression.

Community

- We are committed to creating a strong sense of belonging and connection for all LGBTQ+ youth. Through supportive relationships, mentoring, and caring for one another, we build a community that values every person. Together, we share support, wisdom, and celebrate each other's successes.

Well-being

- We work hard to create a place where LGBTQ+ youth can be themselves without fear, knowing they are seen and respected. Our programs and community make sure every youth has the freedom to explore, grow, and thrive in a space that prioritizes their physical, emotional, and psychological safety.

Queer Joy

- We believe that joy is a powerful act of resistance. Queer joy is about embracing the fullness of life, celebrating identities unapologetically, and finding strength in our uniqueness. We are committed to creating spaces where LGBTQ+ youth can experience happiness, pride, and the freedom to express themselves with joy, laughter, and love.

OUTCOMES & GOALS

1

EXPAND EQUITABLE ACCESS TO SUPPORTIVE PROGRAMS & SUPPORTS

By the end of fiscal year 2029, OUT MetroWest will expand equitable access to affirming programs and supports that strengthen belonging, joy, and mental health outcomes for LGBTQ+ youth, centering cultural responsiveness and community representation.

2

GROW YOUTH LEADERSHIP & SELF-AGENCY PATHWAYS

By the end of fiscal year 2029, OUT MetroWest will support youth leadership & self-determination so that LGBTQ+ youth can grow in their self agency.

3

DEEPEN COMMUNITY ENGAGEMENT & ADVOCACY

By the end of fiscal year 2029, OUT MetroWest will increase community wide engagement so that youth experience support in their daily lives.

4

ADVANCE ORGANIZATIONAL EQUITY, STAFFING CAPACITY, & LEADERSHIP

By the end of fiscal year 2029, OUT MetroWest will build and retain a diverse, culturally responsive, and values-aligned staff and board that reflect the communities served and are equipped to meet evolving organizational and programmatic needs.

5

ENSURE FINANCIAL RESILIENCE & FUNDING SUSTAINABILITY

Strengthen our financial foundation by growing and diversifying funding sources, ensuring sustainable support for LGBTQ+ youth programming amid ongoing social and economic uncertainty.

OUTCOME 1

EXPAND EQUITABLE ACCESS TO SUPPORTIVE PROGRAMS & SUPPORTS

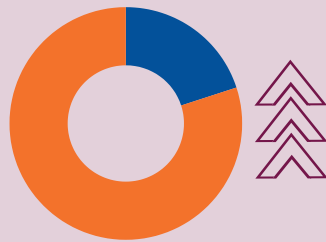
By the end of fiscal year 2029, OUT MetroWest will expand equitable access to affirming programs and supports that strengthen belonging, joy, and mental health outcomes for LGBTQ+ youth, centering cultural responsiveness and community representation.

Youth Attendance

Increase youth served by

+20%

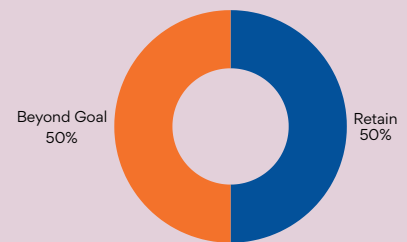
from FY2025 baseline



Retain

50%

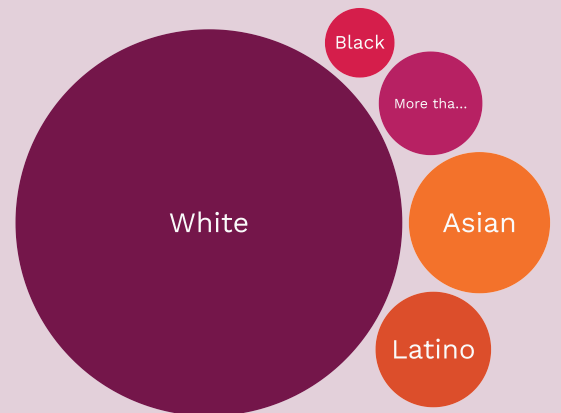
of youth participants year-over-year



Representation

Serve a diverse youth population reflective of communities we serve

Sustain staff and board representation that mirrors the youth population



*Chart based on the 2020 census

Access

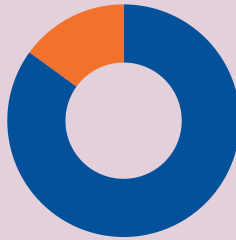
- Develop a plan to include youth from partner organizations
- Identify new barriers to access

OUTCOME 1 CONT.

EXPAND EQUITABLE ACCESS TO SUPPORTIVE PROGRAMS & SUPPORTS

Well-being

85%



of youth participants report that programs foster joy, emotional safety, and well-being

.....
of returning youth report high levels of well-being

60%



of new youth report high levels of well-being

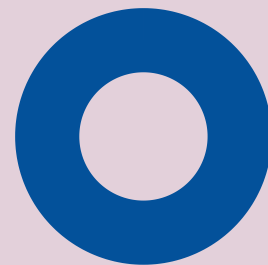
Addressing Harm

Establish a reporting and resolution system for harm (instances of micro-aggressions, etc.)



100%

of reported incidents of harm are tracked and addressed



Responsible Team Members

- Executive Director
- Program and Education Manager
- Program Coordinator
- Communications & Outreach Manager
- Governance Committee
- Human Resources Committee

OUTCOME 2

GROW YOUTH LEADERSHIP & SELF-AGENCY PATHWAYS

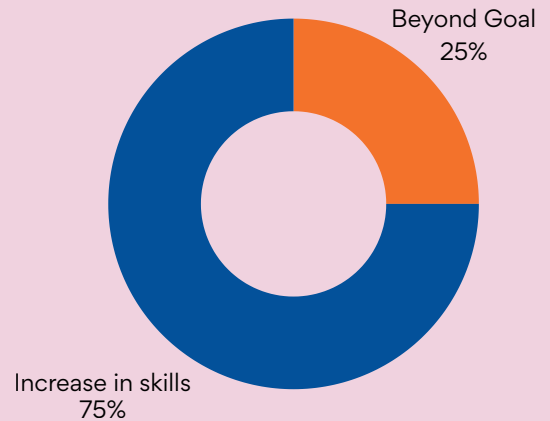
By the end of fiscal year 2029, OUT MetroWest will support youth leadership & self-determination so that LGBTQ+ youth can grow in their self agency.

Youth Agency

At least

75%

of youth served report increased agency and skills by FY2029



Youth Leadership

Provide at least

5

annual opportunities for youth to lead in programming, advocacy, or internal efforts



Responsible Team Members

- Program Coordinator
- Governance Committee



OUTCOMES 3

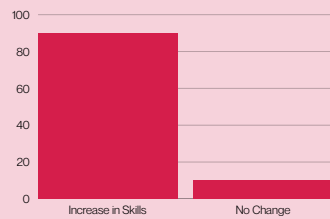
DEEPEN COMMUNITY ENGAGEMENT & ADVOCACY

By the end of fiscal year 2029, OUT MetroWest will increase community wide engagement so that youth experience support in their daily lives.

Community Education

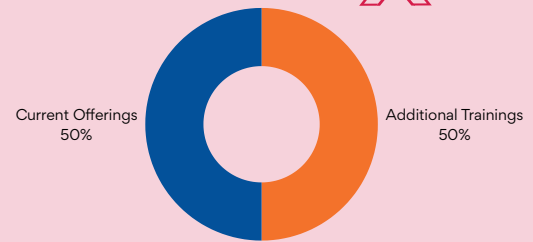
90%

of training participants report increased capacity to support LGBTQ+ youth



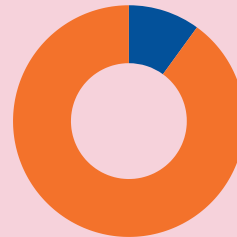
Increase trainings/workshops by

50%



Community Engagement

+10%



Increase in annual community "tabling" events across MetroWest

Host 10% more annual community events across MetroWest

Foster **10 NEW** community partnerships

Communications

- Update marketing materials for education session & panels
- Develop a new website to showcase updated offerings and be more accessible to the community

Responsible Team Members

- Events & Operations Manager
- Communications & Outreach Manager
- Program and Education Manager
- Governance Committee



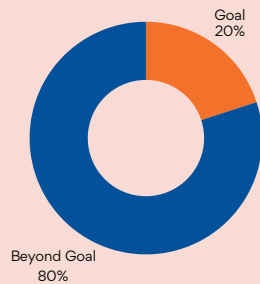
OUTCOME 4

ADVANCE ORGANIZATIONAL EQUITY, STAFFING CAPACITY, AND LEADERSHIP

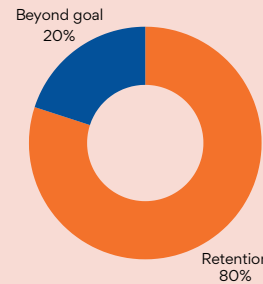
By the end of fiscal year 2029, OUT MetroWest will build and retain a diverse, culturally responsive, and values-aligned staff and board that reflect the communities served and are equipped to meet evolving organizational and programmatic needs.

Staffing

Increase Full Time Employees by
+20%
from FY2025 baseline



Maintain
80%
annual employee retention rate for core staff



Training & Recruitment

Provide
3
annual intentional development trainings for staff and board by FY2028

- Ensure staff and board reflect the communities we serve
- Implement a system for intentional recruitment, onboarding, and retention of staff

Responsible Team Members

- Executive Director
- Human Resources Committee
- Governance Committee
- Board Chair



OUTCOMES

Ensure Financial Resilience & Funding Sustainability

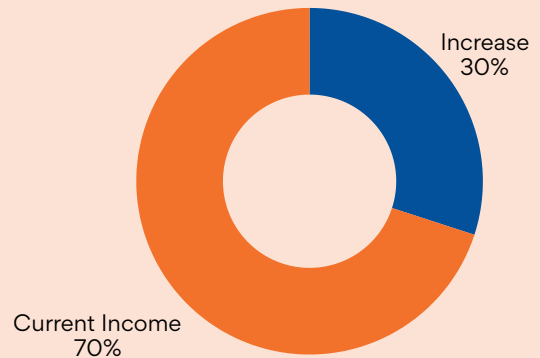
Strengthen our financial foundation by growing and diversifying funding sources, ensuring sustainable support for LGBTQ+ youth programming amid ongoing social and economic uncertainty.

Budget Increase

Increase overall annual operating income by

30% 

from FY2025 by FY2029



Diversify Funding Sources

Secure at least

10% 

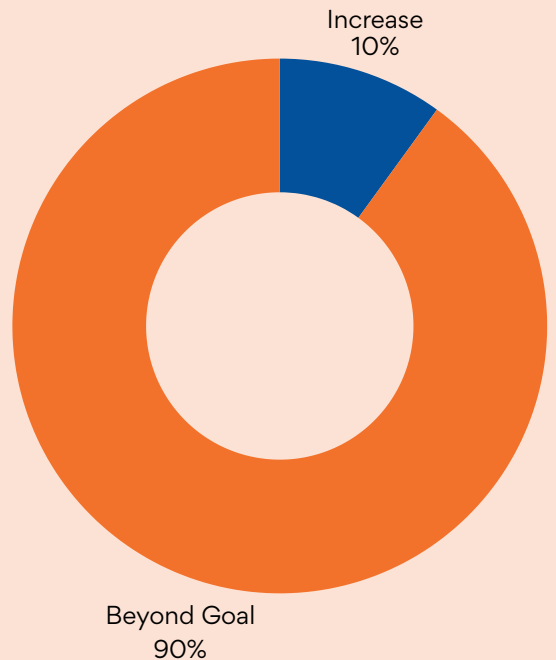
annual funding from NEW individual and/or corporate donors by FY2029

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Increase revenue from ticketed events by

10% 

by FY29



OUTCOME 5 CONT.

Ensure Financial Resilience & Funding Sustainability

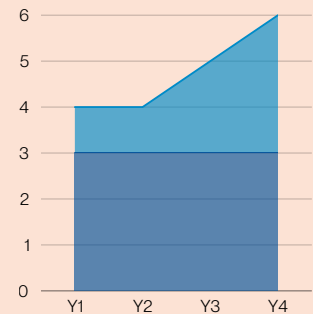
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Corporate Engagement

Create a corporate sponsorship plan by the end of FY2026, aimed at increasing engagement, giving, and diversifying funding

Cash Reserves

Strive to achieve a 6 month cash reserve, while always ensuring we maintain a 3 month cash reserve.



Responsible Team Members

- Executive Director
- Director of Individual Giving & Engagement
- Events & Operations Manager
- Development Committee
- Finance Committee