

2024-2026

STRATEGIC PLAN

# TORCH LITERARY ARTS



**TORCH**

**3-YEAR ASPIRATIONAL VISION**  
Growth and Sustainability

**[WWW.TORCHLITERARYARTS.ORG](http://WWW.TORCHLITERARYARTS.ORG)**

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# LEADERSHIP MESSAGE

Our Strategic Plan 2024-2026 is a roadmap to sustain and elevate Torch Literary Arts for generations of Black women writers and a world of readers. The plan offers a clear path forward with measurable goals and objectives for staff, board members, stakeholders, and volunteers.

The last 17 years have shown us we are resilient and dedicated to delivering impactful programs as a global literary resource and destination. Our history has also shown us where we can grow and improve the organization to best serve our community. This year, we will move boldly with a clear vision of what we want to accomplish in the next three years for the advancement of Torch Literary Arts. This will be accomplished through extensive engagement with our board, our staff, funders, and the community.

During this time, we will continue to work collaboratively to ensure a greater impact across the literary landscape for a more equitable and inclusive representation of Black women writers.



**Amanda Johnston, Founder and Executive Director  
Torch Literary Arts**

# BACKGROUND

TORCH

TORCH  
Strategic Plan 2024-2026



## MISSION

To promote the work of Black women by publishing contemporary creative writing by emerging and experienced writers alike, to archive contributors' literary work for posterity and educational purposes, and to provide resources and opportunities for the advancement of Black women through literary arts.

## DEIA STATEMENT

Torch Literary Arts centers Black women within their complex, intersecting identities. We provide inclusive and accessible programs to our community at large and we are committed to leveraging our unique platforms to help create positive change.

## WE BELIEVE

- We believe that creative writing by Black women is valuable and necessary.
- We believe in preserving our literary legacy by working across generations.
- We believe that supporting creative writing adds to the cross-cultural appreciation of the arts.
- We believe in utilizing current technology to connect our work to a broader audience.
- We believe in meaningful collaboration based on respect, creativity, and freedom.
- We believe in the power of community.



# STRATEGY AT A GLANCE

## THEMES 2024-2026

In the next three years, Torch Literary Arts will focus on collaborative efforts to enhance their influence across the literary landscape, striving to provide resources and opportunities for the advancement of Black women writers and all readers. To realize this vision, four pillars of focus were identified, each with its unique objectives and key results. These pillars encompass a broad spectrum of efforts including stabilizing financial resources, raising organizational awareness, and strengthening board engagement and governance. As Torch embarks on this transformative journey, continued monitoring and evaluation, using specific numerical, financial, and qualitative milestones, will be critical to ensure successful outcomes and to gauge progress toward organizational goals.



01

### Diversify and Strengthen the Black Women Writers Community

#### OBJECTIVES:

- Expand Torch's presence and influence in Texas
- Prioritize diversity and inclusion efforts
- Expand presence outside of Texas and the United States



02

### Financial Stability and Resource Development

#### OBJECTIVES:

- Improve financial sustainability to ensure long-term organizational resilience
- Diversify revenue sources
- Strengthen resources to support operations over the long term



03

### Infrastructure and Operational Development

#### OBJECTIVES:

- Enhance organizational capacity
- Measure organizational impact
- Strengthen board engagement and governance



04

### Brand Recognition

#### OBJECTIVES:

- Raise organizational visibility
- Attain public recognition

# THE PLANNING PROCESS

## DESIGNING STRATEGY AND ALIGNING BUSINESS GOALS



### 3.

### DESIGN

A 3-year aspirational vision was formulated to inform short-mid- and long-term strategies.

### 4.

### PROTOTYPE

Strategies were translated into actionable steps and tasks that can be accomplished within a 12-month timeframe.



### 2.

### DEFINE

Through convenings, analysis of background documents, and conducting interviews, emergent themes were identified.

### 1.

### DISCOVER

Strategic questions and decisions were validated.



*Contributors: Torch Literary Arts Staff, Board of Directors, Funders, and Community Partners*

# STRATEGIES

## PILLAR 1: DIVERSIFY AND STRENGTHEN THE BLACK WOMEN WRITERS COMMUNITY

Torch will actively promote and amplify the voices of Black women writers in order to break down barriers, challenge stereotypes, and offer a diverse range of perspectives. Creating platforms, events, and opportunities specifically tailored to celebrate Black women writers fosters a supportive network where people can share experiences, collaborate, and inspire one another. Ultimately, a greater outreach, audience, and partnership will help spread Torch's unique and imperative message.

### OBJECTIVE 1.1

*Expand Torch's presence and influence in Texas statewide*

#### Key Results:

- 1 program and initiative in the Dallas Metroplex annually
- 1 program and initiative in Greater Houston annually
- 1 program and initiative in San Antonio (Bexar County) annually
- 15 programs and initiatives in Austin (Central Texas) annually
- programs and initiatives in Texas increased by 20%
- 1 annual United States retreat
- hold at least 18 on-site events across the state each year

### OBJECTIVE 1.2

*Prioritize diversity and inclusion efforts*

#### Key Results:

- obtain a comfortable level of intergenerational diversity of program participants
- 20% increase in the number of Black Women Writers actively engaged annually
- increase representation of marginalized communities within the diaspora
- attain an 85% participant satisfaction rating for the diversity and inclusiveness observed within Torch's community
- create 1 alternative way for writers to submit their work to increase accessibility
- participant engagement from all 50 states in programs and initiatives by December 31, 2026



# STRATEGIES

## PILLAR 1: DIVERSIFY AND STRENGTHEN THE BLACK WOMEN WRITERS COMMUNITY CONTINUED...

### OBJECTIVE 1.3

#### *Expand presence outside of the United States*

#### Key Results:

- 3 new values-aligned partnerships outside of the United States over three years
- 1 program and initiative outside of the United States annually
- 1 international virtual collaborative program
- 4 monthly features in *Torch Magazine* from outside of the United States
- double global website traffic
- 1 international writer's retreat annually
- achieve a 20% increase in international active participants over three years



“

This year, we will move boldly with a clear vision of what we want to accomplish in the next three years.

”

Amanda Johnston



# STRATEGIES

## PILLAR 2: FINANCIAL STABILITY AND RESOURCE DEVELOPMENT

Strengthening financial sustainability is essential for Torch to ensure the organization's resilience. We will focus on bolstering resources to sustain long-term operations and establishing a solid foundation for continuous growth and adaptability.

### OBJECTIVE 2.1

***Improve financial sustainability to ensure long-term organizational resilience***

#### Key Results:

- develop a fundraising plan by Q3 2024
- obtain an annual budget of \$1 million by 2027
- develop endowment guidelines by Q3 2026

### OBJECTIVE 2.2

***Diversify revenue sources***

#### Key Results:

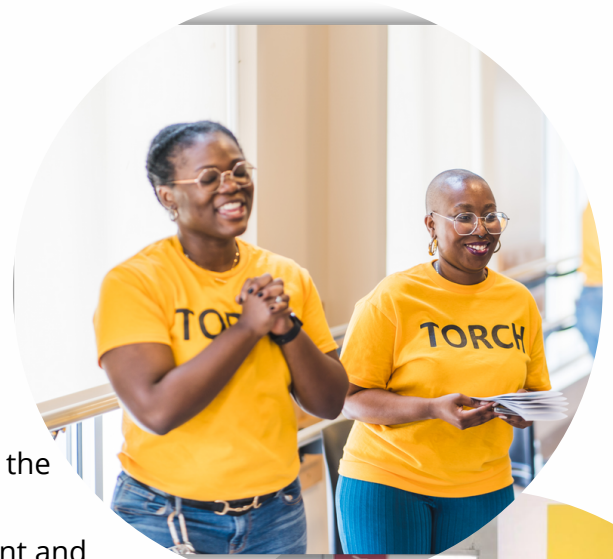
- increase individual donor contributions by 15% over the previous year
- raise 30% annually from grants (including government and foundations)
- maintain 10% of annual revenue from corporate sponsorships
- secure 3 multi-year grant commitments by December 31, 2026
- diversify means of receiving donations

### OBJECTIVE 2.3

***Strengthen resources to support operations over the long term***

#### Key Results:

- secure in-kind donations equivalent to \$25,000
- maintain a cash reserve equivalent to 6 months of operating expenses
- create a gift acceptance policy
- establish 5 educational institution partnerships for the Administrative Fellows Program
- 25 partnerships with values-aligned community-based organizations by December 31, 2026



# STRATEGIES

## PILLAR 3: INFRASTRUCTURE AND OPERATIONAL DEVELOPMENT

Torch aims to better fulfill its mission by improving impact and capacity. Key results for these goals include expanding staff, securing a physical location, and gathering participant feedback. Additionally, active board engagement and effective governance are vital for organizational success. The board plays a central role in setting strategic direction, overseeing policies, and ensuring Torch remains aligned with its mission. Our organization seeks to magnify its impact through these endeavors and establish a stronger, more adaptable foundation.

### OBJECTIVE 3.1

#### *Enhance organizational capacity*

##### **Key Results:**

- recruit and onboard 4 full-time staff with comprehensive benefits packages
- implement a pay raise and bonus structure by Q4 2025 to reward performance and retention
- allocate 2% of the annual budget to support the personal and professional development of staff, fostering growth and skill enhancement
- establish and finalize a comprehensive succession plan to ensure leadership continuity and stability by Q2 2026
- secure physical location by Q1 2026
- implement a modern technology infrastructure to streamline operations and improve efficiency by Q3 2026

### OBJECTIVE 3.2

#### *Measure organizational impact*

##### **Key Results:**

- showcase real-life stories and case studies of individuals or communities positively impacted by Torch
- anecdotal feedback on Torch's inspiration on future generations of Black Women pursuing careers in writing and literature
- measure Torch's contribution to creating a more diverse and representative literary canon, benefitting readers, scholars, and educators
- collect ongoing participant feedback, with 90% expressing a strong likelihood to recommend Torch

# STRATEGIES

## PILLAR 3: INFRASTRUCTURE AND OPERATIONAL DEVELOPMENT CONTINUED...

### OBJECTIVE 3.3

#### *Strengthen board engagement and governance*

#### Key Results:

- achieve 80% board meeting attendance at each meeting
- \$35,000 is raised through board-led campaigns annually
- every year, 100% of board members are donors
- 2 board development activities with 100% participation annually
- secure at least 2 new board members by Q4 2024
- advisory board is reactivated by Q1 2025
- activate and create board committees for monthly meetings (e.g., executive, finance, governance, fundraising) by Q2 2024
- 1 annual board retreat with 90% participation



# STRATEGIES

## PILLAR 4: BRAND RECOGNITION

Brand recognition is essential for our growth because it fosters trust, credibility, and loyalty. A reputable brand attracts top talent and improves marketing efficiency, making our promotional activities and event attendance more impactful. Torch is committed to becoming a well-known and trusted resource within the community, further reinforcing our mission.

### OBJECTIVE 4.1

#### *Raise organizational visibility*

##### Key Results:

- create a marketing plan by Q4 2024
- newsletter engagement increases by 25% annually
- an annual impact report is written and distributed widely by Q1 of each year
- 3 YouTube videos posted per quarter for total of 12 annually
- gather 5 testimonials every quarter, 60 over 3 years, and share widely

### OBJECTIVE 4.2

#### *Attain public recognition*

##### Key Results:

- receive nominations for literary awards over three years
- Torch featured writers acknowledge Torch in bios and press
- 10 mainstream media engagements or features over three years
- launch Torch Award Series by Q4 2024
- named one of the Best Places to Work in Austin
- creation of Ambassadors Circle by December 31, 2026



# CONCLUSION

In conclusion, **Torch Literary Arts' Strategic Plan**, including the operational **Strategy Map**, represents a dynamic roadmap that guides the organization through an ever-evolving literary landscape. Both challenges and opportunities will be encountered throughout the plan period, and Torch's commitment to adapting and modifying these strategies is paramount to overall success. This plan is not a static document; it is a living, breathing framework that allows for agility and responsiveness to the needs of the communities served.

As Torch moves forward, documenting the continuous progress of the **Strategic Plan** through the active use of the operational **Strategy Map**, monitoring emerging trends, and engaging with stakeholders can help ensure that strategic objectives remain relevant and practical. Torch's willingness and ability to adapt and modify strategies in real-time is a testament to its commitment to fulfilling its mission.

## PROJECT LEAD

Bridget Y Samuel, she/her, describes herself as a **Capacity Building Navigator** for mission-driven organizations specializing in designing and aligning strategy, succession 'roadmapping,' and facilitation. She founded VESTEDin™ Consulting Group, LLC, to share lessons learned from 20+ years of 'lived- experience' in social work, nonprofits, and philanthropy. Her unwavering passion for guiding power-building in individuals, teams, and organizations to meet aspirational goals resulted in an appearance on the NBC Nightly News and a quote in the New York Times.



The Houston native and University of Texas alumna has served in leadership capacities on local, state, and national boards and provided direct day-to-day oversight to administrative, operational, and programmatic staff. She has extensive experience working with and advocating for marginalized communities and centering justice, equity, diversity, and inclusion in organizational policies, processes, and practices.

Bridget is a "generalist" (context vs. content) with breadth and depth, working with diverse individuals, communities all over the U.S., and nonprofit sectors, including health, social services, social justice, arts, and philanthropy. She has a broad perspective to see the bigger picture, navigate vague or poorly defined situations, and derive new patterns.

She is a certified organizational development (O.D.), human-centered design, and change management practitioner and holds certificates for Lean Six Sigma and True Colors© personality assessments. Bridget enjoys yoga, dancing, painting, long meditative walks, and playing with her rescue dog, "Twinkie." She resides on what was the native land of the Karankawa tribe in Houston, Texas.

# APPENDIX A

## INSIGHTS AND OPPORTUNITIES REPORT

**VESTEDin™**  
Consulting Group, LLC

### INSIGHTS AND OPPORTUNITIES REPORT

**Torch Literary Arts**

December 1, 2023

Bridget Samuel, BSW, MS, ODCC, Prosci® Change Management & Human Centered Design Practitioner  
VESTEDin™ Consulting Group, LLC, MBE, WBE

### 01 Enhancing Torch Literary Arts' Impact and Sustainability

“ Torch's unapologetic celebration of being Black and a Woman is something that deeply resonates with me. It aligns perfectly with my values. ”

**Torch Literary Arts** is an organization supporting Black Women Writers (BWW). The organization stands at a critical juncture in its journey toward more significant impact and sustainability. Five key themes from stakeholder input emerged as priorities for strategic thinking.

1. inclusivity of individuals identifying as Black and Woman, AND, geographically and globally
2. achieve financial stability
3. optimize operations
4. enhance outreach and branding
5. nurture collaborations with aligned organizations to leverage programming

These actions will enable Torch to continue its mission and solidify its position as a vital resource for Black Women Writers worldwide.

#### 1. Diversify and Strengthen the BWW Community

- prioritize inclusivity, making space for established and emerging writers with mentorship opportunities
- emphasize intersectionality to embrace Black women's diverse identities
- expand beyond Central Texas and host events and programs in various locations to amplify reach and community amongst BWW
- become a global resource and destination for BWW, increasing international engagements

#### 2. Financial Stability and Resource Development

- explore diversified funding sources, including individual donors, grants, and social enterprise
- advocate for Black Women Writers' intellectual property rights, especially in the face of AI technologies

#### 3. Operational Efficiency and Leadership Succession

- build robust systems and processes while providing clear role definitions
- focus on leadership succession to ensure continuity in the absence of key staff to reduce risks
- become more technologically adaptable to cater to diverse audiences, balancing tech-savvy and less tech-savvy individuals
- harness technology to simplify processes and enhance efficiency
- secure a physical location to build a safe space for BWWs
- build a skilled team, including full-time staff with benefits
- ensure the board supports Amanda in her leadership role, fostering visionary growth
- increase the number of board members

Bridget Samuel, BSW, MS, ODCC, Prosci® Change Management & Human Centered Design Practitioner  
VESTEDin™ Consulting Group, LLC, MBE, WBE

### 02 Enhancing Torch Literary Arts' Impact and Sustainability

“ I value Torch's impact most when I get to see the glow in the faces of BWW when sharing their work and being in community with other BWW. It's at this point that they realize they have found their place. ”

#### 4. Outreach and Branding

- effective promotion and marketing, including online magazines and regular reading series
- establish a recognizable brand and showcase Torch's unique role in the literary landscape
- Torch's success should be reflected in increased recognition, awards, and accolades for the organization and its alumni

#### 5. Collaborative Partnerships and Networking

- establish Torch as an ally and collaborator with aligned organizations
- building a network of professionals and writers to mentor and build power with emerging writers so they can envision sustainable writing careers
- amplify Torch's role in fostering educational opportunities, such as workshops and 2-3 retreats per year

**Torch's vision for uplifting BWW of different genres and experience levels is truly exceptional.**

Bridget Samuel, BSW, MS, ODCC, Prosci® Change Management & Human Centered Design Practitioner  
VESTEDin™ Consulting Group, LLC, MBE, WBE

### 03 Enhancing Torch Literary Arts' Impact and Sustainability

#### Methodology: 30-Minute Interviews

Number of Interviews = 12

Interviewees Involvement with Torch

#### QUESTIONS

1. What do you most value about the work Torch is doing?
2. What is the #1 strength that Torch can build upon?
3. What are the most pressing needs or challenges Torch should address in the next three years?
4. What key opportunities do you believe Torch should explore?
5. What are the top three strategic priorities Torch should focus on in the next 12 months to achieve its mission more effectively?
6. What external factors or trends (e.g., economic, social, technological, etc.) should Torch consider when developing its strategic plan and initiatives?
7. If Torch is successful, what will we see? What does that success look like?

#### PRIORITIES FIRST 12-MONTHS

- #1 Increase Visibility
- #2 Increase Fundraising
- #3 Full-Time Staff with Benefits

Bridget Samuel, BSW, MS, ODCC, Prosci® Change Management & Human Centered Design Practitioner  
VESTEDin™ Consulting Group, LLC, MBE, WBE

# APPENDIX B

## OPERATIONAL STRATEGY MAP 2024-2026 DASHBOARD

The matrix is a tool to help measure and track your organization's OKRs (Objectives and Key Results). This visual way to track your OKRs allows you to quickly and easily identify progress and areas of improvement regarding the organization's goals and objectives.

OKR Start Date: January 1, 2024      OKR End Date: December 31, 2026

PILLAR 1 OBJECTIVES			
<b>Average Progress</b>			0%
<b>Objective Progress</b>	Objective 1.1 Expand Torch's presence and influence in Texas statewide		0%
	Objective 1.2 Prioritize diversity and inclusion efforts		0%
	Objective 1.3 Expand presence outside of the United States		0%
PILLAR 2 OBJECTIVES			
<b>Average Progress</b>			0%
<b>Objective Progress</b>	Objective 2.1 Improve financial sustainability to ensure long-term organization		0%
	Objective 2.2 Diversify revenue sources		0%
	Objective 2.3 Strengthen resources to support operations over the long term		0%
PILLAR 3 OBJECTIVES			
<b>Average Progress</b>			0%
<b>Objective Progress</b>	Objective 3.1 Enhance organizational capacity		0%
	Objective 3.2 Measure organizational impact		0%
	Objective 3.3 Strengthen board engagement and governance		0%
PILLAR 4 OBJECTIVES			
<b>Average Progress</b>			0%
<b>Objective Progress</b>	Objective 4.1 Raise organizational visibility		0%
	Objective 4.2 Attain public recognition and praise		0%

# APPENDIX B

## OPERATIONAL STRATEGY MAP 2024-2026

PILLAR 3 - Infrastructure and Operational Development		Target	Progress	Deadline
Key Result 3.1.1	recruit and onboard 4 full-time staff with comprehensive benefits packages	4	0%	06/30/2025
Key Result 3.1.2	implement a pay raise and bonus structure by Q4 2025 to reward performance and retention	1	0%	12/31/2025
Key Result 3.1.3	allocate 2% or 5% of the annual budget to support the personal and professional development of staff, fostering growth and skill enhancement annually	\$10,000	0%	12/31/2026
Key Result 3.1.4	establish and finalize a comprehensive succession plan to ensure leadership continuity and stability by Q2 2026	1	0%	06/29/2026
Key Result 3.1.5	secure physical location by Q1 2026	1	0%	03/31/2026
Key Result 3.1.6	implement a modern technology infrastructure to streamline operations and improve efficiency by Q3 2026	1	0%	09/30/2026
<b>Objective 3.1 Enhance organizational capacity</b>				
Key Result 3.2.1	showcase real-life stories and case studies of individuals or communities positively impacted by torch annually	3	0%	12/31/2026
Key Result 3.2.2	gather anecdotal feedback on Torch's inspiration on future generations of Black Women pursuing careers in writing and literature annually	3	0%	12/31/2026
Key Result 3.2.3	determine how to measure Torch's contribution to creating a more diverse and representative literary canon, benefiting readers, scholars, and educators	1	0%	04/30/2025
Key Result 3.2.4	collect ongoing participant feedback, with 90% expressing a strong likelihood to recommend Torch annually	3	0%	12/31/2026
<b>Objective 3.2 Measure organizational impact</b>				
Key Result 3.3.1	aggregately, achieve 80% board meeting attendance annually	3	0%	12/31/2026
Key Result 3.3.2	\$35,000 is raised through board-led campaigns annually for a total of at least \$105,000 over 3 years	\$105,000	0%	12/31/2026
Key Result 3.3.3	every year, 100% of board members are donors	3	0%	12/31/2026
Key Result 3.3.4	2 board development activities with 100% participation annually	6	0%	12/31/2026
Key Result 3.3.5	secure at least 2 new board members by Q4 2024	2	0%	12/31/2024
Key Result 3.3.6	advisory board is reactivated by Q1 2025	1	0%	02/28/2025
Key Result 3.3.7	activate and create board committees for monthly meetings (e.g., executive, finance, governance, fundraising) by Q2 2024	1	0%	06/28/2024
Key Result 3.3.8	1 annual board retreat with 90% participation	3	0%	12/31/2026
<b>PILLAR 4 - Brand Recognition</b>				
Key Result 4.1.1	create a marketing plan by Q4 2024	1	0%	12/31/2024
Key Result 4.1.2	newsletter engagement or open rate increase by 25% or #7 annually	2175	0%	12/31/2026
Key Result 4.1.3	an annual impact report is written and distributed widely by Q1 of each year	3	0%	03/31/2026
Key Result 4.1.4	3 YouTube videos posted per quarter for total of 12 annually	36	0%	12/31/2026
Key Result 4.1.5	gather 5 testimonials every quarter, 60 over 3 years, and share widely	60	0%	12/31/2026
<b>Objective 4.1 Raise organizational visibility</b>				
Key Result 4.2.1	3 nominations for literary awards over three years	3	0%	12/31/2026
Key Result 4.2.2	at least 15 featured writers acknowledge Torch in 2024, 2025, and 2026	45	0%	12/31/2026
Key Result 4.2.3	10 mainstream media engagements or features over three years	10	0%	12/31/2026
Key Result 4.2.4	launch Torch Award Series by Q4 2024	1	0%	12/31/2024
Key Result 4.2.5	named one the Best Places to Work by the Austin Business Journal by 12/31/2026	1	0%	12/31/2026
Key Result 4.2.6	Friends of Torch serve as Ambassadors (Creation of Ambassadors Circle) by the end of 2026	1	0%	12/31/2026
<b>Objective 4.2 Attain public recognition and praise</b>				
<b>PILLAR 1 - Diversity and Strengthen the Black Women Writers Community</b>				
<b>Objective 1.1 Expand Torch's presence and influence in Texas statewide</b>				
Key Result 1.1.1	1 program and initiative in Dallas Metroplex annually	3	0%	12/31/2026
Key Result 1.1.2	1 program and initiative in Greater Houston annually	3	0%	12/31/2026
Key Result 1.1.3	1 programs and initiatives in San Antonio (Bexar County) annually	3	0%	12/31/2026
Key Result 1.1.4	15 programs and initiatives in Austin (Central Texas) annually	45	0%	12/31/2026
Key Result 1.1.5	programs and initiatives in Texas increased by 20% or #1 (show many is 20% over 3 years?, then place that number in the target cell, 36 is a plug number) over 3 years?	30	0%	12/31/2026
Key Result 1.1.6	1 annual US retreat	3	0%	12/31/2026
Key Result 1.1.7	hold at least 18 on-site events across the state each year	54	0%	12/31/2026
<b>Objective 1.2 Prioritize diversity and inclusion efforts</b>				
Key Result 1.2.1	obtain comfortable level of intergenerational diversity of program participants	1	0%	06/30/2025
Key Result 1.2.2	20% increase or #7 in the number of Black Women Writers actively engaged annually	8	0%	12/31/2026
Key Result 1.2.3	feature disabled, queer, or other underrepresented Black Women Writers in at least 5% or #7 of programs and initiatives annually	3	0%	12/31/2026
Key Result 1.2.4	attain an 85% participant satisfaction rating for the diversity and inclusiveness observed within Torch's community by December 31, 2024	1	0%	12/31/2026
Key Result 1.2.5	create 1 alternative way for writers to submit their work	1	0%	03/31/2025
Key Result 1.2.6	50 states outside of Texas, within the US, with participant engagement in programs and initiatives by 12/31/2026	50	0%	12/31/2026
<b>Objective 1.3 Expand presence outside of the United States</b>				
Key Result 1.3.1	3 new values-aligned partnerships outside of the US over three years	3	0%	12/31/2026
Key Result 1.3.2	1 program and initiative outside of the US annually	3	0%	12/31/2026
Key Result 1.3.3	1 international virtual collaborative program	3	0%	12/31/2026
Key Result 1.3.4	4 monthly features outside of the United States or 144 over three years	144	0%	12/31/2026
Key Result 1.3.5	double global website traffic	1	0%	12/31/2025
Key Result 1.3.6	1 international writer's retreat annually	3	0%	12/31/2026
Key Result 1.3.7	achieve a 20% increase in international active participants over 3 years	50	0%	12/31/2026
<b>PILLAR 2 - Financial Stability and Resource Development</b>				
<b>Objective 2.1 Improve financial sustainability to ensure long-term organizational resilience</b>				
Key Result 2.1.1	develop a fundraising plan by Q3 2024	1	0%	08/28/2025
Key Result 2.1.2	obtain an annual budget of \$1 million by 12/31/2026	\$1,000,000	0%	12/31/2026
Key Result 2.1.3	develop endowment guidelines by Q3 2026	1	0%	09/30/2026
<b>Objective 2.2 Diversify revenue sources</b>				
Key Result 2.2.1	increase individual donor contributions by 15% over the previous year	3	0%	12/31/2026
Key Result 2.2.2	maintain 30% annual ratio from grants (including government and foundations)	3	0%	12/31/2026
Key Result 2.2.3	maintain a 10% annual ratio of revenue from corporate sponsorships	3	0%	12/31/2026
Key Result 2.2.4	secure 3 multi-year grant commitments by 12/31/2026	3	0%	12/31/2026
Key Result 2.2.5	raise \$ 15,000 annually from international sources	\$45,000	0%	12/31/2026
Key Result 2.2.6	diversify means of receiving donations	1	0%	12/31/2026
<b>Objective 2.3 Strengthen resources to support operations over the long term</b>				
Key Result 2.3.1	secure in-kind donations equivalent to \$25,000 from US and international sources	\$25,000	0%	12/31/2026
Key Result 2.3.2	maintain a cash reserve equivalent to 6 months of operating expenses annually	3	0%	12/31/2026
Key Result 2.3.3	create a gifts acceptance policy	1	0%	12/31/2026
Key Result 2.3.4	establish 5 educational institution partnerships for internship pipeline	5	0%	12/31/2026
Key Result 2.3.5	25 partnerships with values aligned community-based organizations by 12/31/2026	25	0%	12/31/2026