

The Center for Sex and Culture



**Strategic Plan
2007 - 2011**



Executive Summary

The Center for Sex and Culture (CSC) has the ambitious goal of changing the way Americans think about sex. This vision offers a unique set of challenges as CSC attempts to grow and diversify its offerings over the next five years. CSC is led by a dynamic team; its founders Dr. Carol Queen and Dr. Robert M. Lawrence. However, this team is looking toward the future when they will be ready to leave their organizational leadership roles without creating a vacuum or compromising the agency's mission. In the past, CSC has had a fruitful relationship with its partner organization, Good Vibrations. But the future and success of CSC is dependant on its independence from this key support organization.

In this strategic plan, the evaluation team outlines an ambitious vision for CSC, an analysis of its current state, as well as strategies to move CSC from a personal labor of love wholly dependent on funding from a single source to an independently functioning entity. With the sustained financial support outlined in this plan, not only will CSC be able to maintain their extensive library, they will also expand their outreach and share their sex positive message across the nation.

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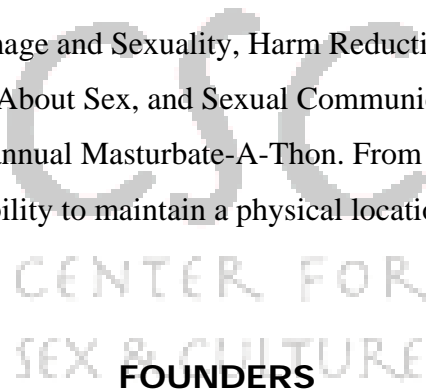
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Mission and History

Founded in 1994, CSC's mission is "to provide non-judgmental, sex-positive sexuality education and support to diverse populations by means of classes, workshops, social gatherings, and hands-on, practical skills-building events; to maintain and house these events and supporting materials and functions; to maintain a publicly-accessible library and archives; to staff and support this learning environment."

The library contains more than 7,000 sex-related books, an archive of videos, academic studies and other documents from a century of sexual culture. Classes include instructions from anything on how to be a better lover to Bondage, Discipline, Domination and Submission, Sadism and Masochism (BDSM) safety to pole dancing.

Workshop topics include: Body Image and Sexuality, Harm Reduction, Safer Sex and STDs, Sex Positivity/Transforming Attitudes About Sex, and Sexual Communication. Some current events are a monthly erotic reading circle and annual Masturbate-A-Thon. From the beginning, they have struggled with legitimacy, including the inability to maintain a physical location for the organization and the library.



Dr. Carol Queen is a writer and cultural sexologist with a doctorate of education in human sexuality. Her essay collection, *Real Live Nude Girl: Chronicles of Sex-Positive Culture*, was published in 1997; it is used in Women's Studies, Queer Studies, and Cultural Studies classes in universities across America. Queen works as staff sexologist at Good Vibrations, the women-owned, worker-owned sex toy and bookstore in San Francisco active on behalf of progressive sex education and sexual minority issues. Currently most closely affiliated with the bisexual and sex work communities, she has been speaking publicly about non-mainstream sexualities, from lesbian to leather, for over 25 years

Dr. Robert Morgan Lawrence, EdD has 25 years of experience in the field of human sexuality. He has a doctorate of education in human sexuality. As a publicly available expert he is a sex industry consultant, educator and academic author. He lectures extensively about human sexuality and health.



Cultural Times

February, 2010

Center for Sex & Culture Leads the New Sex Positive Revolution!



First National Masturbate-a-Thon February 14th

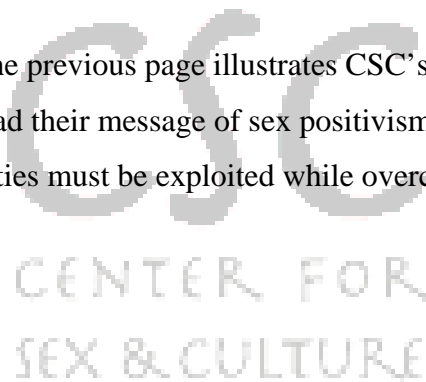
Dr. Carol Queen Receives Award from National Institute of Health



Visioning the Future

The Center’s vision of itself five years from now and beyond takes them from a grassroots “fringe” offshoot of Good Vibrations to a fully functional, stand-alone organization. The Center will find a permanent home, make its library archive available to the public during normal business hours and become nationally recognized for their branded sex education curriculum. In effect, CSC will be taking the lead in framing the sex positive discourse in our culture. In this ambitious vision of the future, certainly more than five years distant, CSC will have accomplished the difficult task of changing the way Americans think about sex. People will feel more comfortable with their sexual desires and society at large will be more accepting of a wide range of attitudes regarding sexuality.

The mock magazine cover on the previous page illustrates CSC’s quest not only for legitimacy, but for a national forum to spread their message of sex positivism and open sexual discourse. Of course, strengths and opportunities must be exploited while overcoming serious internal and external challenges.

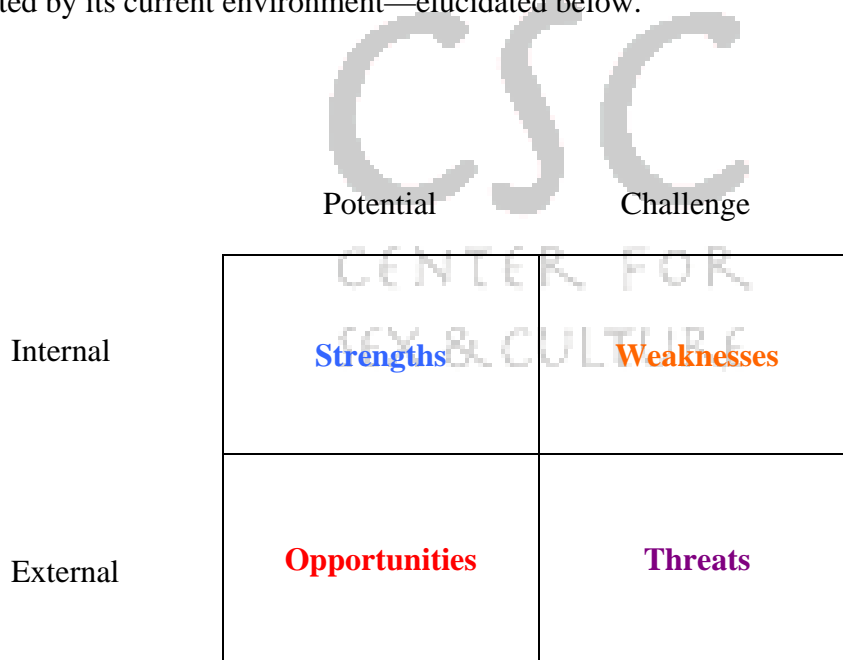


Center for Sex and Culture: An Analysis

The concept came together in Betty Dodson’s apartment. Literally she looked at us and said ‘You kids needs to have a place.’ So, we designed this place, and she was right... because if sex educators don’t [have] a venue, you can’t teach if you don’t have a space.

Dr. Robert Morgan Lawrence

The Center for Sex and Culture is currently in a state of flux. It has seen rapid growth and its Board of Directors and founders are actively trying to build on that growth. In order to develop an action plan to pursue the Center’s vision, the agency’s internal and external potentials and challenges must be examined. The following analysis organizes these contributing factors into four quadrants—internal strengths and weaknesses, as well as the opportunities and threats presented by its current environment—elucidated below.



SWOT Analysis

<p>Strengths:</p> <ul style="list-style-type: none"> • Expansive view of sex positive education • Services targeted to underserved and diverse market • Well-known and respected founding leadership in the sexual education field • Media, sex education, lease development, and legal expertise on Board of Directors • Dedicated staff and volunteer base • Supported by well-known colleagues, including Betty Dodson and Good Vibrations • Funding at current level secure through 11/2008 • Sex-positive courses, workshops and programs already in place • Houses a large, inclusive and growing sex centered, publicly available research library • Email contact list reaching 9,000 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Lack of differentiation and contact overlap with area organizations • Lack of cohesive complement and regular offerings of classes or programs • Lack of strategic marketing and irregular outreach to community • Poor interface for online library catalogue • Lack of succession planning • Indistinct separation of employee/volunteer roles and duties and internship program not formalized • No physical location, at present • Lacking diversified funding: one grant represents more than 70% of annual operating budget • Blurred boundaries in partnerships have resulted in lost ideas and revenue opportunities
<p>Opportunities:</p> <ul style="list-style-type: none"> • San Francisco tends to support open and exploratory social, political and personal views • Like-minded local organizations and personalities present many potential partners • A go-to organization for private and public entities for expertise on sex and sex-education • Great community need for diversified sex education curriculum given 'abstinence only' federal funding priorities • Affiliation with organization actively sought by college students, community members and non-local sex education leaders • With no common language or forum on speaking publicly and frankly about sex: opportunity to create the space, fill the gap and set the tone • California State Bill SB 1437 advocated for curriculum that was inclusive of GLBT issues at the high school level • Funding rich, if competitive, environment 	<p>Threats:</p> <ul style="list-style-type: none"> • High land use costs for commercial space • Landlords loathe to rent to non-profits or 'sex' agencies • San Francisco's segregated progressive environment • Organization and mission can be seen as 'niche,' narrow and irrelevant to community • Misunderstood as focused solely on porn or "fringe"/"kinky" sexual behaviors • Viewed as a "luxury" by sympathetic donors that may feel their dollars need to be spent elsewhere • Larger US population is less open to message • No public comprehension/vocabulary for 'sex positive' • Rise of evangelisms and social conservatism • Federal/state governments choosing 'abstinence only' agendas for sex education limiting public dialogue • Revisions to the federal law. requiring producers and sellers of pornography to keep records extensive records on actors • IRS requirement: CSC raise \$500,000 by 12/2008 to be considered for renewal of current major donor

From Vision to Reality: Five Bold Steps

The visioning process can be a fun and imaginative exercise for an organization to undertake. The realization of a vision, however, requires detailed planning, tireless dedication from all levels of the organization, and a coordinated, sustained effort over time. In order to achieve the vision outlined in this strategic planning document, the following five bold steps have been developed.

- 1) Build Organizational Infrastructure
- 2) Create a Sex-Positive Curriculum
- 3) Achieve Financial Stability
- 4) Develop Outreach and Marketing Plan
- 5) Form Regional and National Partnerships

Each bold step is accompanied by a set of action steps to outline a path for success. These steps pose great challenges as they require CSC to grow fast and formalize language and services offered. Given the radical nature of some of these steps, they may require revision or rethinking over time. These steps provide a loose, yet thoughtful framework for CSC to achieve their vision for the future.

Bold Step: Build Organizational Infrastructure

..[I]n five years...I want to have someone else running [the Center for Sex and Culture] and training people and doing it, and seeing it sort of stumbling down the road on its own without us having to push at it.

Dr. Robert Morgan Lawrence

Strong internal systems will be the guts of CSC’s mission-based service and growth. In order to thrive as an organization and implement their vision, CSC must move toward a self-sustaining structure that functions in spite of its founders busy lives. This means expanding staffing in several key

areas, outlined below, to improving management practices, increase work capacity, and enable the development of more sophisticated contracting, fundraising and marketing strategies. In five years, CSC will have the capacity to run itself, allowing its founders to move forward in their careers.

BOLD STEP: Build Organizational Infrastructure

Action Step	Who?	When?	Where?
Strengthen Board of Director membership	Executive Director and board members	Immediately and ongoing	Community, Office
Form Development Arm	Executive Director and Board of Directors	Immediately	Office
Establish organizational space	Executive Director or Asset Development Board Committee	Within 6 months	TBD
Delineate organizational roles, responsibilities and structure	Executive Director and board members	Within 9 months	Office, BOD meeting(s)
Professionalize finance and administration	Executive Director	Within 1-2 years	Office
Develop an Advisory Board to harness vision and expertise	Board of Directors	Within 3-5 years	Community

- **Build Board of Directors**

To strengthen organizational infrastructure, the first action step involves continued efforts to build a strong and active Board of Directors (BOD). The Executive Director and current board members are responsible to strategically recruit and activate new and existing members, expanding committee development and participation. Recruitment should be targeted to expand competencies and representative reach, building in-house capacities to undertake strategic development and growth and increasing leverage for funding and partnership growth.

- **Form Development Arm**

The second step is to grow the agency’s Development capacity. Under the leadership of the Executive Director, volunteers or a designated intern will work in conjunction with the newly formed Fundraising Committee on the Board of Directors. Within 6 months to a year,

development activities will move from the Fundraising Committee to a part-time paid staff who can further expand expertise and capacities.

- **Secure Organizational Space**

The third step is to secure an accessible and multifunctional organizational space, with room to grow. The Board's developing Physical Asset Committee should work with the Executive Director to seek potential sites, with a lease-to-buy option if possible, taking potential staffing and programmatic increases over the next five years into account. Finally, any move-in plan should build out future site control options and timelines.

- **Delineate Organizational Structure**

The fourth step is to clarify the organization's structure. As the organization grows, the President of the Board or the Executive Director will create differentiated job descriptions to facilitate paid and volunteer staff recruitment, work-product and task management. This includes identifying potential internship roles to enable an efficient use of additional people-hours for administrative and support functions to CSC and augment funded activities (e.g. research, library maintenance, outreach). Organizational charting and role delineation should be undertaken by the Board of Directors and key staff or volunteers.

- **Professionalize Finance and Administration**

Alongside achieving financial stability, and to support the burgeoning development functions, CSC's fifth action step is to professionalize its accounting, human resources and business development functions and free up the Executive Director's time to pursue enhanced fundraising coordination. The Executive Director will recruit and hire a part-time Finance and Administration Coordinator whose primary responsibility will be to maintain the financial and human resource functions of the organization.

- **Develop Advisory Board**

Finally, the Board of Directors and Executive Director will develop an Advisory Board to facilitate commitment and enable participation of influential community members. This group will engage in visioning and strategic functions, act as ambassadors for CSC outside its inner circle, and may contribute to development of events, conferences, external partnerships, and national representation at events or conferences as assigned by the Board of Directors. In five years, Dr. Queen and Dr. Lawrence will move from active management of the organization to the Advisory Board.

Bold Step: Create a Sex-Positive Curriculum

That is very much a piece of what we see in our purview...to take on this issue of poor sex education training of professionals ... We care about individual people and couples and their access to workshops and classes too, but we know we have a slightly higher level of cultural effect if we start working on professionals because they see lots of people. And, it's a revenue stream that is probably higher than those for individual classes.

Dr. Carol Queen

The CSC founders consider the university or continuing education credit curriculum around sex positive education to be a separate function from their current workshops and classes. They see these workshops as targeted at changing the cultural perception of sex. However, their existing set of courses, workshops, and informal group events can be scaled upward to appeal to both professionals and lay-persons. In this way, they can have cross-over between both their cultural and educational

mission which will build on the natural overlaps between the two without redoubling their efforts needlessly. Once they have a working curriculum around their current offerings as well as a successful DVD market, it will be possible for the CSC to take their proposed university level curriculum and develop it further to certain working professionals.

BOLD STEP: Create a Sex-Positive Curriculum

Action Step	Who?	When?	Where?
Create definitions	BOD, Curriculum Development Staff	Within 6 months	Office, BOD meeting(s)
Survey offerings and review suitability of definitions	Curriculum Development Staff, Interns, Sex Educators	Within 1 year	Office or other
Formalize offerings and Certificate Program	BOD, Curriculum Development Staff	Within 2 years	Office, BOD meeting(s)
Expand offerings	BOD, Executive Director, Curriculum Development Staff	Within 2 years	Office, BOD meeting(s)
Create a DVD instructional series	BOD, Curriculum Development Staff	Within 3 years	Office

- **Create definitions**

Within the next 6 months, board members and select sex educators (including Dr. Charlie Glickman) will create a definition for 'sex-positive' that can double as a mission statement for the curriculum. Ideally, all courses would fall within the working definition of 'sex-positive' by teaching some aspect of it to attendees of courses, workshops, etc. In addition, the group will create a sex-content category system. This system would allow interested customers to search for sources and workshops that suit their sexual interest. For example, the courses may be categorized in terms of audience (gay, straight, etc.) or activity.

- **Survey offerings and review suitability of definitions**

Within the next year, interns will create a master list of all courses, workshops, social gatherings, and hands-on, practical skills-building events that have been offered by the CSC in order to create a database. The database will be grouped by content as per the established sex-category system. Select sex educators will review the database in order to refine both the definition of ‘sex-positive’ as well as the category system to suit both current offerings and future offerings. In addition to reviewing CSC offerings, interns will survey local as well as national-wide institutions that specialize in human sexuality, sex education, and other variations on this theme. Select sex educators and board members will review offerings from other institutions to screen for overlap or gaps in the CSC offerings and consider ways to expand current curriculum. In addition, interns will compile a list of prominent instructors in the field of sex education who could work well within the ‘sex-positive’ curriculum of the CSC.

- **Formalize offerings**

During year 2, once the category system is in place, interns will contact all instructors/mediators of past and current offerings to collect syllabi or frameworks for their events, including works or bibliographies used to create content. These frameworks or syllabi will form a reference for future and current courses to help maintain consistency and improve courses and workshops. A lawyer may be consulted to consider proprietary issues and copyright. Select board members with sex education training will review all frameworks and create a set of criteria that cover the main points of a sex-positive curriculum. In conjunction with this curriculum, CSC will develop a certificate program targeted at certain professions within the medical, law enforcement and legal fields. Select board members with sex education training and select sex education experts will incorporate the offsite sexual education outreach program as well as other curricula under review by Dr. Glickman. Publish set guidelines for future offerings at the CSC to ensure consistency.

- **Expand offerings**

Within year 2, board members will network prominent instructors in the field in order to fill holes in current curriculum. Board members and senior staff will brainstorm on new courses that are consistent with newly established curriculum and match content to potential instructors. While select staff or board members of CSC explore the potential for the organization to offer courses in-house, Dr. Carol Queen and Dr. Robert M. Lawrence will explore external options. They will expand their current connections to try and market their curriculum to select professional organizations (medical, law enforcement, legal) to include a sex-positive educational component to those organizations’ annual conferences and meetings. They can offer themselves as speakers as well as educators. They can also explore partnering to teach this curriculum within select educational institutions, like Stanford University’s Medical school.

- **Create a DVD instructional series**

During year 3, board members will network experienced professionals in the DVD production and sales market to gain practical legal, production, and sales information. Staff and lawyers will together formalize the process of recording all CSC offerings. These recordings will be screened and edited to create productions with saleable content for educational purposes.

Bold Step: Achieve Financial Stability

The Center makes about \$330,000 - \$340,000 a year . . . To maintain who we are and what we're doing five years from now, my estimation is we should be up at somewhere near \$650,000 of income.

Dr. Robert Morgan Lawrence

For CSC to further its mission and achieve its goals the agency will need to become financially stable.

Over 70% of CSC's current funding is derived from one source. Matching funds must be raised not only to comply with IRS guidelines surrounding nonprofit status, but also to give CSC an

opportunity to sustain and grow. CSC must transition from its \$340,000 budget in 2005 to a \$650,000 budget in 2008. In order to do this they must leverage the experience and skills of its staff and volunteer leadership to grow their revenue and donor opportunities.

BOLD STEP: Achieve Financial Stability

Action Step	Who?	When?	Where?
Write foundation grants in excess of \$250,000	Development arm	Within 18 months of having formed Development arm	Foundation Center, Office
Plan new fundraising event	Events Coordinator or volunteer auxiliary	Within 1 year	TBD
Write direct mail appeal	Development arm	Within 1 year of having formed Development arm	Office
Create revenue streams from curriculum and workshops for consumers	Development arm, Curriculum Personnel	Within 1 year of curriculum development and facility procurement	Website, Workshop facility
Create revenue streams from curriculum and workshops for sex educators	Development arm, Curriculum Personnel	Within 1 year of curriculum development and/or facility procurement	Website, Workshop facility

- **Apply for Foundation Grants**

After building organizational infrastructure, the agency's Development arm should research grants from foundations using resources available at the Foundation Center. Within 18 months of forming a Development arm CSC should have applied for ten to twenty grants totaling at least \$250,000.

- **Organize New Fundraising Events**

In addition to existing annual events, such as the Masturbate-a-Thon, CSC should organize other events that may appeal to more mainstream donors who support CSC's mission. Art shows, dinners honoring sex-positive authors and educators, and book readings are examples of events that could appeal to a larger stratum of donors. Events should be organized either by CSC's Events Coordinator or an auxiliary volunteer committee. At least one new event should be planned within the year.

- **Develop Direct Mail Appeals**

Direct mail appeals can be a very good source of income. CSC should make a practice of utilizing its 8,000 name email list for fundraising. As CSC builds its organizational infrastructure, it should consistently be growing its database of donors and potential donors. Donor Perfect Online, eTapestry, Donor Records, Donor Access, and Exceed! Basic are all examples of inexpensive donor database software for small organizations. CSC needs to consistently collect the names and addresses of the people who attend any CSC affiliated events. Raffles and door prize contests are a good way to collect this information. Targeted mailing lists can also be purchased to send out direct mail appeals. While these "blind" appeals typically have a very low response rate (perhaps .5%), donors brought into fold are re-solicited annually (at least) and the appeal will pay for itself. New donors can at times be cultivated into volunteers, major donors, or recommend CSC to other philanthropic friends. In time, the donor database will be large enough to send appeals only to existing database members--mail lists will no longer need to be purchased for "blind" solicitations. The first direct mail appeal should be sent to prospective donors during the first winter holiday season after CSC forms a Development arm.

- **Create Revenue Streams from Curriculum and Workshops for Consumers**

Once curriculum is developed according to the action steps in this strategic plan, it can be sold at CSC and via the website. This can in time become a profitable revenue stream. Volunteer web designers are fairly common in the Bay Area and shopping cart plug-ins for DreamWeaver make e-commerce possible even for small organizations without an in-house IT department. The marketing of curriculum to customers will be part of the marketing and outreach plan. The Development arm should be responsible for delivering the e-commerce functionality on the website within six months of the curriculum being fully developed.

Current workshops should be continued and expanded based on customer feedback. Once CSC finds an appropriate facility, the agency should begin developing a full roster of workshops that complement its curriculum without duplicating it entirely. Topics that will benefit from a "hands-on" approach should be emphasized. Workshop sign-up should be available on the website with credit card payment as well as over the phone. Workshop curriculum will be developed by workshop facilitators. The agency's Development arm will be responsible for a marketing plan, web payment, and pricing strategy within six months of workshop curriculum completion and space procurement.

- **Create Revenue Streams from Curriculum and Workshops for Educators**

Curriculum for sex educators will be created and marketed according to the action steps in this strategic plan. Within six months of curriculum being developed, the Development arm should have this e-commerce functionality available on the website. Workshops to "Train the Trainers" (sex educators) should work similar to classes at the Foundation Center and CompassPoint. These may only be small revenue streams, but will help CSC gain legitimacy. This curriculum will be developed by program staff and facilitators. The agency's Development arm will be responsible for creating web payment, the marketing plan, and pricing within six months of curriculum completion and space procurement.

Bold Step: Develop Outreach and Marketing Plan

"I would like to be one of the first places people think of when they think not only about sex education and different ways sex education could be accomplished, because we are more diverse. But also, I want us to be the commentator station... For everyone to come and touch base with us for our particular spin on health policy, and sexual diversity in America... I think that would be splendid."

Dr. Carol Queen

Outreach and Marketing are critical for the expansion of CSC. Currently, the perception exists that CSC is a pet project of Good Vibrations. For CSC to grow as an organization, the distinction between the two entities needs to become a public one. By acquiring a new public relations specialist that will work with the newly formed Development staff, CSC can become less dependent on Good Vibrations for support. This team will expand

outreach, upgrade the technology, create a media campaign, and collect consumer feedback. These activities will allow CSC to reach a potential audience that may not be aware of the valuable services they provide. Through feedback mechanisms, CSC will gain insight from their customers as to the effectiveness of their outreach and ideas on which areas of coverage they can expand upon.

BOLD STEP: Develop Outreach and Marketing

Action Step	Who?	When?	Where?
Expand outreach/Find pro bono publicist	BOD	Within 6 months	Various
Upgrade technology	Development arm	Within 1 year of forming Development arm	At new CSC office
Media campaign	Development arm	Within 2 years	Print, radio, the web
Capture consumer feedback	Development arm	Within 3 years	Print, newsletter, web mailing list, flyers
Market CSC Curriculum and Workshops	Development arm	Within 1 year of curriculum development and facility procurement	Various

- **Expand Outreach**

The first action step should begin in the first six months. The goal is expand outreach by gaining the assistance of a pro-bono publicist. Public relations professionals donate their time to various non-profits and community organizations. The CSC will find it's on PR specialist, separate from Good Vibrations, to assist in creating new outreach materials and launching a generation of media, such as a short flash video.

- **Upgrade Technology**

The second action should take place within the first year and it overlaps with a fund development action plan. This involves expanding their mailing and donor list while having the information managed with software. The software can be used to coordinate e-mail campaigns, notify donors of upcoming events, and distribute a quarterly newsletter.

- **Media Campaign**

The third action step should take place in the second year. This step is to re-introduce CSC to the public. In this step, CSC will conduct a media campaign that highlights the work of CSC and announces the new location. The Center will place ads with Craigslist.org, The Bay Area Reporter, the Guardian, national magazines such as the Advocate while creating a press release to bring awareness of CSC as an individual entity apart from Good Vibrations.

- **Consumer Feedback**

The final action step will take place in the third year. After the expansion, it will be critical for CSC to gain feedback from their expanding base. CSC will distribute discount coupons to valued donors and partners to be redeemed at events. The coupons will be numbered according to how and where they were distributed to gain insight into the effectiveness of individual outreach and marketing. The distribution of the coupons will also be a key element of an outreach strategy as they can also be given out at sex-positive events. The coupons will be contained in the quarterly newsletter and in a printable version to be distributed through the e-mail list.

- **Marketing CSC Curriculum and Workshops**

In the third year, marketing the curriculum and workshops to consumers and sex educators will be critical to the financial stability of CSC. As the Good Vibrations grant is in question, CSC will rely heavily on outside funding sources. Effectively marketing the products of the organization will add to a diversified income stream.

Bold Step: Form Regional and National Partnerships

"I think that there are plenty of people not in the Bay Area who don't even know about us much, let alone hear regularly what we're doing. I think there are plenty of people for whom we're not even on their radar to say, 'gosh, what are they doing over there this weekend', and that that is clearly a growth space, if we can figure out how to master it."

Dr. Carol Queen

CSC will seek regional and national partnerships that are aligned with their mission, aimed at affecting cultural programming and meeting strategic organizational needs. Specifically, developing access, leverage and peer relationships to facilitate an expanded and formalized curriculum will necessitate and utilize regional if not national partnerships; to which extent this bold step

represents an extension and formalization of working relationships. These actions also manifest the organization's strategic vision of broader reach and cultural influence. Once local presence is established through the development of strong organizational infrastructure, financial stability, and a formalized sex-positive curriculum, a platform for national partnerships will be firmly established.

BOLD STEP: Form Regional and National Partnerships

Action Step	Who?	When?	Where?
Form partnership with at least one university for student intern placement	Executive staff, Board	Within 6 months of procuring a stable operating facility	Office/Archive
Form partnership with at least one safe(r) sex organization to use CSC curriculum	Executive staff, Program staff, Board	Within 6 months of completing curriculum	n/a
Form partnership with at least one national advocacy organization	Executive staff, Board	Within 2 years	n/a
Form partnership with Museum of Sex (New York) to show annual exhibit chosen from CSC's archive	Executive staff, Board	Within 2 years	Museum of Sex (New York)
Form a local Sex Positive Task Force (SPTF) that meets quarterly	Executive staff, Board	Within 1 year	CSC conference room or rotating

- **Develop Local Sex Positive Task Force**

The first step toward building national partnerships is to cement regional expertise, legitimacy and leadership through the development of local Sex-Positive Task Force (SPTF)/roundtable convened quarterly to identify collective areas of interest, coordinate action and build momentum. This step should begin immediately with the first task force meeting convened in

January of 2008. Interns/paid staff & BOD will identify local allies, like unaffiliated educators, university programs, safer sex and other related mission organizations. Paid staff/Board will leverage contacts and woo and invite participants. Assigned intern/paid staff will manage communications and action plans and provide administrative support to SPTF; work with Lawrence and Queen to develop formal Letters of Cooperation (LoCs) outlining areas of collaboration and cooperation among task force partners. Dr. Robert Morgan Lawrence or Dr. Carol Queen will convene quarterly SPTF and facilitate development of agenda, working committees, etc.

- **Formalize Internship Program**

A formal Internship program will add legitimacy to CSC in the academic world. CSC should lead this process, identifying needs on a yearly basis and forming several possible internships, with flexibility to student need in mind. To accomplish this step, CSC will partner with university Human Sexuality and Library Science programs to develop structured internships, focused on graduate and doctoral programs. All of the research for this can happen within the next year and be ready for implementation 6 months after CSC formalizes its sex education curriculum. Interns/Paid Staff will identify relevant graduate and doctoral programs and generate contact lists and manage correspondence and administrative aspects of internship program. Dr. Carol Queen, BOD and Librarian will develop criteria for interns. Dr. Carol Queen will make first contact with Deans/Chairs. The Science & Tech Board Committee should begin to explore relevance of medical student research to CSC intern needs. The about-to-be-named Board member, a recent graduate from the Institute for Advanced Study of Human Sexuality will provide input throughout the process.

- **Form Partnerships with Safer Sex Organizations**

CSC will begin to partner with safer-sex organizations (Planned Parenthood, HIV/AIDS organizations) and LGBT organizations for use of CSC materials. Within 6 months of completing sex education curriculum, CSC will have identified and formalized partnership with at least one such organization. The BOD will identify CSC needs and develop criteria in choosing organization partners, as well as provide oversight of compliance with mission and bylaws. Interns/Paid Staff will identify partner organizations, focusing initially on cities such as New York, Chicago, Seattle, Los Angeles, Boston, and Miami. Explore fundraiser sharing, or flat fee for service. Dr. Carol Queen will manage contacts with partner organizations. Dr. Charlie Glickman & Carol Queen will work together to further develop Speakers' Workshop Bureau.

- **Form Partnership with National Advocacy Organization**

Within 2 years, CSC will form a partnership with a National rights advocacy organization such as the ACLU or National Center For Lesbian Rights (NCLR, headquartered San Francisco) to lend legitimacy to the CSC programs and vision. CSC will leverage the contacts and access to the public policy discussion of these organizations to affect cultural programming at the policy level. Dr. Robert Morgan Lawrence and the BOD will court Kate Kendall from NCLR as Board Member, or member of senior staff at the ACLU Northern California chapter and identify how to strategically use these partnerships to affect cultural programming and access to sexual education

through policy advocacy. Dr. Carol Queen will woo prospective board member and assist in identifying strategic use of partnerships.

- **Partner with the Museum of Sex (MoSex) in New York**

By Partnering with MoSex to bring an annual exhibit from the archive, CSC will leverage the success of a complementary organization in the sex positive field. Actions for this step should begin immediately, with the first exhibit appearing at MoSex in time for Valentine's Day 2008. After developing a proposal with the BOD, Dr. Carol Queen will submit proposal to MoSex. The BOD will decide if this should be for-profit, or simply a strategic marketing tool and develops plan for chosen scenario, utilizing pro-bono attorney to write and coordinate contracts. Dr. Robert Morgan Lawrence & Dr. Carol Queen will work with MoSex to select annual theme of show. Paid Staff/Interns will managed administration and coordinate transportation of show pieces.



Testing the Plan: Examining Assumptions

From the perspective of anyone looking from outside, who can say, ‘are they in growth mode? Are they making money each year?’ Clearly that’s the case. As long as what we can do with that money is live within our mission, I don’t have any concerns about it. The only concern I have about it is, within a relatively short period of time, we’re bound to do enough fundraising to provide for it [the grant], to bring it down to below a certain level of the total.

Dr. Carol Queen on the grant from Open Enterprises

Our vision, our bold steps, even our detailed action plan, all build upon certain assumptions about the flow of money into CSC. Two assumptions in particular are very closely linked and should they fail, the organization will be forced to enact various hedging actions to continue to grow, but at a slower pace.

- **Assumption: CSC can raise funds to match the Open Enterprises grant**

CSC received a grant of \$750,000, spread out over three years, from Open Enterprises. According to IRS tax regulations, CSC must have earnings above a certain level in order to continue receiving this grant money. From our data, this grant can only equal a third of their income during certain fiscal years—meaning they need to raise through donations or revenue \$500,000 by end of fiscal year 2008 to be eligible to receive \$250,000 from Open Enterprises for fiscal year 2009.

- **Assumption: Open Enterprises will continue to fund CSC at the current rate**

Open Enterprises, the parent company of Good Vibrations, has informal agreements with CSC to continue giving them grants beyond 2008 potentially at the same rate of \$250,000/year.

Signposts	Hedging Actions (In order of degree)
Good Vibrations suffers revenue shortages	Delay Executive Director succession plan
Conflict between CSC and Good Vibrations staff	Rent space to other sex-positive groups
CSC fails to raise \$250,000 of outside revenue in 2007	Focus more heavily on achieving financial stability bold step
Curriculum development delays, thus no revenue	Outsource curriculum development on percent of future revenue basis
	Delay staff growth
	Temporarily cut back operations

Conclusion

The Center for Sex and Culture, while in existence since 1994, is still a fledgling agency when it comes to organizational systems and infrastructure. Twelve years after its inception, the Center is still squarely in the “Strong Founder” stage of its development. This plan outlines strategies and action steps to accomplish two related sets of goals. The first goal deals with building the necessary organizational infrastructure over the next five years to be successful at raising funds, forming fruitful partnerships, formalizing branded curriculum, and marketing the agency’s products and services to a wider audience. Once this first goal is accomplished, the Center will be well positioned to eventually conquer its ultimate goal: realizing their vision of leading a sex positive revolution in the United States.

Neither goal will be easy to achieve. The Center faces both organizational and environmental challenges. Failure to accomplish one action step will inevitably lead to the delay or failure of other action steps. Far from a magic bullet, this plan is only as sound as the assumptions it is based on. The Center must be creative, flexible, and proactive in its strategic thinking over the next five years and beyond to progress towards the fulfillment of its vision.



APPENDIX I

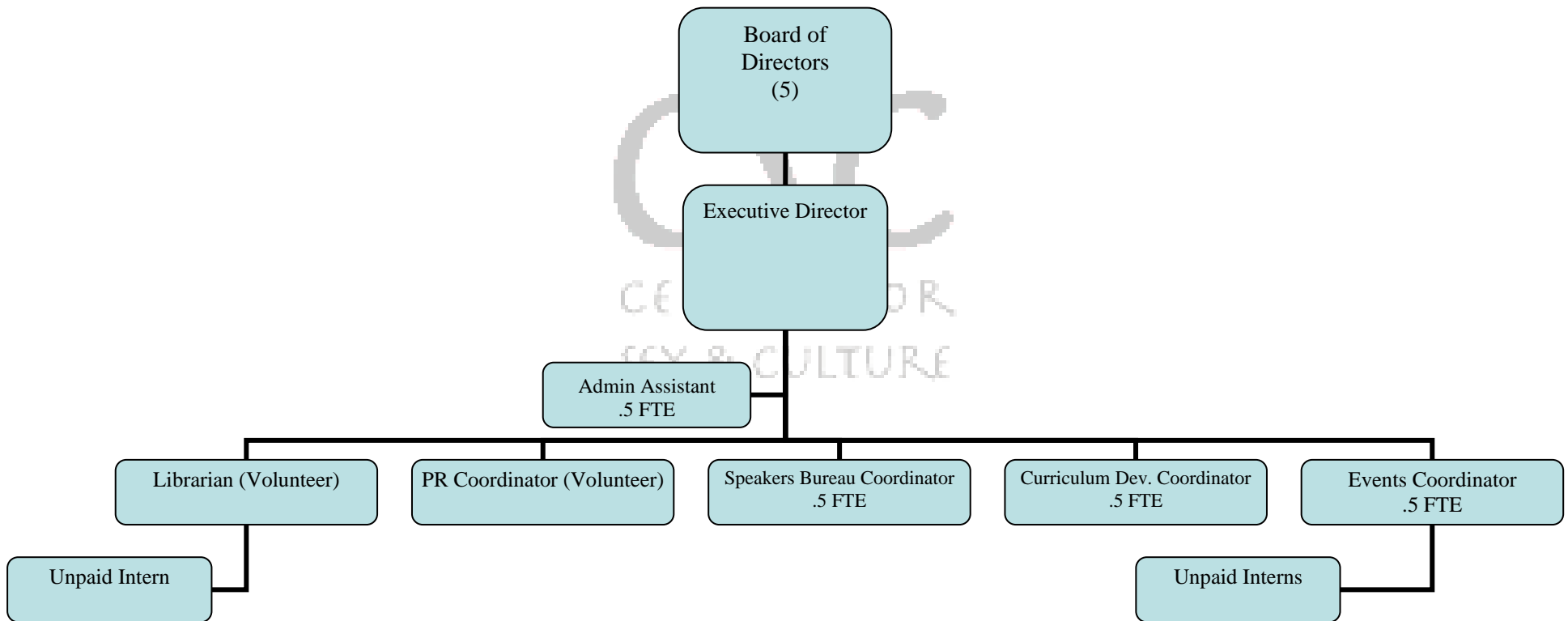
Non-Disclosure Statement

By transmittal of this Strategic Plan to Professor Laurie Paarlberg, San Francisco State University, the Evaluation Team consisting of Katharine Berg, Tracey Helton, Benjamin Leroi, Nikhila Pai, and Nikole Pagan agree that the information contained within this Strategic Plan will be used solely for academic purposes. All information contained herein is otherwise confidential.



APPENDIX II

Center for Sex and Culture Organization Chart



Rev. 12/12/06

APPENDIX III

Detailed SWOT Analysis

Strengths:

- Expansive view of the sex positive education
- Services targeted to an underserved and underrepresented market:
 - information wanted by gay/ lesbian/ bi- /trans-population as well as straight population
 - catering to all orientations
 - attempting to educate all levels--range of events indicated by firecracker ranking system
- Dr. Carol Queen, Founder and Director, is well known and well respected for her work in the field of sex education. She is mentioned by the media 3-4 times per week.
- Dr. Robert Morgan Lawrence, Co-Founder and President of Board of Directors, is well-known and well respected in the field of sex education.
- Established Board of Directors
 - 5 member board is very active and experienced in many arenas including journalism, sex education, lease and space development and law
 - Possibility of expanding board to 6 or 7 (currently in negotiations)
- Organization is supported by a team of lawyers and attorneys
- Targeted paid staff
 - Dr. Charlie Glickman, PhD in Human Sexuality and curriculum design
- Dedicated volunteer staff
 - Librarian
 - 1-5 Interns
- Support of other famous sex education specialists
 - Betty Dodson and Good Vibrations, as well as GV staff
- Direct grant from Open Enterprises for \$250,000 per year for 3 years starting FY06
- Sex-positive courses, workshops and programs already in place
- Only publicly available stand-alone sex centered library in the US
- Online library catalogue of 7,000 titles
- January 1, 2007 organization will reach probationary point and become a 501c(3)
- Established grass roots fundraising efforts through online sources with email list of 9,000
- Geographic location - people come to SF for open and exploratory environment, social, political, personal.

Weaknesses:

- Content overlap with other area organizations means no way to distinguish CSC
- Lack of coherent direction
 - no clear mission statement
 - no logical complement of classes or programs
 - irregular offerings of programs
 - irregular and haphazard outreach to area groups or communities
- Poor interface for online library catalogue, no way to actually borrow or view materials

- No succession plan in place to support Carol and Richard or to continue the organization should they decide to leave
- No formal internship program means interns often require active management
- No direct management or motivation for staff—other than when grant ends, everyone leaves
- No marketing strategy beyond the limelight Carol is able to share with the group
- CSC shares a marketing/public relations person with Good Vibrations
- No official physical location (although a potential rental is in the works)
- Current event and workshop revenue barely covers costs and requires many volunteers
- No one on current board or amongst paid and volunteer staff does financial development
- Donation and program revenue are a small portion of the overall budget
- Underutilized grass roots fundraising online programs
- Blurred boundaries in partnerships with individuals and certain organizations resulted in lost ideas and resulting lost revenue opportunities
 - Partnership with an individual on ‘Jack and Jill off’ events resulted in \$30,000 for the individual who did not feel the need to share his proceeds with CSC
 - Brainstorming session with members of a partner organization resulted in certain revenue generating plans being implemented by the partner who kept all proceeds

Opportunities:

- San Francisco is an open minded with an expansive view on sex:
 - Open celebrations of sex, sexual diversity, and political sexual identity
 - Pride Parade, Fetish Balls, Dungeons, Public discussion of sex and identity on local media (newspapers, radio, TV, etc.)
- Many potential partners in the area
 - Good Vibrations (high visibility)
 - StopAIDS
 - The Institute For Advanced Study of Human Sexuality (where Carol got her PhD)
 - Human Sexuality Department & the National Sexuality Resource Center at SFSU
 - San Francisco Sex Information
 - Foundation Center
- San Francisco City Health Department approached CSC to develop an education program
- Professionals (doctors, district attorneys, vice police officers) have approached CSC for their expertise on sex
- With the federal government exclusively funding abstinence only sex education, there is a community need for more expansive sex education curriculum
- Inquiries from sex educators around the country to franchise CSC
- Despite a lack of a formal program, college students actively seek internships with CSC
- As there is no common language or space on speaking frankly about sex, CSC has an opportunity to reach out and set the tone and create the space needed
- California State Bill SB 1437 advocated for curriculum that was inclusive of GLBT issues at the high school level
- Media
 - (Sex with Emily talk show, Live105 sponsored the Folsom Street Fair, Love Line with Dr. Drew, a nationally syndicated radio talk show about sex related issues, while not overtly "Sex-positive," is also on Live105 weekday nights)
- Various funding sources in the area beyond grass roots online resources
- The public continually donates materials to the CSC library

Threats:

- High rents for commercial space (also high cost to buy space)
 - landlords are loathe to rent to poor non-profits
 - landlords are loathe to rent to 'sex' agencies
 - hard to maintain a regular space with rental market shifts upward
- While San Francisco is progressive, it's also very segregated--communities tend to stick together and the CSC can easily be seen as 'niche' and therefore irrelevant to the mainstream even within the city
- Viewed as a niche market rather than the expansive organization
 - Also viewed as focused on "Fringe" or "Kinky" sexual behaviors; outside of mainstream sex education
 - Viewed as a "luxury" by sympathetic donor organizations that may feel that their dollars need to be put into education on birth control, domestic violence, morning after pill, STD prevention, etc. over CSC
- The larger US population is less accepting of the CSC message and more willing to relegate the group to the same mental space as porn
- Carol Queen and Robert Lawrence are not well known outside the sex education circles
- No open public dialogue or language to build upon for open discussions on sex and sexual activities in a 'sex positive' way
- Rise of evangelisms/social conservatism which is reflected even in the media
- The Federal government is very conservative—choosing to spend its money elsewhere and pushing abstinence based programs through CDC and National Health Institute grants
- Many state governments choose abstinence based sex education
- Revisions to Title 18, Section 2257 of the U.S. Code created under the Child Protection and Obscenity Enforcement Act of 1988, requires producers and sellers of pornography to keep records verifying the ages of all of the people in a pornographic film for inspection
- IRS requirements dictate that grants total a certain portion of revenue for CSC—currently, their Open Enterprises grant is their main source of income which means they are in jeopardy of losing it if they don't increase their donations and earnings from other sources

APPENDIX IV

Interview with Dr. Carol Queen & Dr. Robert Morgan Lawrence

November 21, 2006

Interviewer: Nikole Pagan

NP: *Ok, First I'm going to ask you some questions, and then after that I'm going to show you some of the things we've done*

CQ: Sure

NP: *The first thing I think we'd like is a real definition of what 'sex positive' means to you and the organization.*

CQ: Well, I've been asked this twice in the past week, so I'm going to give you my short form answer, and if you want me to expand I will, and of course if you want to throw in (to Robert), please do. How I understand sex positive in brief is, the notion that anyone could be, even if they are not now, having a positive experience with sexuality in their life, as opposed to the way our culture often poses sex as dangerous, if you're not using it for reproduction or to shore up 'normal relationships' quotes around that. And what that leads directly into is the idea that people's sexuality is diverse and that they deserve non-judgmental response to that sexual choice that is consensual. (to Robert) Want to add anything to that?

RML: Just the idea that it is a natural, healthy behavior of mammals. Humans *are* mammals. And it is also a sexual behavior of humans that is natural and healthy for people to do and for them to have, as long as it is consensual and people are exhibiting that behavior. For me it's like the other choice of being told this is what you can eat in the little frozen TV tray, or you can go to a fine restaurant. So. It doesn't mean that there isn't 'sex neutral', which is the position, which Carol and I both teach from...

CQ: Right.

RML: In regards to sexuality. When I'm talking to people about sexuality, I provide both the good and the bad. At least the scientifically reproducible bad, not the beliefs bad. And then there is 'sex negative', that sex is wrong and bad and there's only one way you should do it and that's the way I tell you to.

CQ: Or, it's dirty, save it for someone you love. (laughs)

RML: That's right, some day my Prince will come ... and so will I.

(laughter)

NP: *Ok, and as a follow up to that, please describe the way you see sex positivism playing out on the larger social scale, beyond what you're doing with the organization?*

CQ: Well, what we're doing with the organization is two parts of the Big Plan, chiefly. Namely, making a space where people can come for information or informative kind of entertainment and get support through that kind of gathering. And, taking on the Sex Ed. Piece. The archive and the classes all being part of that bigger piece.

And so, a larger culture that is truly sex positive would be one in which we didn't have to come in and pick up the slack in people's sex education. People would have had plenty of that good, non judgmental sexual ed. that is diverse, and they would get it before the point at which we would kick in, which is when they are over 18. They would get it in their teens, in school where they, arguably, would probably like to be getting it. And it wouldn't be a matter of someone having to go comb the Internet for anything they think might be correct information.

And cultural and legal legislative policies, practices and policies, would make space for this diversity as long as it is consensual, that is in the definition of sex positive, and as you probably know now, there are plenty of laws and regs here and there. Especially there, actually. Many here. One of the reasons we're doing this here in San Francisco. There are laws about what people can do sexually and with whom they can do it. And that piece of the picture is not within our purview, per se, but the work that we do is sort of ... groundwork for getting those inappropriate, in our opinion inappropriate, laws out of the way. We have a relationship to it; we're just not the kind of nonprofit that can take that stuff on. We make the discussion happen for other people who are in a position to make laws.

NP: *I'm just curious, this isn't a question I was going to ask, but how are you affected by the, is the 2257, laws?*

CQ: Uh-huh. We're not at this time specifically affected by it because at this time we don't put sexually explicit media out. It has to do with publishing and making available for sale pictures and videos. And since we don't do that at this time, although that's not to say we wouldn't do that in the future. And then at that point, we would be just as affected as everybody else. There is no educational exemption. And whether the Feds would ever consider us, in our library, one of the secondary providers, is something that we are not even sure, but if it did, we would have to hustle.

RML: If the Feds decided we were secondary providers, every library in the nation, including the Library of Congress, would be in violation.

CQ: Exactly, so the minute that happens ...

RML: It's pointed specifically at manufacture and possess- not possession, at manufacture and distribution of erotic material. In that we have done erotic events, and at times have imaging, any time we have imaging of anybody at an event we make sure they are over 21 and we keep records of that. They're kept to the 2257 standards, but we never expect to use them. And if we were ever challenged "oh, you have this picture of this person at this event" or somebody comes to us and says "you have an image of me and you can't use it" at least we have the release, and a copy of the ID and it's all in order.

CQ: Probably the only thing that relates to that directly is the little corner of the room at the Masturbate-a-thon that we have camera-ed and are web casting.

RML: As a private individual, it certainly upsets me that the government will take all the private information of somebody, all the private information; their name, their address, their ID numbers, their state driver's license number, their social security number, and publish those, and require the people who do general business to publish those, and allow anybody who's involved in law enforcement on demand to see those is a very strange thing. If somebody did that to anybody else, on a private basis ... if they did that to Joe Truck Driver, you know, medical doctor, nurse, teacher ... all your private information is available to law enforcement at any time, it's an invasion of privacy. But in this industry they require that they have no privacy, that they no longer have privacy. It's an interesting violation to me that the government is doing. That's my private view, that's not the Center's.

NP: *Right, right. Ok. We're going to move into information about the structure of the organization now. Robert, you're the President of the Board? Can you explain a little bit about the Board? Who is on the Board? How many people? The structure of that and how it interacts with the organization?*

RML: It is a very simple board right now consisting of 5 people, and we're entertaining a 6th and 7th over the course of the next few months. There is a president, a treasurer, a secretary, and a couple of committees. One is a financial committee; one is a scientific development committee that does research. We just basically oversee the organization. We are still wee. We are still small.

NP: *The background of those people?*

RML: The background of those people? We have a member of the press, a doctor of, Annie Harrison ...

CQ: I think Annie has a masters in journalism.

RML: A masters in journalism.

CQ: She specializes in Science, tech & sexuality.

RML: Patrick Califia, who is a known sex educator here, at San Francisco Sex Information. Judy Watson, who is one of the managers over at Good Vibrations.

CQ: And who we put on the Board specifically because she's got a lot ... she's got a lot of knowledge about leases, space development, things like that ... that piece, she's got much more information than the rest of us do. She's partly on the Board to help us with our growth strategy, and how we can utilize buildings and what we might be able to grow into – that piece. And who else? Robert has a doctorate in sexuality as well as chiropractics. Chiropractors get the same kind of – basically they do pre-med, so he's got substantial medical-slash-healthcare-slash-anatomical body information.

RML: And Kathleen Hunt, who is an attorney.

CQ: That is our 5 right now. And our 6th ...

RML: No names. No names.

CQ: Is a young doctoral candidate at the Institute for Advanced Study of Human Sexuality and she, if the Board puts her on next month, which we think it will, is going to be both sort of a, on some level a voice for people who are students and younger than the rest of us who are all in our 40s and also because she's just gone through this process of specializing in sexuality in school, something tells me there's something really specific about that experience of hers that is going to be useful to us. Especially as we develop sex ed programs. As you know, State has a Masters in Human Sexuality; too ... the Institute is very very different. But we're interested in sort of trying to see what all of those programs, especially the ones that are local, what they provide and what they don't and see how we can come up in the middle and help to add value to those programs that are already existing.

NP: *Do you see yourselves developing an actual curriculum – a sex ed curriculum?*

CQ: Possibly. We had. We initially had thought ...

RML: We already do have a sex ed. curriculum.

CQ: Well, we do ...

RML: Being designed and built by Dr. Charlie Glickman. He's doctor as we're talking, in our field right now. He's got a doctorate in human sexuality also.

CQ: Charlie is one of our staffers.

RML: His dissertation was on educational techniques in human sexuality. So he is, besides a PhD in designing curricula like that, he's designed an online curriculum for Good Vibrations and is in the process of designing an offsite sexual education outreach program which is a group of sex educators who have basic education and go out with materials and do short presentations and lecture at the academic level, for example at community colleges and that sort of thing.

CQ: And community based organizations. So the programming that Charlie is in the process of developing will, the aim of it will be to give continuing ed. credit to people who are ASSECT certified (American Association of Sex Educators and Therapists), and he's also, and we are also, potentially going to resurrect a kind of sex ed. programming that is only done once a year here in the Bay Area at the Sex Institute called SARP, Sexual Attitude Reassessment Process. Which is one step, and this will probably be one piece of the larger curriculum, but we've already had somebody at the City Health Department ask us if we'd consider developing such a program. And generally speaking, if we have the resources to develop specific programming and someone asks us to do it, we will. Because that seems like if someone bothers to come to us, it is a need that someone else isn't fulfilling right now. So, I think the likelihood after the first couple of years that that will develop and we will make that available to sex ed. students, people from the city, maybe people who are newly in their sex therapy training space.

RML: Any secondary curriculum that we develop will be along the lines of what they're already using at the university level. That makes it much easier to go through the licensure process and certification process for the state of California. We did help design one with someone, about 7 years ago over at Stanford, we were asked to help design a sex education program. Not much came of it; there were a couple of interviews.

CQ: There was one really interesting guy who I don't think is there anymore. He wanted to greatly bump up the sex ed., and nutrition, cultural ed. pieces of the Stanford Medical Center's program – but the time perhaps had not come.

RML: Physicians often come through their program being very uncomfortable around human sexuality. They have full access, literally, full access to the human body – they can stick knives into it, they can take it apart, full access, and they're like 'how's your sex life?' is not a question a male doctor usually asks a female patient. The nervousness and that all around that makes it not happen. And it's not good for patients. That question has to be asked, and take notice of that. And it's still happening. Someone came out about 2 weeks ago ...

CQ: That is very much a piece of what we see in our purview to do, is take on this issue of poor sex ed. training or inadequate sex ed. training, of professionals – better sex ed. would be helpful. Even attorneys. And to try to fill those gaps, we very much care about individual people and couples and their access to workshops and classes, too. But we know that we have a slightly higher level of cultural effect if we start working on professionals, because they see lots of people. And it's also a revenue stream that is probably higher than those for individual classes. If we were to become a regular stop on that tour, all those people need to get CE credits every year, so we certainly see that as – we're not a business per se, but thinking about how our economy must be maintained in order for us to continue to exist, it is a business ...

NP: *Well, most nonprofits at this point are doing business programs to generate resources.*

CQ: Yeah. Yeah.

RML: Because trying to do it all on grants just won't work.

CQ: We're pretty clear that we can't rely on grants.

RML: It's an interesting conundrum that our government has unfunded sex ed. programs every time it can do so, and has increased funding to sex ed. programs called abstinence. Which are not sex ed. They are simply 'just say no' campaigns which we know don't work. The CDC's numbers show they don't work. All over the world we have data that shows they don't work, but the belief structure in play says they will. This program means that the government is no longer doing any sex education. We are an outgrowth of the community that wants this. They are funding us. So the government turning us off is essentially making private sex education happen. So it's an opportunity in the community and in the culture for this. It's not going to go away. They can't just make it go away.

NP: *In terms of, some of that answers part of my next question, but I was going to ask who you think your customers are, and how do you address bringing in people who don't necessarily know they need to be your customers?*

CQ: I see four levels of our customers right now. One, is academics – researchers, writers, whoever might we wanting to actually go in and do research in the library. One is the professional class or whatever of people we want to reach out to. One is the individual or couple that want specific information or inspiration or whatever it is, that want to take the classes. And the fourth is the person in the community who finds some of our cultural programming appealing.

My understanding of the cultural programming that we do is that it is a form of sex ed., just like art used to be, art and music used to be in middle schools and high schools curricula, but often it is not there anymore. It's a form of education about cultural issues and often you can take on sexual ed. questions, such as sexual diversity related questions, more successfully and sort of raise consciousness and add information in, sort of the media of the arts. That's what I see right now.

RML: There's 2 other customers that we have been working with, occasionally, although one of them is getting more often. We have a professional librarian in charge of the library and she's starting to work with other librarians through conferences, and other libraries. For example we have an online list of titles so people can search for titles and see if anyone has done any research. Currently, people are having to come to us. She's looking to set up a membership, inter-library loan structure. We currently maintain close to 7,000 titles on the shelf. Right now they're in abeyance because we are moving from location to location this month. But we plan to have 17,000 – 19,000 volumes in the library when it's done. And it's a good, solid research library. That provides space for librarians to do research.

We are the only publicly available stand-alone sex centered library in the nation of any note. Our librarian has already checked that. You can find other smaller bits with somebody in their closet, and there's the Wet Spot. But even Kinsey, their public library has a wonderful section, Stanford has a wonderful section, but university libraries you have to sign in and give ID and that kind of stuff.

And the other is law enforcement. We get calls two or three times a year from an ADA somewhere. There's a district attorney in Oakland. There's one in LA. Who've heard what questions they might want to ask to challenge an expert witness, or to make someone into an expert witness. So law enforcement is a tiny, un petit, just a little bit, but it's still something. And we, and whoever wants to come through here, as long as they are 18, and as long as they maintain the status of our library and materials, please, come on down.

CQ: In terms of outreach, what we do right now is maintain an email list.

RML: It effectively reaches about 9,000 people. I can say 8,000 for sure.

CQ: And more than half of that is people who are signed up on the list and many of the people have a fairly aggressive habit of forwarding our email to lists they are on, and so it goes out a little further that way. Then there is sort of sexual ring – a ring of email lists that will post our things that I send out on a regular basis by themselves. And websites like Craigslist or those kind. And I'm always looking for more of those that seem like they're probably in our demographic. And when I say demographic, in this case I actually mean more of an attitudinal demographic than anything else. It's not really by age, it's not really by orientation – it's who is interested, and who won't be sort of off-put by getting such an email.

RML: We have designed two programs that have gone around the nation. One is the Jack and Jill off parties. And these are operating, or programs like them are offering, in Houston, one was in Rhode Island but it was a small party, Boston, Seattle, not Madison anymore, Los Angeles. Like I said, we want the party structure to go anywhere. The LA one, we gave the guy the information and the paperwork to go down there and start a party and he turned around and sold it for \$30,000.

NP: *That is very LA.*

RML: It wasn't under our umbrella anymore. But we want people to do these things, and were not going to do this maintain control over it. This is a safer-sex structure for adults only. Go do it. Here's what to do.

CQ: And you said two. What was the other one?

RML: The other is an international outreach. And that is the thing we call the Masturbate-A-Thon. Which is a program that was designed by a bunch of post-doc folks who sat around and designed it. It reaches international. Our website on that one, when the masturbate-a-thon happens, reaches 70,000/60,000 on the Internet. It only lasts for a couple of weeks, but last time we put one on in London. And the press over there is much more interested in professional background, having degrees, and when it comes to sexuality they consider it just like anything else. You have a degree, you do this for a profession, and here's a thing you did and we'll talk about it. So we had 47 international papers covering us. In the US, 2 little peeps. In Canada, lots. In Mexico, lots. But the space between those two borders was just shut.

CQ: You can really see the Puritan under- ...

RML: It really is just that. I was talking to members of the press in Europe and they said that to get back into the US anymore, they can't just travel, they can't come in just on their press pass, they have to get a Visa. In the past 6 years if they've said anything derogatory about the US, they're not allowed in anymore. So, it isn't just that. It's that this press is not covered because the government will not let it be covered. Just as an aside.

CQ: I have one program that is sort of nascent to what he said, just not in the Bay Area, and a few more ways we get to our people, the people that we want to get to. The sort of nascent program is that, at some point in the not to distant future, I think we're going to have an outreach program to sex positive organizations and colleges. Our current intern is working on trying to scope around and find out where those are. There's generally – unlike the LGBT organizations, they're not linked up together. They don't always know about each other. And we're trying to make that happen and as soon as we have a fairly clear sense of where many or most of those are, we're going to develop our Speaker's Bureau outreach more.

RML: Our Speaker's Bureau outreach program is currently a half-time employee. There's somebody already working on it. We have 4 half time employees at the organization right now, with a budget of about a quarter of a million dollars. The half time employee is still occupied only half time doing outreach and going out in the Bay Area.

CQ: The other things we do to try and get the word out – we're really largely Internet based. But then there's also the website, which has the things that we've produced, plus the things we've co-produced with Good Vibrations, or co-sponsored, whatever the right language is for that.

RML: Co-sponsored is better, and we've sponsored with a whole slew of other organizations.

CQ: Right, but there's a page on the website specifically on those (GV), and Good Vibes' website refers back to us, if you can find the page on their bazillion page website where that referral is. And we do, sometimes, not for everything, sometimes we do posters, bar cards, I think that's actually the weakest link of all those things. I think that there are plenty of people not in the Bay Area who don't even know about us much less here regularly what we're doing. I think there are plenty of people for whom we're not even on their radar to say, 'gosh, what are they doing over there this weekend', and that that is clearly a growth space, if we can figure out how to master it. It's far more likely that we'll get listed on Squid List then we'll get listed in the Chronicle's 36-hours. We're not really a there-there yet, quite. Although the attention we're getting is I think ramping up, and that is, that kind of cultural awareness is something that partly we have control over and something that we don't always have control over.

RML: Did you have a question?

CQ: Yeah, and I have one more thing to add, too. The other thing is that we share some sort of, it's not really official really, but we share Good Vibes' publicist.

RML: We don't share her. She's working pro-bono for us.

CQ: Right, so we can't ask her every week to send out three press releases for us. But when we have something big, she sends it out to her press list, and it's bigger and more impressive than the one we've gathered, so we don't have, we don't have all the eggs in our basket

RML: And there's little things. Carol hits the news pretty regularly. Three or four times a month sometimes, and today she just got quoted in the "quotation of the day", and her website crashed this morning because all these people were like "who's carol queen"?

CQ: Susie Bright emailed me today and said "most of the people who get quotation of the day are dead!"

RML: So, the question I have for you is going to be just like totally off the wall. Who are you, and why are you here?

CQ [Laughs.]

RML: Well, it's just like we get these people who ask these questions and then they go off and we never hear from them again.

NP: *Sure. Well, I'm a graduate student in the Public Administration program at SFSU, My concentration is nonprofit management. I'm taking a strategic management class this semester, and our semester long project is to work with a nonprofit of our choosing. I'm interested in your*

organization, so I choose CSC and managed to talk a couple of classmates into joining my group, and so we're writing your strategic plan.

CQ: Cool, huh?

RML: Oh!

CQ: Which their professor warns we shouldn't just implement.

NP: *No, but some of our research might be useful for you, and it may be helpful for you to have some outside input.*

RML: Well, great. With that bit of knowledge in my head, may I say something?

NP: *Sure!*

RML: Our weakest link, as Carol pointed out – we're getting there, we can see the growth beginning to happen. But what happens with our events is that we need to be able to design events that are productive for us. We do one event; we spend 17 volunteers, and make \$500. And I'd much rather say to the volunteers, 'hey, if each of you give me \$40, we can all have a day off'. It seems counterproductive to waste a days labor to make \$30-\$40 bucks on that day for them. It would just be easier for them to pony up the money and have a good day. So our events are depending upon how they're PRed, range from lightly attended – please come down on Dec. 10th to the Minna Gallery

NP: *Actually, my ex-girlfriend is going to be one of the artists, so I'm already planning on going.*

CQ: Fabulous!

RML: Please come down to the gallery it's going to be a madhouse. We need to raise \$16,000. We had – would you turn the tape recorder off please?

--Off record discussion--

CQ: In terms of thinking about ... we've never had a strategic plan, but we've certainly had some ideas about the likely programming that we would add later and some jist around time frame and some of that. And certainly, getting into our own building has been something we though of pretty much from the get-go, but certainly it would not have been on our radar this soon, I would say, if it hadn't been for this series of unfortunate events, and a landlord, which among other things, has helped us realize that not every landlord would be like this, but any landlord would potentially not want to support all of our programming. And we have – we have an issue there, and it's going to be an ongoing issue unless we can figure out a way for us to be our own landlord. Or find that perfect soul, you know, who is going to be an angel landlord for us. And given we thought we had that person in the last place, and he turned out to be not such an angel, we know that's challenging. And is going to make us sort of climb a steeper hill than we would have had to climb, than you know, if we had waited 5 years. But we don't know that we are going to be able to successfully wait 5 years.

The building that we are moving into is smaller than we would ideally like and won't be able to do the full range of programming there, although we can do co-programming and rent spaces and stuff like that. We'll still have some cultural events, but, um, it makes it so obvious how where you have to do your business shapes the business you can do. So that's one of the things we're up against and we're trying to turn that into a positive. Because, of course. What else are you going to do? But it is there, and it's looming at a schedule that it wasn't expected to loom at.

- NP:* How long has the organization been going? I notice in one of the Chronicle articles it said 1994, but in newer media it says 2004?
- CQ:* Yeah, yeah yeah.
- RML:* 1994 was when the concept came together in Betty Dodson's apartment.
- NP:* Ok.
- RML:* Literally she looked at us and said, "You kids need to have a place". So we designed this place. And she was right. We do... Especially because if sex educators don't have a venue - you can't teach if you don't have a place.
- CQ:* This came out of a conversation with Betty where she said "I don't have a place in S.F. to do my workshops, because Good Vibes will sponsor them, but they can't have them onsite, and I don't like to just rent a hotel room, and there just is no place that is logical to do them."
- RML:* In about ...
- CQ:* And so we realized we were the people who could, with our different community affiliations, who could do that project.
- RML:* In about the year 2000, we were approached by an individual who said "Here's the money, go ahead and do the process of incorporating into a 501c(3)."
- CQ:* "You've been talking about this for years, make this happen."
- RML:* As of January 1 this year, we reached our probation point and are no longer on probation. We're no longer a 501h, we're a 501c(3). We're saturated with attorneys and CPAs and everything else. The IRS is happy with us. Everyone else is happy with us because we pay everything we're supposed to pay. We follow the rules. And so we have been technically a 501c(3) for the past year according to the IRS, but almost 6 years in the state of California. There are these different incorporation moments. But the idea did start in 1994. At that point, there was no way to rent property in SF.
- CQ:* We began to do the looking for space thing in a sort of part time way in 2000 when the paperwork got through and didn't have, as you probably saw in the one Chronicle article which was about us looking for space, we didn't wind up making the contact with the guy who was not as charming as we thought he was initially until a little over 2 years ago. So we'd been in that space for almost exactly 2 years when we left.
- RML:* But we were in a small office before that, right across the street.
- CQ:* Yeah, but it was just a space so that the interns didn't have to sit in our dining room. Because we've been getting interns since about, what?
- RML:* '99?
- CQ:* No ... '01?
- RML:* Maribel was '99.

CQ: Oh, yeah, if you count Maribel it was '99. We had a library student who basically just came here to the apartment and cataloged the couple of thousand books that are in the hall. And those books actually are books that are going to go into the library, once we get through all the books that people donated to us. Which is a lot. You know, we've got thousands already either cataloged or in boxes waiting to be cataloged. Without our own personal collection going in and joining them. Anyway – I think that probably answers your question.

NP: *Ok. How many interns do you have?*

CQ: Right now we only have 1. Our maximum intern number was 5, last summer. I think we had 5 the summer before that, also – at least 4. And so far, that is probably as many as we can handle at once.

NP: *What do they do?*

CQ: They have 2 main functions. Some of them go into the library and never come out until their internship is over.

(Laughter)

CQ: They catalog books. Because while, as Robert said, we have a librarian, she is a volunteer librarian and she has a full time job downtown in a law library, and they won't allow her moonlight, but they will allow her to volunteer. So she's a volunteer. She runs the library – chose the library software, trains the interns, oversees the interns by coming in once a week and keeping informed about what they're doing.

So, some of the interns – and we're fortunate enough with every intern cycle to have 1 intern at least who actually is into that. So far. And then, the other interns are like 'uhhhh', they're whiney (laughs) and we have them do mainly production assistance. That's the other main thing. I mean, there are some middle ground types of projects that they do. Matt, our intern right now, is trying to find all the groups around the country doing student activism or college context sex positive groups.

RML: Yes. We have them do production, location management, maintenance. We have them do archiving, including the sort of like heavy storage type of stuff with boxes. That's why librarians are all so tough – because they lift 50 lb. Boxes all day. We let them do that part. I think the part that – it depends on who they are. If they have production skills, every time we do an event, they're doing all the build up for that. Just standard sort of small, nonprofit things. The same things that everybody else does.

We don't do much outreach with our interns. Part of it is that often times they come to us recently in school. 'I'm a freshman, or I'm a sophomore and I'm just starting in school' and to have them do outreach and go out without training and to go into the public and to sit at a table and say 'hi! We teach sex!' Is not really wise. Even in the Bay Area, because you need a team to do that. Especially with young women – most of our volunteers have been young women. It's a sadness that we're not getting even gender response, that we're not getting young men to come in. The volunteers

...
CQ: We have Kurt, who is a young man.

RML: Right.

NP: *Are they graduate students primarily or undergraduate?*

CQ: No, primarily they are undergrads. Which is kind of interesting.

NP: *That is because generally a requirement of a grad program that they do an internship.*

- CQ: That's true. What we're finding actually is that we're getting heavy rotation from just a few schools. And in a few cases, students will come out for the summer and aren't actually in an official intern program. They function as interns, but they actually aren't getting any credits.
- RML: We had one school turn a young woman down ...
- CQ: It was Smith.
- RML: Right, it was Smith. They turned her down for funding for our program because they were afraid she would be involved with child pornographers. That was, in writing, their position.
- CQ: Which says a lot about the lady at Smith.
- RML: People's minds go to the strangest places. It's sad. They said she could do the program, but they wouldn't give her money. So basically they sent a young woman – this is my patristic attitude. They sent a young woman to San Francisco, on her own and said 'Here. You want to do this thing? Go do it. But we're not going to fund you for it'. Which – now what kind of a job is a young woman going to pick up in San Francisco really quickly? Strange town. Other side of the continent. Well, she was looking at "Maybe I'll go dance at the Lusty Lady". And it's like, 'yeah, well, you could, but you might want to find something else to do.'
- CQ: The folks at Smith will love that.
- RML: It was very strange to get this kind of response. Other students have come in and done it from there, but it's just that one program had that one woman who was like 'oh no!'
- NP: *What year was that?*
- RML: '05. Why, do you know Smith?
- NP: *No, I think it's just a function of the time, and the administration that we have ...*
- CQ: I think that's true
- NP: *I was doing a research project last year on harm reduction stuff, and specifically on funding to harm reduction nonprofits dealing with AIDS.*
- CQ: None of whom are towing the government line of course.
- NP: *Right*
- CQ: But – we had multiple interns from ...
- RML: But, don't pass that along, please. We don't want Smith pissed at us.
- NP: *No ...*
- CQ: Hey! I want Smith to feel bad about it and send us an intern next year. I'd be happy about that. I'd be perfectly happy with that. Um – College of the Atlantic in Bar Harbor, Maine has a free school kind of program, and it's a relatively new school, since the 70s. Hampshire College in western Mass. sends all its undergrads out.

- RML: Not to us. But they send them all out.
- CQ: Actually – no, we’ve gotten more Hampshires than anybody else. Oberlin, Bryn Mawr have both sent more than one.
- RML: Interesting list of schools, isn’t it?
- CQ: It’s very interesting. I was just in DePaul in Indiana last week, and a couple of young women popped up wanting to come to us. And the Oberlin internship is short, intensive like 1-month through the winter internship. What I think is going on is that a lot of mid-western schools just want their students off campus during the time through the winter when it’s icy (laughs) when their liability would be highest – with all the accidents – so they send them off to the coasts. So I think we may seem some Indiana Hoosier girls sometime in the next year. But we don’t seek interns. So far they have all contacted us and if we ever do seek interns, I’m really sure that we’re going to try to come up with more specific programming and boundaries.
- RML: We have really clear boundaries right now. During the work day ...
- CQ: No, we do have clear boundaries, but.
- RML: From 9 in the morning until 5 at night interns are not at any place where they will see or be around sexual behavior. After 5 o’clock at night if they are an intern, they are requested not to show up at sexually oriented events. Now, they’re adults, and I can’t tell them not to. But I can specifically request that you not be here.
- CQ: Well, and we can tell them that that’s our policy.
- RML: It’s our polite way of saying “you really shouldn’t
- CQ: Which is obviously toward a sexual harassment policy. That we don’t have officially written out yet, but we do have a fairly clear ...
- RML: We do have a really clear sexual harassment policy that’s written now. Don’t – don’t We are organized. It’s ok. It’s not like we’re wandering around clueless.
- CQ: No no! I don’t mean we’re wandering around clueless. We’re quite the contrary, and in fact I think there’s a little bit of surprise on the part of the students who come out. They’re like ‘oh. Ok. I’ll be lonely tonight because I’m not going to be at the event’.
- NP: *Right.*
- CQ: So, we feel ... especially with the thing at Smith happening, we feel it’s necessary and not only that, people in college encounter plenty of folks in the course of going through their lives who might not be as clear about boundary issues as we are. We want to show, especially in this context of great sexual diversity that one choice that people have is to have their clear boundaries. It’s not a bad idea. As so we try to be the ones to model it, and we find that we actually have to keep track of other people involved in the organization who may not have boundaries like that. And we need to try to get that to each of our interns too, obviously.
- RML: We do tell the other volunteers ‘leave the interns alone’.
- CQ: So what I said about boundaries was really that specific kind of boundary, what I was talking about was, does this person who is interested in what we’re doing already have enough background,

academic or off-campus background that would make them a truly useful intern for us or are we a sex-positive stopping off place on this person's college round-about, which is fine. But it takes a fair amount of attention and energy to wrangle the interns.

So at a certain point, there's going to be a bump up in professionalism in the way we think about the intern program. And because it's been, not really generated by us – that's one place that if it had been generated by us, we probably would have already thought about what we needed from it.

The librarian said the other day; 'I don't want you to send anybody else into my library who doesn't want to be a librarian'. So that actually may turn into an intern outreach piece that we've never done before, where we actually contact library science departments and say "send us your sex-positives". And so far she's trained just anybody.

NP: I think what I'm going to do now is ... it's sort of a last question, but it's also sort of where I'm going to show you the stuff that we've worked on already. The question part is, what you see as your wish list. How do you see yourselves 5 years out? 10 years out? Or, if you could have anything – don't consider money or resources as a block right now – but if you could anything you want.

RML: 5 years from now?

NP: Yes.

RML: It would be stand-alone organization with 6-10 employees, that we could walk away from, and start something else. Just – I'm not, I don't want to be involved – I've been running nonprofits for different companies, San Francisco Sex Information and other places, for ...

CQ: Quite a while.

RML: Quite a while. Um, 31 years. And the ones that fail are the ones that are the cult of 'this is the cool person's place'. And the ones that don't work, that don't do the physical. If you're going to make it a business – we're going to have a business that sells something. Space, time, widgets, something. That keeps us afloat.

When grants come in – they're nice stuff. But they're not something you live off of. Those survive, because people polish floors. And stuff happens. And it's true. That's what I use as a metaphor. At events – we like to have a welcoming place for people to be. So, but I don't want to have to ... I'm disabled, and the time I have to spend down there just wrecks me physically. And Carol is busy with another life.

CQ: 2 other lives actually.

RML: And this thing is starting to grow into our other lives. And in 5 years, I don't want to have it anymore. I want to have someone else running it and training people, and doing it, and seeing it sort of stumbling down the road on its own without us having to push at it.

NP: Do you see yourselves as Board members at that point, so you're still involved in the organization?

CQ: I do. I don't know about Robert.

RML: We have ...

CQ: You would probably happily retire and pop in with good advice every now and then.

RML: The only rights I want to this organization are that I maintain the bylaws. And that I have the right, as a Founder, to decide whether or not an event, an educational program, or materials in the

library are appropriate for the organization. And that my vision of that through the years is the one that is used to guide the place. There are some things, our library doesn't not collect or maintain, nor will it accept child pornography. We tell people right up front 'don't turn it in, or we'll turn you in'. We've got no qualms.

If, 10 years from now, that changes, I will have to go into the library and, you know, clean it. If I'm not there and someone changes something of what we'd like to see this thing doing, I maintain the right to change that. Now, I don't have to be there. I don't have to be on the board or anything else. I can walk in and see this event – these people playing basketball it's not a sex event.

CQ: What if they're naked?

RML: What if they're naked?

CQ: That was a trick question.

RML: I love basketball!

CQ: Have you finished answering?

RML: Yeah, so I wouldn't have to be on the Board, or associated with it other than "here's what it's supposed to look like".

CQ: I agree that transition issues are ones that we're going to need to be putting on our table within – certainly within 3 – 5 years. But I don't think there's just a transition in this kind of an organization. I mean I don't know a lot – you probably know more than I do, actually, by being in this program, about the trajectory of organizations that are built on the Founders' energy and vision, but I know that in order to transition them into the hands of other people, there's a certain amount of challenge and there's a certain amount of planning that needs to happen.

NP: *I have a document, not with me at the moment that I can send you; it's called "Founder's Syndrome"*

CQ: I'd be delighted.

NP: *It's by a guy who is talking exactly about that, about what the Board needs to do.*

RML: I've heard of Founder's Syndrome.

NP: *I think the name of the guy is Carter McNamara.*

CQ: I was just at Creating Change, which is the big LGBT activism conference that the LGBT task force puts on every year and one of my colleagues there, we're on a different Board together, the Woodhall Foundation – one of the reasons I took on the Board position there is because Woodhall does more social policy type stuff, and so that's the piece we don't do. But I wanted to watch from a Board perspective what was going on in this organization. I felt like it would be informational for me, as a Founder and as a Director, to be in a different seat at the table.

And one of my co-Board members is in this exact position. He runs the largest LGBT organization on a state level in the country, in Michigan – is an *extremely* charismatic leader and is starting to feel like he wants to retire soon. I know that they're going to have a very interesting challenge transitioning away from his oversight, partly because his oversight is, I mean, I can't compare Robert and me to this guy's situation.

This is a guy who was relatively wealthy gay man in the 80s and he wasn't especially political. And then one night his lover was murdered in a hate crime, and it propelled him into the

next 20 years of highly effective activism. Through all of which he carried this founder's myth, if you will, he was propelled into this activism and of course that's the kind of thing that other well-to-do gay men could listen to the story and relate to it on a whole different level than the idea that they might lose their job.

So, we don't have that kind of a Founder's Myth, but I think we have some kind of a Founder's Myth, Robert and me, and do have an organization partly based on our vision. And so there are going to be elements of interesting challenge involved in that transition. Additionally, as we were saying, my vision would be that we would be functioning in a space that the Center owns or co-owns. That there would be some sort of entity developed by which we could have that level of security.

And I would certainly want to see the Center's library be fully functional and a destination space for people who are doing research of various kinds. Already we've got inquiries from people around the country about whether they can start Centers in their own parts of the country. And I would actually like to see that happen. I would like to see this be sort of an inspirational model for other people. What that probably will involve is figuring out whether or not there is an ongoing official connection with us and them, or whether we say "this is the model, fly be free". So there's that piece of it.

I would like to be one of the first places people think of when they think not only about sex education and different ways sex education could be accomplished, because we are more diverse. But also, I want us to be the commentator station. We already are on the local level, in a way. For everyone to come and touch base with us for our particular spin on health policy, and sexual diversity in America, and all that stuff, so that our perspective gets bumped up in the Culture. I think that would be splendid, and

RML: For years, I have been saying this country needs a Think Tank in human sexuality. One group is trying to do that. They're led by a person who manages to insult nearly everybody they get in touch with.

CQ: Yeah, that'll be good. Yeah. (Laughs)

RML: He's Gil Hurd, he's the guy at San Francisco State. He's, um

CQ: Sexist.

RML: He's outwardly very misogynist. The women get worse grades than the men, the whole bit. The classic academic asshole. So. Hello. Yes! I said that. So I expect that will come apart sooner or later, but I think having a Think Tank for the nation, or for the world would be very nice, for that matter. In addition, we have currently, about 40 effective people hours per week that we can dedicate toward anything. We have Charlie Glickman at 20 hours a week and Joelle Shultz at another 20 hours a week, who admittedly have their own jobs. But there's still a lot of time in there that could be used more effectively.

I would like to see that program, the education program, become one that other educational programs come to. We teach teachers. I mean, I can teach the general public; I've done it for 30 years. But I can teach a teacher how to teach the general public much more quickly at that location. So being a secondary or professional level educational instructor for everybody, and like I said, I don't care, bring me vice cops, we'll teach them about how to sell sex, because they too are sex workers. They're standing on the corner with high heels on trying to entice someone into looking like they're having sex – they're sex workers.

So. We have the opportunity and the hours right now to get some of this stuff done. And like I said, I would like to walk away from it 5 years from now. It's been fun. You're all having a good time ... let's go do something else.

CQ: And I want to say that I'm not sure I want to walk away from it, but I certainly understand what some of my limitations as a Director are, and I think there is probably a better person for the

functional, operational job of directing this entity than me. And whether that transition will happen sooner rather than later sort of remains to be analyzed. But at some point, at some point my role with this entity should shift from being as operational and go back to being more visionary ... sort of philosophically structural. Because I can give ... I think I can probably give better, that way, than I can maintain responsibility as a Director, given the other balls I have in the air. And given that I don't seem to be in a position, for a variety of reasons, including temperamental, to drop a bunch of other balls.

Now, if I were getting sort of fulltime development work on the Center and I left Good Vibrations ... but I don't want to leave Good Vibrations. And there are a bunch of reasons why I probably shouldn't leave Good Vibrations. So there's a bunch of things sort of stacked up in my ability sets, and my temperament that are both good for the organization, but also sort of limiting for the organization. And I'm completely conscious of that.

And I think that at some point in the next 3 years, there's going to be some sort of shakedown about roles and responsibilities and that kind of stuff. There may be a change in my title. There may be someone else who comes in and takes over what I do and all of that stuff. And frankly, that is part of my vision for the organization. Because I care very much about this entity, and to the degree that I'm the best person to have started it, you know, I'm thrilled about that, I don't for one minute think I'm the best person to maintain it operationally ...

RML: No, I'm the best person who started it.

CQ: (chuckles) Well, I was talking about my limitations though. I wasn't talking about *your* limitations.

RML: The organization currently exists on about \$250,000 in direct grant from one organization.

CQ: Which actually, we decided is legally a gray area.

RML: The Center makes about makes about \$330,000, \$340,000 a year.

CQ: Our relationship with Good Vibes is our stabilizing organization.

RML: To maintain who we are and what we're doing 5 years from now; my estimation is we should be up at somewhere near \$650,000 of income. So between now, and three years from now, my goal is that the income direct on this place given the employees we have goes from \$84,000 to about \$230,000, about \$240,000. In three years. And that means the employees are going to have to be motivated.

The only motivation I have for them currently is that grant dies in three years and if you don't do it, your job is over. You know. It's not truly going to affect us very much. It's going to affect the educational program but we're still going to have the research and the event production. Those are the babies I feel best about. But I do think the educational arm can make that money. I need to find some way to do that. The motivation that I use doesn't seem to be working.

I need to find a way to separate the various loyalties people have. We had for example recently ... when we first met I said, okay we're going to have this program where we do online outreach and education, and the person who was there later designed online outreach and education for the organization granting us. So having a separate ideas and how they're expressed, and how they're expressed at our locations versus other locations is important to me. It took away one of our financial structures. And that was based on the idea that they would just do it.

CQ: Which we might add back in later, I mean, there's room for both us and them to do something similar and different. But, they're doing it.

RML: So, as it stands, those are the income levels I'm looking for. Given, lease prices, given income, all of that. $\frac{3}{4}$ of a million, that's what we're looking for.

CQ: And we're also aware, with this money coming in from Good Vibrations, because of our nonprofit attorney ...

RML: The money isn't coming in from Good Vibrations ...

CQ: Well, sure it is.

RML: It's coming in from Open Enterprises

CQ: Ok, honey. Face it.

RML: These are business people, you have to be clear.

CQ: Well, alright. It's, yeah.

RML: Oh, and by the way. Do you agree that all this information – that you're under a non-disclosure? That except for your instructor and yourself, this is not publishable information?

NP: *Yes. It's just going to be between my classmates, our professor.*

RML: I would like to have your classmates state that somewhere, too.

NP: *Ok. Sure.*

RML: We're supposed to start with that.

CQ: Yeah, we should have started with that. Sorry about that. My understanding of the situation is that we legally have to up our income that doesn't come from Good Vibes in order for the Good Vibes piece not to be too great a percentage of the whole ...

RML: It's about 30-30-30.

CQ: Within three years or the IRS isn't having any of it. So that's another element that ...

RML: Now it's another 2 years.

CQ: Yes. Well, you're right. So, that's another element of pressure/information for growth, or a pressure toward altering the way we're doing things and not sharing a set of responsibilities with GV.

RML: What's our growth been for the last 5 years Carol, do you have the numbers in your head?

CQ: Nope. That's what paper is for!

NP: *I looked at your ... I looked at the 990 on Guidestar. Do you know about Guidestar.org?*

RML: No.

NP: *Guidestar is nonprofit, I'm not sure who the organization is that runs them off the top of my head, but basically organizations that file 990 forms, there's about a 2 year lag, of them putting up PDF file of your 990, so you can go in and look at an organization's tax return.*

RML: Oh! So you have information about us. Good.

NP: *They black out certain information ... anyway; I noticed in 2004 your income was about \$39,000?*

RML: That's about right, yes.

CQ: And it went up to about \$83,000 last year, I think.

RML: About 70 ... our Fiscal year is Dec. 1st, by the way.

CQ: About \$75-80. And I believe. No I'm sure, this year it's going to be over \$100,000,

NP: *Great.*

CQ: This is the first full year we've been working with Good Vibes.

RML: I think it's a false number though.

CQ: Well, yes and no. I mean it is, and isn't.

RML: You can see who's worrying. They have to work to make it go or it doesn't count. She's like, 'oh, we have a grant!'

CQ: Well, no, but listen. From the perspective of anyone looking from outside, who can say, 'are they in a growth mode? Are they making more money each year?' Clearly that's the case. As long as what we can do with that money is live with in our mission, I don't have any concerns about it. The only concern I have about it is, within a relatively short period of time, we're bound to do enough fundraising to provide for it, to bring it down to below a certain level of the total.

NP: *Do you have anybody on your Board who does development?*

CQ: Not really.

RML: We just formed our first Finance Committee

CQ: Just formed our first Finance Committee and we're going to meet and plot. And we've already had a nonprofit development professional come and offer to grant writer for us for a percentage, or a fee. So far we haven't been in the position to accept that.

RML: They can't offer for a percentage. We have to pay them.

CQ: Right.

RML: Just to be clear on tape. Thank you.

CQ: Right, of course.

NP: *There's a library downtown called the Foundation Center, do you know about that?*

RML: Of course...

CQ: Yeah. They're fabulous. They're fabulous. And we've done some of their information classes.

NP: *Great!*

CQ: I know that you have another meeting that you must be needing to get to.

NP: *Ok! Yes. Before I go, let me just show you some of what we've worked on. Part of the assignment is to do a visioning process, where we sort of think 5 years out into the future, 10 years from now, and come up with a sort of newspaper headline that is related to what our vision is. And so ours is "The Center for Sex and Culture leads new sex positive revolution"*

CQ: Excellent!

NP: *And so, within that context we have to come up with 5 bold steps to get to that vision, and then for each of those bold steps come up with an action plan to make that happen.*

RML: This is just so flattering that someone is thinking about us.

NP: *It's really cool! At first I thought I was going to be the only person in the class interested in, and slowly I had a few other people approach me who wanted to be involved, and it's been really cool for me, as well.*

Ok! So, the first of the bold steps we came up with is to build a strong organizational infrastructure, including things like – we weren't sure at this point how involved the Board was, or what the structure was there so we were sort of coming up with this on our own – build and active Board of Directors with cross-disciplinary background: academic person, business person such as someone who is a banker, a lawyer, that kind of stuff.

RML: We hope for the banker. We really hope for the banker.

NP: *And things like a task oriented structure to the Board, where they have outreach things they are supposed to do. And it seems like you have that.*

CQ: Sort of. I would say that in the last year, the Board has gotten far more engaged. Before that point, not so much. So, I don't think – we're not exactly on the same trajectory in terms of our growth as the Board has been ... driving forward.

NP: *Right. So, the other steps that we had in here, that I think you have talked about already doing, so that's great.*

The second of the bold steps was to secure funding. Again, that's inline with what you were talking about. We were thinking of maybe formalizing a sex positive curriculum, and you've also talked about that. Also we wanted to see the possibility of developing and advocacy arm. So that you.

RML: (sighs) In our dreams.

NP: *I think that might go into what the next thing in, which is build national partnerships. There might be ways for you to leverage what you're doing with people who have the advocacy ...*

RML: That's a really important thing to do. Especially for fundraising, to associate ourselves with community organizations that do fundraising at the local level. And if we can get 30 or 40 ... literally if we can get 200 people who give us \$25 a month we'd be pretty set. That kind of donation structure, whether it's small groups that are doing it for us around the nation or whatever is a very important step. Thank you. You're right. So, good choice.



NP: *Ok, so ... excellent! I was going to show this, because it's what we're going to be talking about tonight. And it's good, I think, that what we were looking at is what you're already seeing.*

CQ: Yeah!

RML: We've done this before.

CQ: (Laughs)

End tape



APPENDIX V

The Assignment

Application Project: (group or individual project) Identify a partner organization

Step 1: Background: Critique their existing strategic plan.

- What are the elements of this plan? Bring the plan (and/or your summary of the components of this plan) to class.
- What are the “components” of this organization’s strategic documents?
- What is the value of this strategic document for this organization?
- What are the limitations of this “strategic document”?

Note: If they don’t have a formal strategic plan, how/what guides their strategic decisions?

Step 2: Conduct an Environmental Analysis:

1. Internal weaknesses and strengths
 - what are their competitive advantages?
2. Opportunities and threats/ Market analysis and competitive position.
 - How accurate is their analysis of the environment?
 - What “unique position” can they create for themselves?
 - How or should they differentiate themselves from other organizations?

Step 3: Develop a "vision" for the future: goals and steps to get to that vision

1. Using scenario thinking, visioning or any other means, create a "picture" of the future for your partner.
2. Articulate goals that are compatible with that future...
3. Develop steps that the organization needs to take to close the gap between the "future" and where they are now (SWOT).
4. How robust is this plan for the future--assess your plans for the future using assumption based planning or scenario analysis...

Step 4: Describe the method used in creating this future.

1. tools
2. persons, viewpoints
3. rationale for each