

Lighthouse Equality Advocacy Project (LEAP)

Management Plan



Lighthouse Equality Advocacy Project (LEAP)

Management Plan

Date: June 16, 2025

Document Title: Championing Black LGBTQI+ Immigrants in New York

Prepared For: Stakeholders, Partners, and Community Members

Contents

I. Mission, Vision, Goals, and Values	1
Mission Statement.....	1
Vision Statement.....	1
Core Values.....	2
<input type="checkbox"/> Justice.....	2
<input type="checkbox"/> Community	2
<input type="checkbox"/> Solidarity.....	2
<input type="checkbox"/> Dignity	2
Organizational Goals	2
II. Overview	2
III. Leadership & Governance	2
Executive Board.....	2
Board Roles:.....	2
<input type="checkbox"/> Chairperson/President	2
<input type="checkbox"/> Vice Chair	2
<input type="checkbox"/> Secretary	2
<input type="checkbox"/> Treasurer	2
Board Committees:	2
Executive Director (ED)	3
IV. Organizational Structure.....	3
Key Management Roles.....	3
<input type="checkbox"/> Operations & Strategy Manager	3
<input type="checkbox"/> Community Organizer	3
<input type="checkbox"/> Public & Digital Relations Officer	3
<input type="checkbox"/> Community & Programs Coordinator.....	3
<input type="checkbox"/> Pro Se Clinic & Volunteer Coordinator.....	3
Leadership Culture.....	3
V. Administrative Systems	3
Human Resources	3
Operations	4

Finance.....	4
VI. Program Management.....	4
Core Programs	4
<input type="checkbox"/> Immigration & Pro Se Clinics:	4
<input type="checkbox"/> Detention Impact Program.....	4
<input type="checkbox"/> Community Impact Program.....	4
<input type="checkbox"/> Policy & Advocacy	4
Implementation & Oversight	4
VII. Communications & Public Engagement	4
Communications	4
Community Engagement	5
VIII. Monitoring, Evaluation & Learning (MEL)	5
IX. Strategic Planning & Sustainability.....	5
Strategic Planning	5
Fundraising	5
Succession Planning.....	5
X. Risk Management & Crisis Response.....	6
XI. Equity, Justice & Anti-Oppression Principles	6
LEAP is firmly anchored in the following guiding frameworks:	6
<input type="checkbox"/> Abolitionist Politics	6
<input type="checkbox"/> Black Queer Feminist Praxis	6
<input type="checkbox"/> Community Accountability.....	6
<input type="checkbox"/> Intersectionality.....	6
Anti-Oppression Practices	6
Conclusion	6

Management Plan: Lighthouse Equality Advocacy Project (LEAP)

Updated and Approved: June 16, 2025

I. Mission, Vision, Goals, and Values

Mission Statement

Lighthouse Equality Advocacy Project (LEAP) is dedicated to championing the rights of Black LGBTQI+ immigrants, both detained and post-release, within the State of New York. LEAP strives to provide comprehensive know-your-rights education, care support, peer-to-peer counseling, and pro se legal supportive services, while simultaneously advancing advocacy for racial and migrant justice. The organization is committed to addressing systemic marginalization and fostering community-building for this highly vulnerable population.

Vision Statement

LEAP envisions the dismantling of structural barriers that have historically perpetuated violence and discrimination on the basis of immigration status, race, sexual orientation, and gender identity. The organization is firmly committed to the abolition of prisons and policing institutions that inflict harm, whether directly or indirectly, on Black LGBTQI+ immigrants, seeking to replace such systems with transformative, community-led initiatives that affirm and realign with the realities of these individuals' lives.

Central to this vision is the belief that all Black LGBTQI+ immigrants are entitled to be treated with dignity, respect, and equality. Through persistent activism, community-building, and effective advocacy, LEAP endeavors to support individuals facing systemic challenges, striving towards a future anchored in justice, liberation, and collective care.

As a beacon of hope, LEAP seeks to empower persons who have experienced discrimination and adversity, guiding them toward acceptance and empowerment. The organization's aim is to foster unity within the community, building meaningful connections that transcend differences. Through collaborative engagement, LEAP aspires to advance equality and justice universally, enabling individuals to live authentically and to thrive without fear of discrimination. While the organization's primary focus is within the State of New York, it recognizes the imperative to extend its reach in order to confront ongoing racism, xenophobia, and exclusion that uniquely and specifically impact Black LGBTQI+ immigrants within societal and cultural institutions and practices nationwide.

Core Values

- ***Justice***: Advocating for racial, migrant, and LGBTQ+ justice by ensuring equitable access to essential health and legal services, and by challenging systems of oppression.
- ***Community***: Promoting peer support and solidarity among Black LGBTQI+ immigrants who encounter alienation within mainstream systems.
- ***Solidarity***: Collaborating with diverse stakeholders to combat racism, xenophobia, and discrimination, while supporting collective action for equality.
- ***Dignity***: Upholding the inherent dignity of Black LGBTQI+ immigrants and advocating for a society devoid of violence, discrimination, or marginalization.

Organizational Goals

- Expand access to direct legal and social services.
- Abolish harmful systems that target Black LGBTQI+ immigrants.
- Advance policy advocacy and migrant justice.
- Build and sustain collective leadership within the organization and its communities.
- Strengthen organizational sustainability for enduring impact.

II. Overview

This Management Plan delineates a comprehensive framework for the operationalization of LEAP's mission and vision. The document details the governance structure, leadership roles, staffing, programmatic endeavors, administrative systems, mechanisms for evaluation, and strategies for long-term sustainability. Each section is grounded in LEAP's foundational values of justice, abolition, and collective care.

III. Leadership & Governance

Executive Board

The Board of Directors bears responsibility for fiduciary oversight, strategic alignment, and policy governance. Membership is drawn from individual's representative of directly impacted Black LGBTQI+ migrant communities.

Board Roles:

- ***Chairperson/President***: Provides strategic leadership and represents the board externally.
- ***Vice Chair***: Assists the Chairperson and reinforces internal processes.
- ***Secretary***: Maintains comprehensive governance records and board documentation.
- ***Treasurer***: Oversees all financial matters, including budgeting and reporting.

Board Committees:

- **Finance**: Responsible for budgetary oversight, compliance, and financial reporting.
- **Governance**: Manages recruitment, evaluation, and training for the board.

- **Programs & Strategy:** Evaluates program outcomes and ensures strategic alignment.

The Board convenes on a quarterly basis, with an annual strategic retreat dedicated to reflection and long-term planning.

Executive Director (ED)

The Executive Director reports directly to the Board, providing organizational vision and public representation, supervising all staff, and overseeing fundraising, compliance, and the development of strategic partnerships.

IV. Organizational Structure

Key Management Roles

- ***Operations & Strategy Manager:*** Oversees internal systems, human resources, and strategic planning.
- ***Community Organizer:*** Leads mobilization efforts and nurtures leadership among affected communities.
- ***Public & Digital Relations Officer:*** Manages branding, social media, media engagement, and all external communications.
- ***Community & Programs Coordinator:*** Designs and implements events, mutual aid initiatives, and community care projects.
- ***Pro Se Clinic & Volunteer Coordinator:*** Directs immigration clinics and supervises volunteers.

Leadership Culture

LEAP embraces a horizontal leadership model characterized by shared decision-making and clearly defined scopes of responsibility. Peer mentoring and community consultation are integral features, ensuring inclusivity and the amplification of all voices.

V. Administrative Systems

Human Resources

- Adherence to transparent and equitable hiring practices consistent with anti-oppression values.
- Onboarding includes education in abolitionist principles, digital security, and confidentiality.
- Staff evaluations are conducted using 360-degree feedback, individualized goal-setting, and wellness planning.
- Conflict resolution employs restorative practices anchored in healing and accountability.

Operations

- Weekly departmental check-ins to monitor progress and address emerging challenges.
- Monthly all-staff meetings to promote cross-team collaboration and knowledge sharing.
- Biannual strategic retreats and learning laboratories to foster organizational growth and innovation.

Finance

- Financial tracking is maintained via Excel until such time as QuickBooks funding becomes available.
- All expenditures are governed by a dual-signature policy.
- Monthly budget reviews are conducted by the Treasurer and Executive Director.
- An annual financial audit or external review is undertaken to ensure transparency and accountability.

VI. Program Management

Core Programs

- ***Immigration & Pro Se Clinics:*** Conduct legal workshops, facilitate legal filings, and deliver “Know Your Rights” education to empower community members navigating complex legal processes.
- ***Detention Impact Program:*** Provides accompaniment, case support, and comprehensive re-entry services for individuals transitioning from detention.
- ***Community Impact Program:*** Implements transvisibility initiatives, leadership development, storytelling, and healing circles grounded in lived experience and community resilience.
- ***Policy & Advocacy:*** Leads research, campaign development, and lobbying efforts rooted in the priorities of directly impacted individuals.

Implementation & Oversight

- Each program is managed by dedicated professionals or volunteers.
- Annual benchmarks and evaluation frameworks guide program delivery and continuous improvement.
- Ongoing community input is solicited through listening sessions and feedback mechanisms to ensure programming is both relevant and responsive.

VII. Communications & Public Engagement

Communications

- The Public & Digital Relations Officer leads digital campaigns and ensures the regular publication of social media content and newsletters.

- Media statements are subject to review and approval by the Executive Director and the communications team for message alignment and consistency.

Community Engagement

- Quarterly town halls and strategic planning sessions foster organizational transparency and participatory governance.
- All outreach materials are crafted in culturally appropriate formats and relevant languages to maximize accessibility and inclusivity.

VIII. Monitoring, Evaluation & Learning (MEL)

- Key Performance Indicators (KPIs) are established for each program, measuring outputs, outcomes, and broader impact.
- Assessment tools include surveys, interviews, analytics, and reflective session reports.
- Quarterly internal reviews inform the MEL process, highlighting achievements and identifying areas for enhancement.
- An annual, community-informed evaluation report is generated to align strategy and demonstrate accountability.

IX. Strategic Planning & Sustainability

Strategic Planning

- LEAP's strategic plan is reviewed and updated triennially to respond to evolving needs and contexts.
- Annual implementation plans are developed in alignment with organizational objectives.
- Staff, Board members, and community representatives are actively engaged throughout the planning process.

Fundraising

- LEAP pursues a diversified funding strategy, incorporating grants, donor cultivation, and grassroots fundraising events.
- The establishment of a reserve fund and pursuit of unrestricted funding are prioritized to secure organizational stability.

Succession Planning

- All staffing transitions are thoroughly documented, ensuring seamless knowledge transfer.
- Leadership development is prioritized among directly impacted community members, facilitated through mentorship and training initiatives.

X. Risk Management & Crisis Response

- Robust digital security protocols are maintained and periodically updated.
- Protocols addressing ICE raids and an emergency communication tree are in place to ensure rapid organizational response.
- A designated rapid response team is trained to manage emergent crises effectively.
- Ongoing insurance coverage and legal consultancy are maintained to mitigate risk and uphold legal compliance.

XI. Equity, Justice & Anti-Oppression Principles

LEAP is firmly anchored in the following guiding frameworks:

- ***Abolitionist Politics***: Rejecting carceral and reformist models, and working towards transformative, community-driven solutions.
- ***Black Queer Feminist Praxis***: Prioritizing healing, leadership, and resistance in all organizational practices.
- ***Community Accountability***: Ensuring transparent feedback and reflection processes to remain accountable to those served.
- ***Intersectionality***: Attending to and addressing the compounding structural harms experienced by marginalized individuals.

Anti-Oppression Practices

- Mandatory anti-racism and trauma-informed training for all staff and volunteers.
- Co-creation of internal policies by staff with lived experience, ensuring that organizational priorities are grounded in those most affected.
- Continuous self-reflection and regular feedback reviews to promote equity and justice both within and outside the organization.

Conclusion

Lighthouse Equality Advocacy Project exemplifies transformative justice, abolitionist leadership, and the ethic of collective care. Through effective management, strategic planning, and sustained engagement with its constituent communities, LEAP remains steadfast in its pursuit of dignity, equity, and freedom for Black LGBTQI+ immigrants and allies. This Management Plan is a dynamic, living document, continuously responsive to the needs and insights of those most impacted, and is firmly committed to advancing a more just and liberated society for all.