

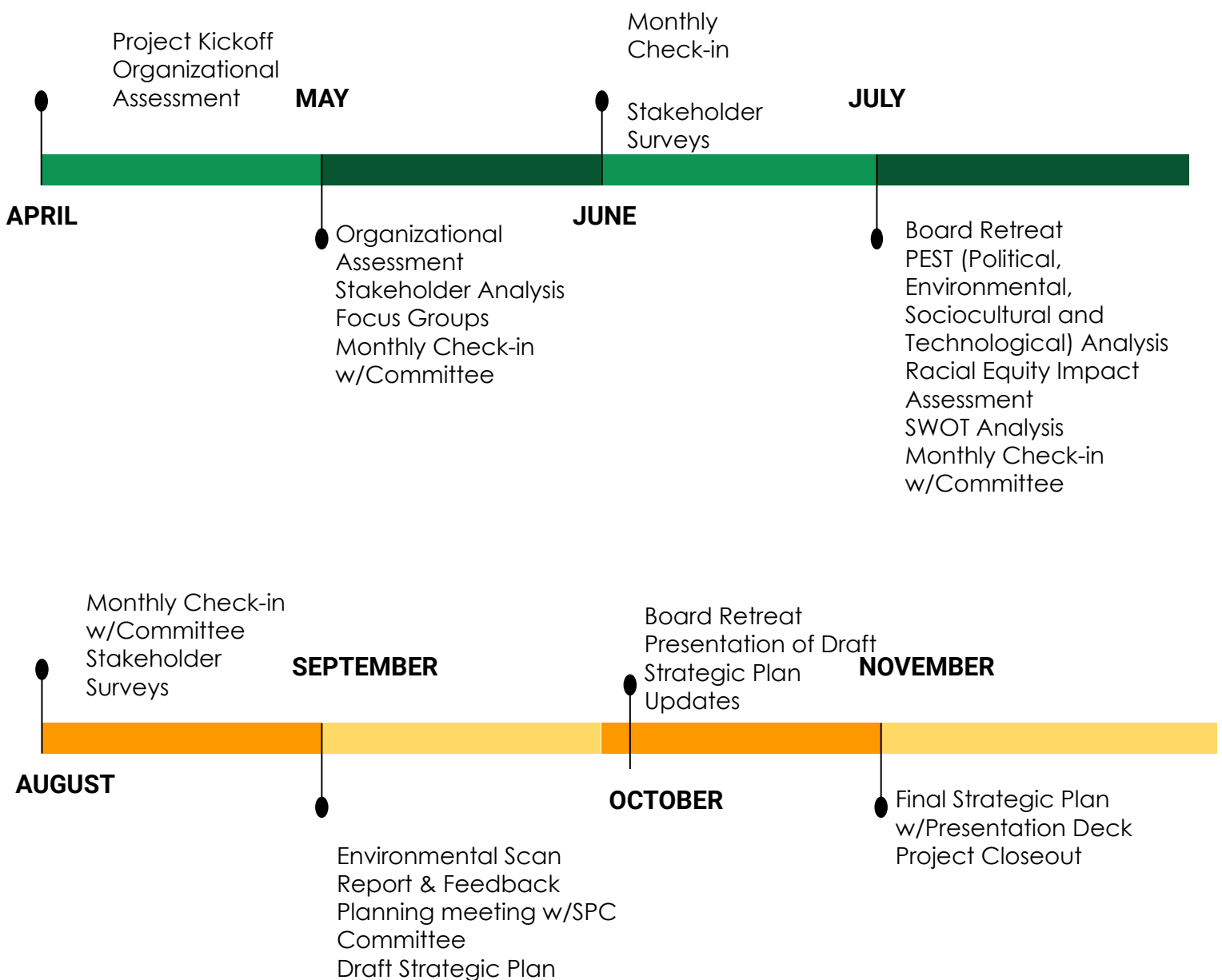
2021-2024 STRATEGIC PLAN



Strategic Planning Process and Timeline

In April 2020, Georgia Equality began a robust strategic planning process to develop a 3-year strategic plan that supports equity across race, gender and geography.

Guided by the consulting firm, CommunityBuild Ventures (CBV), the process took place over an 8-month (April - November) period and included an organizational assessment, stakeholder analysis, SWOT and PEST analysis.



Methodology

In April 2020, CBV consultants began a four-phase process with a project kickoff meetings to assist EFG and GE* leadership, the board, and the strategic planning committee to revisit the mission, establish a vision and to determine how GE can make the strongest impact over the next 3 years.

During Phase 1: Current State, we focused on the authentic state of GE and ways the organization can stay authentic in growth. To define the current state of EFG and GE, we conducted stakeholder analysis and an organizational assessment.

Due to the COVID-19 pandemic and civil unrest, we were unable to conduct in-person focus groups. However, we organized 5 virtual focus groups that yielded 1 participant. We modified the virtual focus protocol into a survey that was distributed to EFG and GE's database. We received 54 responses. At the conclusion of Phase 1, we presented the [Environmental Scan Report](#) during the board meeting.

The Phase 2: Future State used the deliverables in Phase 1 as foundational tools to develop a draft strategic plan that successfully accomplishes new strategic goals. We participated in the [board retreat](#), which included the strategic planning committee, board members and key staff members. During the retreat, we conducted a Political, Environmental, Sociocultural, and Technological (P.E.S.T.) Analysis to identify future external factors that will impact strategic goals, and conducted a SWOT Analysis to take both an internal and external view of the strengths, weaknesses, opportunities, and threats facing the organization.

After the board retreat, we facilitated an in-depth session with the strategic planning committee to define the equity centered framework, values, strategic goals, and [equity centered issue agenda development](#). The results from the board retreat and strategic planning committee session were used to draft the strategic plan.

During Phase 3: Strategic Plan Presentation we facilitated two sessions with the board and strategic planning committee to get feedback on the draft strategic plan and to identify indicators of success for each goal. We updated the strategic plan based on feedback.

We presented the final strategic plan and gathered feedback on the performance of the consultant team during Phase 4: Strategic Plan Closeout.

****Throughout the strategic plan, GE is referenced to include both entities.***

Methodology

To understand how the intersection of Black, Indigenous, People of Color (BIPOC) and LGBTQ+ communities are impacted in the state of Georgia the consultants pulled from a number of resources to identify the key priority goals and objectives to support EFG and GE's future work as a leading voice in the state of Georgia.

| Source | Methodology | #of Participants/Responses |
|--|----------------------------|--|
| Executive Director and Deputy Director | Interview | 2 |
| Board and Staff | Survey | 11 |
| Stakeholders | Surveys | 54 |
| Stakeholder | Interview | 1 |
| Telling a New Southern Story | Landscape Report | 1 |
| When the Rainbow is not enough | Survey Report | 1 (5,400 responses) |
| Strategic Planning Committee | Strategy/Planning Meetings | 5 (includes 2 staff members and 3 board members) |
| Board Members | Board Retreat | Attended 3 meetings with 15 to 20 participants at each meeting |



To be a bold, brave and resilient leading voice in Georgia focused on reshaping the narrative about the South with emphasis on equity and intersections of our communities.

Our vision is the driver of the organization and the inspiration that compels us to readily continue our work; it consistently reminds us of what we plan to achieve over time.

The mission of EFG and GE is to advance fairness, safety, and opportunity for Georgia's lesbian, gay, bisexual, transgender, gender non-conforming, queer and allied (LGBTQ+) communities.



4 PRIMARY STRATEGIC GOALS

Defending LGBTQ+ identities

Defining and Developing Equity Centered Programming

Shaping the Public Narrative and Expanding Reach

Expanding Organizational Sustainability

STRATEGIC GOALS AND EQUITY FRAMEWORK DEFINED

Defending LGBTQ+ identities

All LGBTQ+ people in the state of Georgia have the opportunities, support and services to thrive and grow in a just society no matter where they live.

Equity-Centered Programming

Ensuring programming supports all LGBTQ+ communities racially, by gender and geographically.

Shaping the Public Narrative

Creating awareness, visibility and effectively telling the story of Georgia Equality and the key issues.

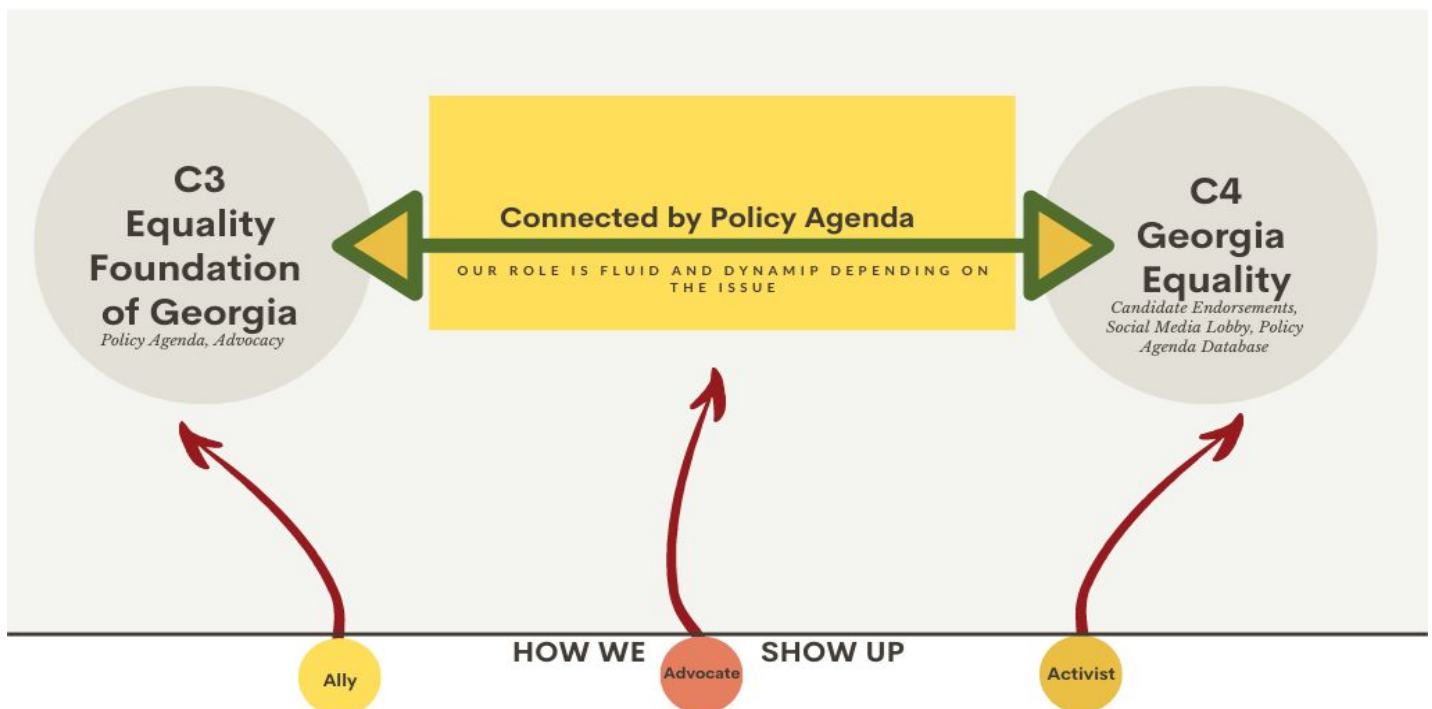
Organizational Sustainability

Ensuring the organizations are fiscally sound, while successfully fulfilling the vision and mission.

Equity Definition: Race or gender no longer determines one's socioeconomic outcomes; when everyone has the support, services and opportunities to thrive and grow in a just society no matter where they live.

Georgia Equality - Equality of Georgia Framework

Equity (Gender, Geography, Race) Guides Us

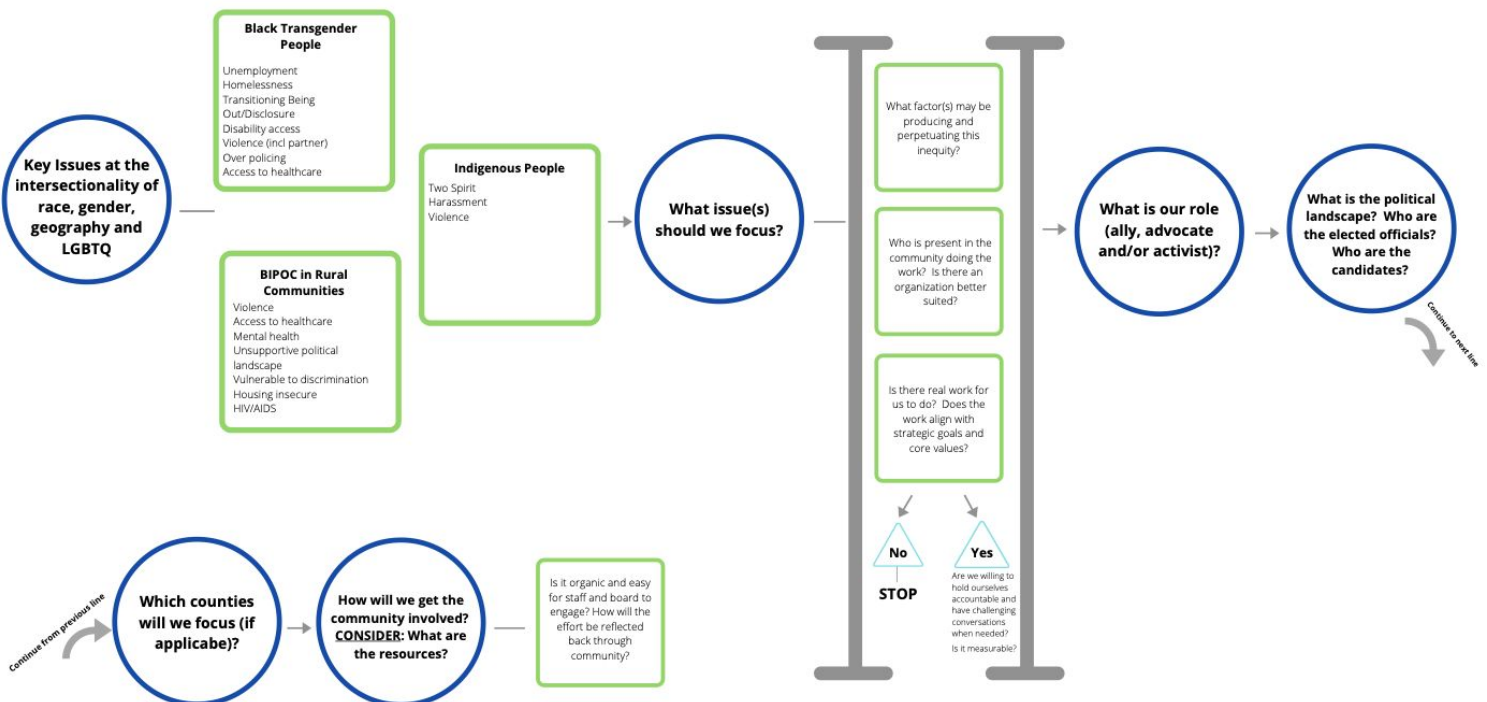


EQUITY CENTERED AGENDA DEVELOPMENT

CBV created an [equity centered agenda development tool](#) to assist GE in defining their program and policy agenda based on the intersectionality of race, gender, geography, and LGBTQ+ communities. CBV [developed a report](#) to examine aspects of the diversity of the LGBTQ+ community based on race, gender, and geography using the following reports as resources:

- [2015 US Transgender Survey Report on the Experiences of Black Transgender Respondents](#)
- [Tribal Resolutions And Codes To Support Two Spirit & Lgbtq Justice In Indian Country](#)
- [Where We Call Home: LGBTQ People of Color in Rural America](#)

Based on these reports, key issues at the intersectionality of race, gender, geography and LGBTQ+ were identified and defined in a decision-making process, reflected in the flowchart below. Please note that the keys issues that were the most profound in our research were highlighted in the current flow chart. Moving forward, GE must annually review and assess available research to define the key issues of intersectionality in the LGBTQ+ communities.



Goal 1 Objectives

Supporting and Protecting LGBTQ+ identities

OBJECTIVE 1

Analyzing and understanding the state of protections against LGBTQ+ communities within 20% (32) of Georgia counties

- Analyze and grow support of key candidates that support protections
- Identify previous policies and organizations
- Identify, engage and support local advocates and organizations.

OBJECTIVE 2

Developing and implementing annual educational campaign(s)

- Fighting stigma through specific campaigns - the voice and face of the LGBTQ+ community



OBJECTIVE 3

Incorporating policies that strengthen protections against LGBTQ+ discrimination within 20% (32) of Georgia counties

- Anti-discrimination policy in key geographic areas to root out bias



OBJECTIVE 4*

Passing statewide legislation



- Utilize equity centered development agenda to set an annual legislative agenda






Indicators of Success:

- # of key candidates that support protections in 20% of Georgia counties
- # of new conversations and awareness across the state regarding LGBTQ+ issues
- # of new and supported anti discrimination policies adopted
- # of new sponsored bills
- # of policies approved/passed in 20% of Georgia counties
- # of anti-LGBTQ+ bills that are defeated

**Based on election results, EFG and GE will work with national partners to support efforts to protect LGBTQ+ identities on a national level*

-  = Short term (6-12 months)
-  = Longer term (1-3 years)

-  = Strong ties to equity centered programming
-  = Strong ties to shaping the public narrative
-  = Strong ties to organizational sustainability

Goal 2 Objectives

Defining and Developing Equity* Centered Programming

OBJECTIVE 1

Adopting the definition of equity within the organization

- Define the learning journey for staff and board to fully embody the definition
 - Identify individual and collective professional development
- Supporting and building staff across the state
- Review language in policies and procedures, board recruitment and training process.
- Ongoing community conversations



OBJECTIVE 2

Centering programmatic policy and administration decisions within GE's equity framework



- Define robust programming (where applicable and implement site based)
 - Determine best vehicle for delivering programming
 - Pros and cons of site-based versus virtual programming
 - Define type, when, and where (using framework questions)






Indicators of Success:

- # of completed professional development opportunities among staff and board
- # of staff in 20% of Georgia counties
- ongoing assessment of platform for optimal virtual programming
- Development and implementation of program plan
- # of programmatic engagement opportunities

NOTE: All indicators are centered on race, gender and geography.

-  = Short term (6-12 months)
-  = Longer term (1-3 years)

-  = Strong ties to defending LGBTQ+ identities
-  = Strong ties to shaping the public narrative
-  = Strong ties to organizational sustainability

Goal 3 Objectives

Shaping the Public Narrative and Expanding Reach

OBJECTIVE 1

Grow audience, constituency by 50% through reach, marketing, and digital. (geographical reach, donor community, corporate sponsorships)

- Define membership
- Disaggregate the data
- Utilize CRM and train staff and board



OBJECTIVE 2

Define key messages and talking points specific to organization, audiences and issues.

- Tailoring messages to different parts of the state.
 - Framing messaging to appeal to conservative audiences.
- Utilize the resources of the Movement Advancement Project

OBJECTIVE 3



Update and revise the communications plan to fully tell the story of Georgia Equality, it's mission and vision.




- Telling stories and history from a generational perspective especially younger audiences
 - Create personas for unique messaging
- Sharing Equity Framework, Definition and Approach
- Building relationships with press



Indicators of Success:

- # of new members
- # use of CRM to share messages across different audiences
- # of tailored messages
- % of individuals that are newly aware of GE
- # of 18 to 30-year olds getting involved in the work
- brand awareness and clarity around the work of GE
- % of new audience engagement
- # of articles and media mentions telling the brand story

-  = Short term (6-12 months)
-  = Longer term (1-3 years)

-  = Strong ties to equity centered programming
-  = Strong ties to defending LGBTQ+ identities
-  = Strong ties to organizational sustainability

Goal 4 Objectives

Expanding Organizational Sustainability



OBJECTIVE 1

Develop a succession plan by June 2021.

- Senior Management
- Board Officers
- Board succession planning for recruitment
 - Utilize board matrix
 - Create board recruitment subcommittee
- Develop board buddy to create a pipeline for board leadership


OBJECTIVE 2

Create and build sustainable geographical relationships to support issues and work within 20% of Georgia counties.

- Outreach to regional organizations to identify potential board members
- Create a board development program  



OBJECTIVE 3

Increase individual and major donors by 30%

- Segment donor list to more effectively target fundraising
- Establish a board minimum contribution
- Include c4 in fundraising plan (understanding the importance of individual giving)
 - Educate donors on the needs of c4 and c3
- Build reserve account 

OBJECTIVE 4

Increase representation of board members by 20% from key geographic and demographic areas based on board matrix.



- Utilize board matrix across key criteria (age, gender, race, geography), establish timelines and recruitment structure.
- Recruit from current talent pool including internships, volunteer base, and leadership development programs  




OBJECTIVE 5

Create an IT Security, Continuity, and Technology Plan by April 2021.

Indicators of Success:

- succession plans for senior management and board officers
- Board use of plan to recruit new members
- # of regional organizations that have members that join the board
- board development program
- increase in donations for c4
- increase in fundraising efforts and contributions from board
- # of opportunities for donors to learn about the work

 = Short term (6-12 months)
 = Longer term (1-3 years)

 = Strong ties to equity centered programming
 = Strong ties to shaping the public narrative
 = Strong ties to defending LGBTQ+ identities