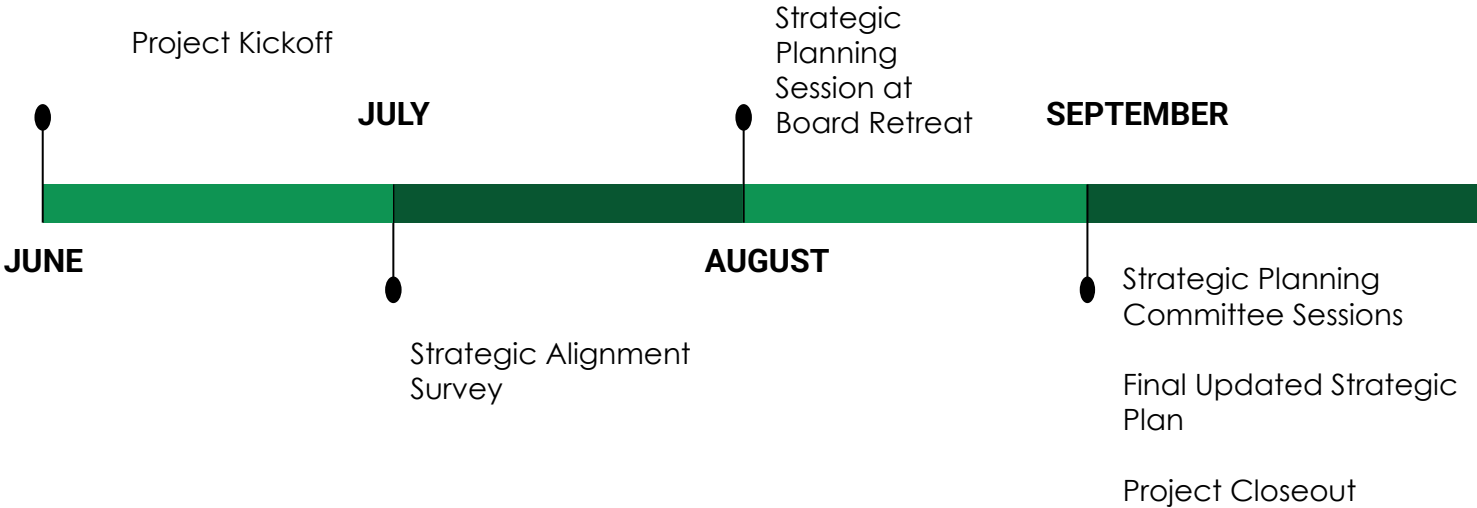


2025-2028 STRATEGIC PLAN



Strategic Planning Process and Timeline

In April 2025, Georgia Equality asked CommunityBuild Ventures (CBV) to facilitate a strategic planning session to review the plan co-developed by CBV in 2021. In addition, CBV conducted an internal survey with the board of directors and staff to share their perspectives on how the organization is living into their strategic plan.



Methodology

The executive committee of the Georgia Equality (GE)* Board of Directors completed an informal review and felt that the foundation of the plan is still relevant. But, the committee wanted to have a discussion with the full board on updating the goals to cover the next three to five years.

In June 2025, CBV began the process to update the strategic plan with a project kickoff meeting to GE* leadership. After the project kickoff, in July, we developed a the [Strategic Alignment Survey](#), an internal survey for the board of directors and staff to understand:

- How the organization is living into their strategic plan.
- What's working, where the organization needs to grow
- How the organization can better align their efforts across the state.

In addition, we facilitated our first session with the strategic planning committee to review strategic plan.

On August 2, 2025, CBV facilitated a day-long strategic planning session to:

- Celebrate GA Equality
- Review and reflect on GA Equality's strategic progress
- Update the next iteration of GA Equality's strategic direction

During the session, staff leadership and the board of directors reviewed the survey findings; and, provided an initial update of the objectives for the strategic plan.

After the session, the strategic planning committee met to update the objectives and indicators of success for each goal. This final plan reflects this work.

****Throughout the strategic plan, GE is referenced to include Equality Foundation of Georgia and Georgia Equality.***



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.

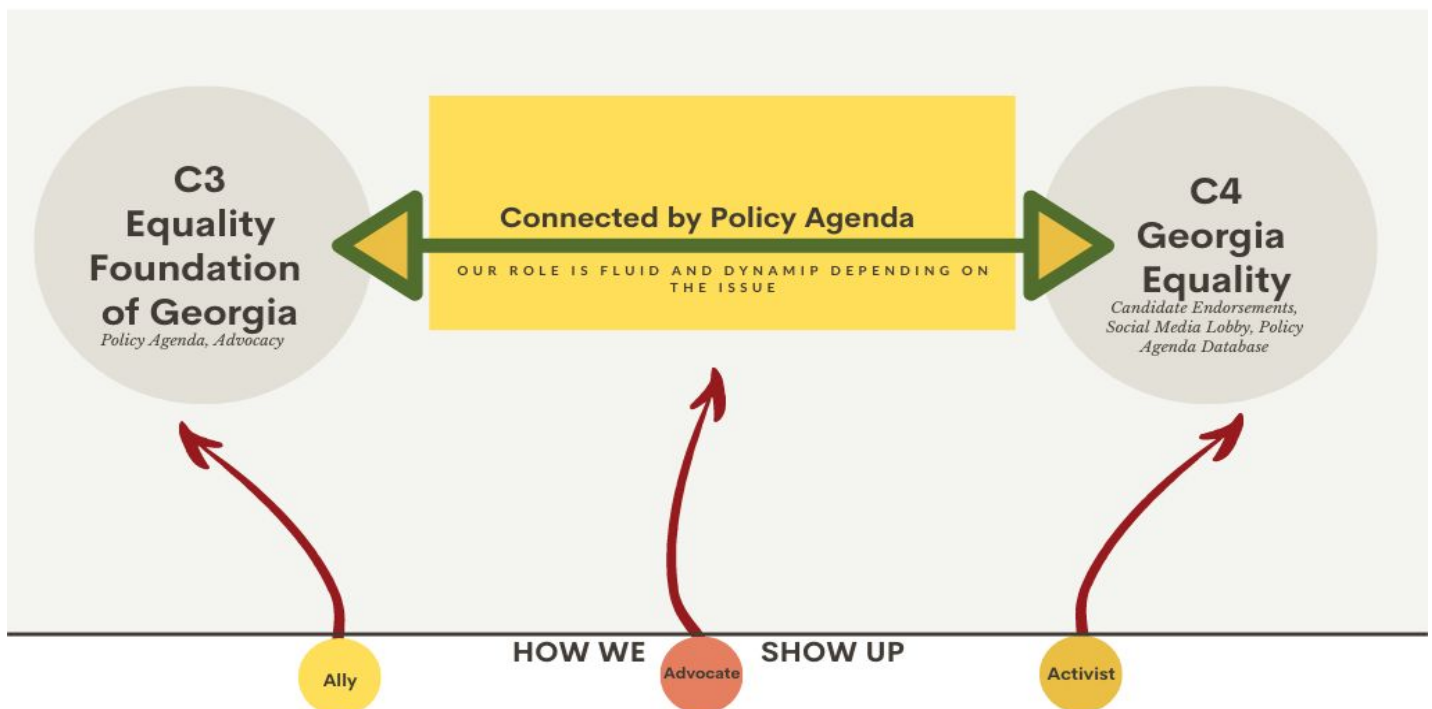
Organizational Sustainability

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

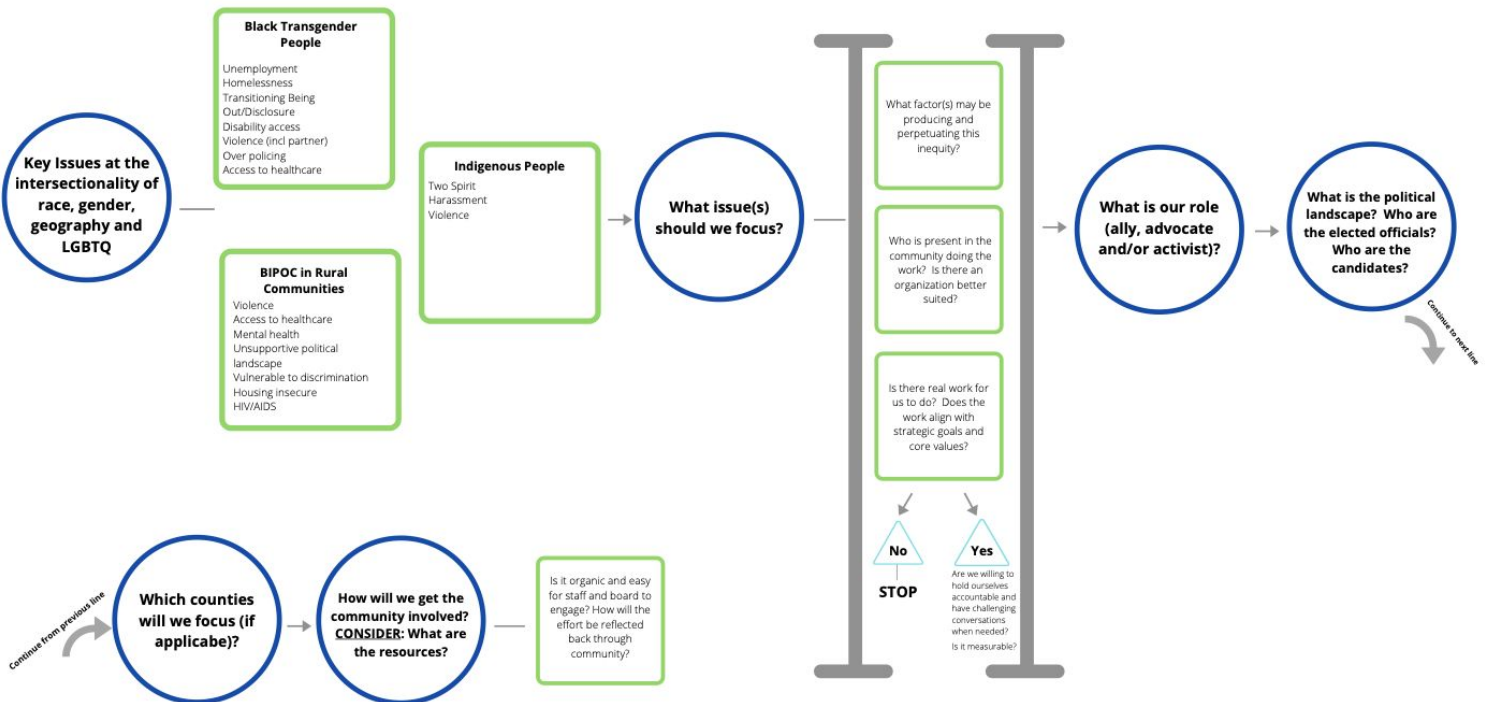


EQUITY CENTERED AGENDA DEVELOPMENT

In 2021, 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, keys 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.



ORIGINAL 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

2.0 Goal 1 Objectives

Supporting and Protecting LGBTQ+ identities

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- # of new sponsored bills
- # of policies approved/passed in 20% of Georgia counties
- # of anti-LGBTQ+ bills that are defeated
- increase engagement of our action alerts by 50%, via 15% annual growth for 3 years

*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

ORIGINAL 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

2.0 Goal 2 Objectives

Defining and Developing Equity* Centered Programming

OBJECTIVE 1

Continue to actively uplift marginalized and allied communities within programmatic and outreach activities.

- Define the learning journey for staff and board to fully embody the definition of equity
 - Identify individual and collective professional development
- Host at least 4 In-person community engagement events in priority Georgia counties.
- Host at least 2 virtual educational events annually
- Create and build sustainable geographic relationships
- Allocate budget and time for professional development opportunities for both staff and board members.
- Review language in policies and procedures, board recruitment and training process.



OBJECTIVE 2

Continue to actively uplift marginalized communities within staff and leadership policies.



- Embody equity in all staff and leadership policies.
 - Staff intentionally prioritize partnering with vulnerable and allied populations in their assignments (typically BIPOC trans individuals, context dependent)
 - Leadership and operational choices prioritize patronizing local businesses for events / supplies (typically LGBTQIA+ or BIPOC owned & operated)
 - Board policy and executive leadership in particularly actively include equity in their decision making processes. (see page 7 for decision making process)
 - Board retreats are hosted in priority counties across the state, including outreach events within them
 - Board members represent a cross section of priority and allied populations in Georgia






Indicators of Success:

- # of completed professional development opportunities among staff and board
- professional development budget for staff and board
- # of "in-person" outreach activities in priority Georgia counties
- ongoing assessment of platform for optimal virtual programming
- Development and implementation of program plan
- # of virtual programmatic engagement opportunities
- # of community town halls

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

ORIGINAL 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

2.0 Goal 3 Objectives

Shaping the Public Narrative and Expanding Reach

OBJECTIVE 1



Increase CRM membership and social media audience by 50%, via 15% annual growth for 3 years

- Define the baseline numbers each year
- Focus outreach for growth efforts in target counties (virtual and in-person)



OBJECTIVE 2



Define key messages and talking points specific to opposition audiences

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

OBJECTIVE 3





Focus communications efforts on leveraging potential legislative losses into electoral wins






Indicators of Success:

- # of new members in focus counties
- # use of CRM to share messages across different audiences
- # social media followers
- # 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

Resource: [A Guide to Measuring Advocacy and Policy](#)

 = 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

ORIGINAL 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

2.0 Goal 4 Objectives

Expanding Organizational Sustainability

OBJECTIVE 1

Create and build sustainable geographical relationships to support issues and work within focus counties, but with representation in each of the 5 geographic regions.

- Board and staff collaborate in outreach to regional organizations for the board to identify potential board members
- Define the 5 geographic regions
- Board will host community engagement events in 1 to 3 identified regions (potential connection to quarterly board meetings and in collaboration with the staff)



OBJECTIVE 2

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
- Grow reserve account and create an investment policy.

OBJECTIVE 3

Review and update board matrix.

- Review, update, and utilize board matrix across key criteria, establish timelines and recruitment structure.
- Develop a Board ladder of engagement by summer 2026 and set baseline goals
- Meet baseline goals for Board Ladder of Engagement 2027
- Issue open calls for the focus counties for board members.








OBJECTIVE 4

Create a scenario plan and a formal risk management plan that includes IT security, continuity, and tech plans

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
- hosts or partners in X number events each year in Y amount of locations outside of Atlanta
- 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

2.0 Implementation Recommendations

Strategic Plan Alignment**

Ensuring staff and board of directors are tracking the strategic plan and understand their role in implementation

- Provide a quarterly ED report that Includes
 - update on focus counties and non-focus counties where GAE hs been approached
 - outreach activities
 - staff and board learning opportunities
 - internal policies implementation
- Staff work plans are directly connected to strategic goal(s) and objective(s)



Board of Directors Governance***

Creating board recruitment, development and engagement related to supporting the strategic plan

- Develop and provide a learning session for the board to move through the process of developing talking points and action plans during (legislative?) session.
- Develop a board matrix that specifically focuses on key counties (See Goal 4) ([Current board matrix](#))
- Define board fundraising goal
- Define the learning journey that centers equity



Focus Counties*

Defining the focus counties and emergent areas

- Develop a decision matrix (similar to page 8) to define the focus counties
 - Include whether or not to address emergent issues in other counties not in the foci
 - Include capacity requirements



Equity Centered Culture*

Being explicit about how the organization is centering equity.

- Review and implementation of equity centered policies and practices.



*Board and Staff

**Staff

***Board



= 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



= Strong ties to expanding organizational sustainability