



UNTIL THE WORK IS DONE

Roadmap to Equality

Strategic Plan 2019-2024

FOR  ALL

**EQUALITY
CALIFORNIA**

ROADMAP TO EQUALITY

Strategic Plan 2019-2024

Equality California brings the voices of LGBTQ people and allies to institutions of power in California and across the United States, striving to create a world that is healthy, just and fully equal for all LGBTQ people. We advance civil rights and social justice by inspiring, advocating and mobilizing through an inclusive movement that works tirelessly on behalf of those we serve. And we'll keep doing so, until the **work is done**.

Over the next five years, we're investing in full-scale growth to turn the nation's largest statewide LGBTQ civil rights organization into an engine for change primarily focused on California, but with the capacity to engage in our national mission objectives.

OUR CORE VALUES

Collaboration

Deep collaboration and intersectionality to ensure no one gets left behind

Commitment

Unrelenting commitment to the mission

Effectiveness

Pragmatic, efficient and effective in achieving LGBTQ goals

Fearlessness

Indestructible fearlessness in advancing equality

Integrity

Unquestionable integrity for transparency in the work

Inclusiveness

Broad inclusiveness to ensure all voices are heard

Leadership Development

Meaningful leadership development for staff, individuals and organizations to sustain and elevate representation and effectiveness of the LGBTQ community

Vision

Visionary forward thinking to advance LGBTQ priorities



HERE'S HOW WE GET THERE ▶

Advance Cutting-Edge Legislation

- ▶ Continue to advance LGBTQ civil rights and social justice legislation in California, including legislation to protect the most vulnerable among us.
- ▶ Promote California's pro-equality legal landscape as a roadmap for states across the country.
- ▶ Advance LGBTQ civil rights and social justice legislation at the federal level.
- ▶ Expand programs to assist LGBTQ organizations in other states to adopt LGBTQ civil rights and social justice legislation.
- ▶ Create affiliate infrastructure in other states where existing capacity is weak or nonexistent.

Enhance Our Electoral Clout

- ▶ Build the bench of openly LGBTQ elected and appointed officials to fuel the LGBTQ movement in California and beyond.
- ▶ Endorse and elect pro-equality candidates at the state and national levels.
- ▶ Increase Equality California's electoral effectiveness to strengthen our legislative, education and advocacy programs.

Address Disparities In Health & Well-Being

- ▶ Continue to invest in programmatic work that focuses on vulnerable communities to which LGBTQ people belong, including communities of color and faith, immigrants, people living with HIV, older adults, youth, people with disabilities, women and members of the transgender and gender nonconforming communities.
- ▶ Improve LGBTQ cultural competency in institutions that support the public in times of need and crisis including healthcare providers, schools and universities, faith organizations and law enforcement.
- ▶ Expand programming focused on implementation of California's pro-equality laws, including healthcare access programming and the Safe & Supportive Schools Initiative.
- ▶ Advocate for increased government resources to meet the needs of all LGBTQ people and people at risk and living with HIV.

Educate, Mobilize & Engage Our Community

- ▶ Develop a robust, comprehensive communications strategy to mobilize and engage the community at the local, state and federal levels.
- ▶ Increase Equality California's earned media platform to become one of the go-to organizations in the nation for issues and stories relevant to the LGBTQ community.
- ▶ Maintain and strengthen Equality California's role as the statewide convener and leader of the California's LGBTQ community regarding health, electoral, legislative and policy issues.
- ▶ Increase and strengthen collaboration with LGBTQ, labor, business and progressive partners to advance the community's priorities.
- ▶ Optimize technology infrastructure to improve programmatic effectiveness.

Develop Funding Mix To Ensure Financial Sustainability

- ▶ Set a benchmark of \$7-8 million in the 5 year period and \$10-12 million in 10 years as a goal.
- ▶ Expand unrestricted revenue through growth of major donor, individual giving and online fundraising programs.
- ▶ Build a meaningful corporate membership and legal partnership program.
- ▶ Increase multi-year government grant funding.
- ▶ Develop a planned giving program.
- ▶ Strengthen cash reserve by establishing an endowment.

Serve As A Talent Engine For The LGBTQ Movement

- ▶ Recruit and train the next generation of LGBTQ community leaders, enhancing their understanding of LGBTQ civil rights and social justice issues and community priorities.
- ▶ Fully fund the Equality California Leadership Academy.
- ▶ Invest in training and career advancement for staff through professional development opportunities that expand and refine skill sets that can be used to advance priorities in the public and private sectors.
- ▶ Mentor smaller organizations in the movement to build LGBTQ movement capacity at the local and state levels.
- ▶ Expand mentorship opportunities for volunteer leadership at Equality California.



EQUALITY CALIFORNIA

Equality California is the nation's largest statewide lesbian, gay, bisexual, transgender and queer (LGBTQ) civil rights organization.

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