# Equality Virginia Strategic Framework: Theory of Change

**Mission Statement**

Equality Virginia is building a fully inclusive Commonwealth by educating, empowering, and mobilizing Virginians to ensure all LGBTQ people are free to live, love, learn, and work.

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<th>Problem Statement</th>
<th>Organizational Strategies</th>
<th>Anticipated Changes</th>
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| LGBTQ Virginians, from youth to seniors, continue to experience violence, discrimination, and disparities, particularly transgender people and people of color. | ● We empower people to tell their stories and advocate for themselves and others.  
● We convene and connect LGBTQ leaders and organizations across the state.  
● We invest in deep relationships to educate elected officials on both sides of the aisle.  
● We foster inclusive communities by changing hearts and minds.  
● We build power to sustain long-term efforts to win change.  
● We develop and share expertise through training and public education.  
● We respond to the needs of our community, particularly those experiencing multiple forms of oppression.  
● We center racial and gender equity in our work.  
● We mobilize Virginians to participate in government and build opportunities for increased civic engagement. | ● LGBTQ people are celebrated members of their communities.  
● LGBTQ young people are affirmed in their schools and homes.  
● LGBTQ community organizations across the state are connected and collaborating.  
● LGBTQ people are safe from violence in their communities.  
● Legal protections are being successfully implemented and improving the lives of LGBTQ people.  
● LGBTQ people have access to informed, affirming health care.  
● LGBTQ people are well-represented in elected office and appointed positions.  
● LGBTQ elders have access to affirming care and resources.  
● LGBTQ-affirming faith leaders demonstrate support and engage in interfaith equality efforts.  
● LGBTQ people do not face disparities in health, safety, education, and economic outcomes, including those experiencing multiple forms of oppression. |

## Focus of Change

LGBTQ Virginians and the communities and institutions that affect their lives in every part of our state.

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<th>Values and Guiding Principles</th>
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| **Community**: We foster a supportive and welcoming environment that builds connections and strengthens relationships.  
**Inclusion**: We celebrate the diverse and unique identities of all LGBTQ Virginians.  
**Equity**: We work to eliminate the disproportionate discrimination experienced by LGBTQ people of color.  
**Perseverance**: We respond with determination and grit to overcome obstacles and we are resolute in our commitment to fulfill our mission.  
**Empowerment**: We inspire and develop LGBTQ and allied Virginians to tell their stories and become strong advocates for equality and justice.  
**Integrity**: We inspire and develop LGBTQ and allied Virginians to tell their stories and become strong advocates for equality and justice.  
**Impact**: We strive for excellence in all that we do to deliver intentional, relevant, and effective results that lead to significant, long-term change. |
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<th>Program Goal</th>
<th>How will we know we have achieved this goal?</th>
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| Advocacy Goal: Secure critical protections for LGBTQ Virginians through the legislative and executive branches and ensure strong implementation of pro-LGBTQ laws. | - Pro-LGBTQ bills continue to pass in the GA  
- Defeat all anti-LGBTQ legislation  
- Bill and policy focus on addressing disparities experienced by LGBTQ POC  
- EV has strong coalitions and partnerships with organizations representing diverse Virginians to ensure local implementation  
- Impacts on LGBTQ POC are centered in our policy and organizing work, centering people with lived experience  
- Partner with other progressive orgs to meet collective GOTV metrics  
- Executive administration policy updates reflect pro-LGBTQ measures | - Virtual and in-person convenings focused on the trans community reach over 500 Virginians each year  
- TASB has at least 5 new members a year, 40% of whom are people of color, and conducts presentations on a regular basis  
- Trans Leadership Collective meets monthly to skill share and build community  
- TIES workshops/programming is responsive to unique needs of trans POC  
- TASB presentations reach organizations led by and serving POC  
- TASB training includes focus on new law implementation and racial justice | - EV has evaluated potential programming to address community needs in healthcare, the workplace, schools, the justice system, and faith communities  
- One or two focus areas for future programming are selected based on existing community capacity, our core competencies, and ability to secure sustainable funding for long-term programming by June 2021  
- New metrics and plan for selected programs are adopted for year 2 and 3 of the plan by June 2021.  
- EV has built competency to employ a racial equity lens to reimagine and/or design organizational practices and systems |
| Transgender Community Goal: Empower trans leaders and trans organizations and raise awareness of the intersectionality* of trans people and trans issues in Virginia, and build public support for trans equality. | | | |
| Lived Equality Goal: Develop new programming that leverages organizational strengths to overcome barriers to LGBTQ people experiencing full equality in their lives, particularly transgender people and people of color. | | | |

Related Programs, Projects, Activities:
- Professional lobby & grassroots organizing  
- Community surveys to identify legislative priorities and assess EV’s success  
- Voter mobilization  
- Create digital FAQs and training resources for educational and advocacy purposes

Related Programs, Projects, Activities:
- TIES  
- TIES Pop-Ups  
- Trans Leadership Collective (TLC)  
- Trans Advocacy Speakers Bureau (TASB)

Related Programs, Projects, Activities:
- Community survey to identify needs  
- Program evaluation, selection, and planning  
- Additional activities to be added based on programs selected for development  
- Successful implementation of racial equity program
# Top 3 Short-Term (1-3 year) Organizational Capacity Goals

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<th>Development: Fund organization for growth and sustainability</th>
<th>Communications: Be seen as the statewide leader &amp; expert on LGBTQ issues and policy</th>
<th>Infrastructure: Build strong, diverse staff and boards and implement effective systems to achieve organizational priorities</th>
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| How will we know we achieved this goal?  
* Strong stewardship of donors results in increased donor retention  
* Events reach three communities beyond Richmond each year in 2021 & 2022  
* Increase in: individual giving, monthly sustaining donors, major gifts, legacy gifts  
* Preserve grants and relationships with foundations to supplement overall budget  
* Search for and cultivate new grant opportunities as needed  
* Donor base outside of Richmond and Hampton Roads is significantly increased  
* Leverage programs to cultivate funding  
* Donor centric language is utilized in fundraising communications and events  
* Strong Development Committee and board participation in stewardship activities | How will we know we achieved this goal?  
* Communications is integrated with development and all programming  
* EV’s voice in media, particularly in traditional media, is increased  
* Communications strategy employs storytelling and uplifts LGBTQ POC’s lived experience  
* Online communication to supporters, including website, email, and social media are producing increased list size, engagement, and organizational support  
* Online platforms are current and up-to-date | How will we know we achieved this goal?  
* Board and staff trained in racial justice framework and actively incorporating it in decision-making  
* Board is more diverse and representative of the LGBTQ community in regards to race, sexual orientation, gender identity, age, ability, and geography  
* Board meets organizational needs of professional expertise, including racial equity background  
* EV recruits and retains talented staff, and provides them with opportunities for professional development and promotes work-life balance  
* Staffing levels are appropriate to achieve programmatic and capacity goals  
* Board has implemented a Racial Justice Committee  
* EV has relevant, functional organizational policies, including HR/Personnel Policy Manual, fiscal management policy, onboarding and skills development structure for board and staff, and C3/C4 cost-sharing agreements |

**Related Programs, Projects, Activities:**  
- Commonwealth Dinner  
- Regional events and house parties  
- Targeted top donor communications and solicitation  
- Online and direct mail solicitation  
- Hire development staffer

**Related Programs, Projects, Activities:**  
- Monthly EV newsletter  
- Proactive outreach to media  
- Regular LTEs/Op-eds coordination  
- Owned media engagement (e.g. website, youtube, blogs, & targeted social media)  
- Hire Policy and Comms staffer

**Related Programs, Projects, Activities:**  
- Strategic board recruitment and board development  
- Staff recruitment, professional development, and work-life balance  
- Policy development and enhancement to align with industry best practices  
- Board and staff training and work on racial equity