Maryland Commission
on LGBTQIA+ Affairs

2027 Strategic Plan

Purpose:
The 2027 Strategic Plan serves as a roadmap to guide the Maryland Commission on LGBTQIA+ Affairs in advancing equity, inclusion, safety, and well-being for LGBTQIA+ Marylanders.

Background:
The 2027 Strategic Plan builds on the Commission's work and priorities identified through its 2026 strategic planning process. Commissioners emphasized stronger community engagement and partnerships, increased visibility, sustainable resources, and clear, measurable goals. The plan translates these priorities into focused action while strengthening the Commission's capacity and continuity for the future.

Priorities:

1. **Strengthen Statewide Community Engagement & Partnerships**

   Goal: Build stronger relationships with LGBTQIA+ Marylanders, community organizations, advocates, local governments, and other partners throughout Maryland.

   Objectives:

   A. **Statewide Engagement:** Conduct intentional outreach and opportunities for community input, with particular attention to communities and regions that have been underrepresented in the Commission's work.
   B. **Partnerships:** Strengthen relationships with community organizations, local governments, service providers, advocates, and other partners serving LGBTQIA+ Marylanders.
   C. **Community Voice:** Use advisory committees, working groups, and other engagement opportunities to bring diverse lived experience and expertise into the Commission's work.

2. **Advance Focused Policy & Government Engagement**

   Goal: Use community input, data, and the Commission's expertise to advance practical policy recommendations and strengthen LGBTQIA+ inclusion across State government.

   Objectives:

   A. **Policy Priorities:** Establish and advance a focused set of annual policy priorities informed by community needs, research, and emerging issues.

B. **Government Engagement:** Strengthen engagement with the Governor's Office, General Assembly, and State agencies to advance Commission recommendations and LGBTQIA+-inclusive policies and practices.
C. **Data & Research:** Use the Community Needs Assessment and other available data to inform recommendations, identify gaps, and encourage improved State data collection and reporting.
D. **Emerging Issues:** Monitor significant developments affecting LGBTQIA+ Marylanders and respond when appropriate.

3. **Strengthen Communications, Visibility & Access to Information**

   Goal: Increase awareness of the Commission and access to reliable information and resources for LGBTQIA+ Marylanders.

   Objectives:

   A. **Communications Strategy:** Develop and implement a communications strategy to strengthen the Commission's visibility, public engagement, and reach across Maryland.
   B. **Public Information & Resources:** Maintain and improve the Commission's website and resource information, and expand its online presence through newsletters, social media, and other communications channels.
   C. **Accessible Communications:** Ensure Commission information and resources are clear, accessible, and responsive to Maryland's diverse LGBTQIA+ communities.

4. **Build Organizational Capacity, Sustainability & Accountability**

   Goal: Strengthen the Commission's governance, leadership, resources, and internal systems to support continuity and measurable progress.

   Objectives:

   A. **Leadership Transition:** Support a successful transition and onboarding of Commission executive leadership while preserving institutional knowledge and continuity.
   B. **Governance & Committee Structure:** Implement an effective committee structure and update governance policies and procedures as needed.
   C. **Accountability & Engagement:** Establish realistic annual goals, clarify responsibilities, and strengthen Commissioner participation and accountability.
   D. **Sustainable Resources:** Pursue appropriate funding, partnerships, and other resources to strengthen the Commission's capacity and advance its priorities.

Implementation & Accountability

To translate the Strategic Plan into measurable action, each committee should develop an annual work plan aligned with one or more strategic priorities and objectives.

For each goal and objective, the Commission should identify:

- Lead Committee or Responsible Party
- 2027 Deliverables and Timeline
- Measure of Success