

Strategic Plan 2020-2025

At the beginning of our 40th Anniversary year, Horizons' board of directors adopted a new strategic plan to guide our work as we enter our fifth decade. Building upon our four decades of experience, partnerships, and deeply held values, our new strategic plan sets out ambitious goals and actions that will dramatically advance our vision in the years ahead. A world where all LGBTQ people live freely and fully lies on the horizon — and Horizons is both humbled and proud to help lead us there.

THE PLAN CALLS FOR HORIZONS TO...

Double our annual community grantmaking



Increase by 250% the amount of funds raised by LGBTQ nonprofits through Give OUT Day, our national day of LGBTQ giving



Cultivate and identify an unprecedented total of at least \$250 million in future legacy gifts committed to the LGBTQ community



Double the foundation's donor-advised fund program



Develop a community-informed multi-year grant initiative focused on transgender people of color, who continue to face often overwhelming disparities and obstacles, and whose nonprofit organizations remain seriously under-resourced



Expanding Our Leadership Role

Over the next several years, Horizons aims to expand its role as a leader in the LGBTQ movement, and simultaneously advance every part of our mission: build critical LGBTQ nonprofits, increase giving by and for our community, and create unprecedented resources for future generations through legacy giving.

Powerful Vision, Ambitious Goals, Deepening Commitments

This strategic plan outlines how Horizons plans to serve, lead, and support the LGBTQ movement and the LGBTQ community in the coming years. The plan is fueled by powerful vision — and commits the foundation to achieving ambitious goals in every aspect of our work.

The strategic plan also commits Horizons to deepening its commitment to racial justice and to diversity, equity, inclusion, and belonging, at every level of the foundation — and throughout our grantmaking.

Critical Response to Crisis

The COVID-19 pandemic took hold in the Bay Area just two weeks after Horizons adopted this strategic plan. Once the pandemic hit, the foundation leapt into responding to this massive crisis. It has made painfully clear how vulnerable many LGBTQ people remain, notwithstanding all of our movement's epic progress. And Horizons has been clear throughout the crisis that the vision put forth in this new strategic plan stands now as even more critical than when it was adopted — critical for hundreds of thousands of LGBTQ people today, and for millions in LGBTQ generations to come.

Horizons Foundation's board of directors and staff are excited about the journey that lies ahead — and deeply grateful for our partnerships with generous donors, spectacular activists, and outstanding nonprofit organizations with whom it is our privilege to work every day.

