


# FUNDERS FOR LGBTQ ISSUES' 3 YEAR STRATEGY



FUNDERS FOR  
LGBTQ  
ISSUES





Funders for LGBTQ Issues' last strategic plan ended in 2021, in the midst of multiple pandemics: COVID-19, racial uprisings, and escalating attacks against LGBTQ communities, people of color, and immigrants. These rising assaults highlighted not only the urgency of Funders for LGBTQ Issues' work, and the intersectionality of our movements; but the clear possibilities and challenges of real values-aligned philanthropic partnership.

In the eighteen months since, we have asked ourselves what it means to be an organization that mobilizes the philanthropic sector on behalf of LGBTQ liberation. In partnership with CONVERGE Consulting, our community has wrestled with this question and interrogated how we can harness the knowledge and wisdom gained over the past forty years to use this moment as a portal to the world we so richly deserve. This strategic plan represents the collective vision and brilliance of Funders for LGBTQ Issues' staff, board, members, stakeholders and wider community.

We are in a moment of transformation and we know that we have the resources and capacity to realize our vision of a world where all queer, trans, and gender nonconforming people are liberated, loved, valued, respected, and thriving.

We are excited to bring the next iteration of Funders for LGBTQ Issues to life, in partnership with you.

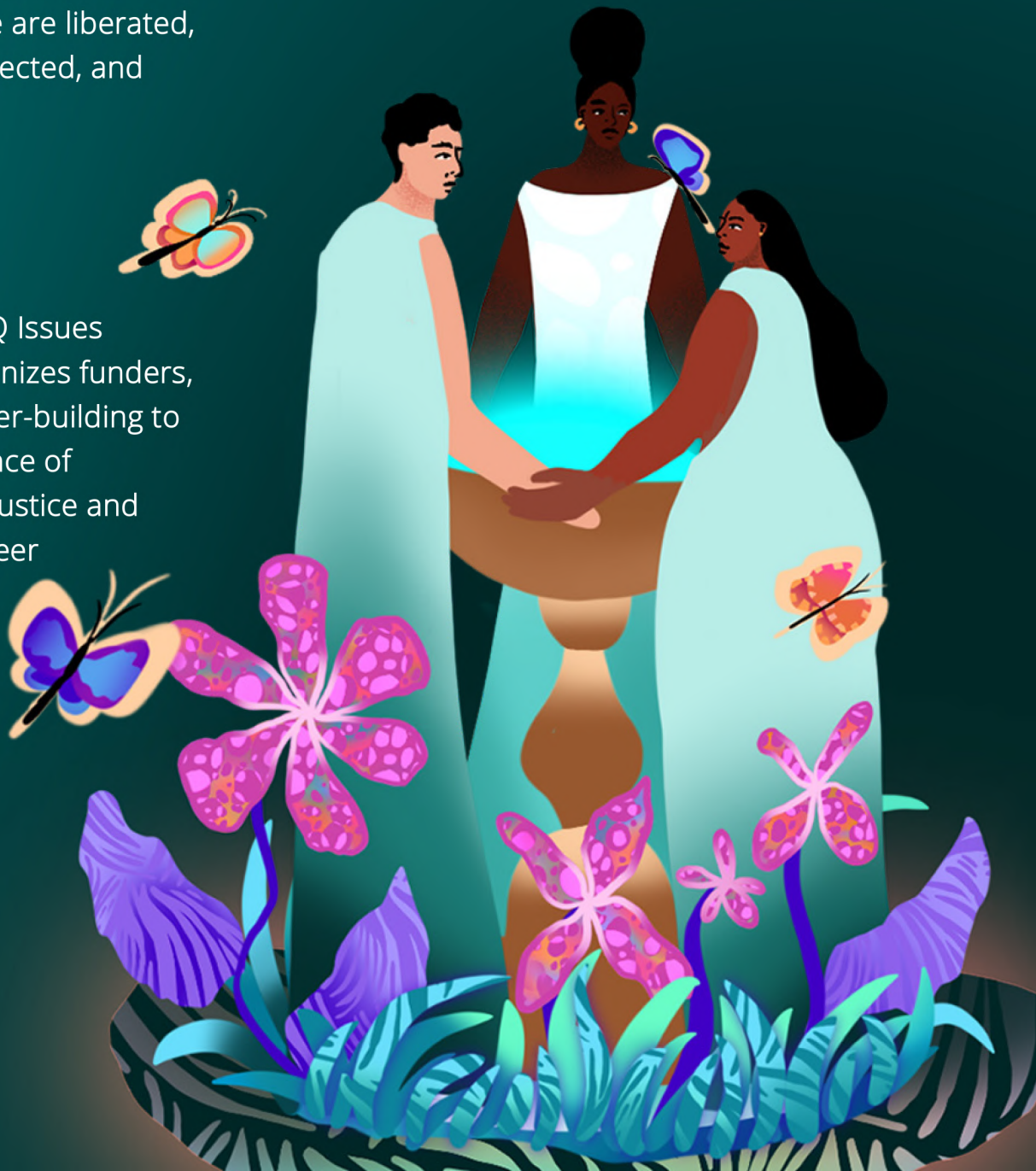
# WHO WE ARE

## VISION

We envision a world where all queer, trans, and gender non-conforming people are liberated, loved, valued, respected, and thriving.

## MISSION

Funders for LGBTQ Issues educates and organizes funders, and supports power-building to create an abundance of resources for the justice and liberation of all queer communities.



# VALUES

Our organizational values guide our approach to our work, both internally and externally.

## Joy

We center joy in our work and spotlight the joy of our community.

## Care

We center self care and healing for ourselves and advocate these practices for the field of philanthropy and our communities.

## Abundance

We work for freedom, for the conditions for ourselves and our communities to thrive.

## Racial, Gender, and Economic Justice

We work for liberation at the intersection of race, gender, and class.

## Interdependence

We acknowledge, cultivate, and strengthen the interconnectedness across movements and issues that affect our communities.

## Accountability

We hold ourselves and others accountable to the communities most impacted by injustice.

# CONSTITUENCIES

In the planning process, we also clarified our core constituencies to enhance the way we understand the impact of our work.

Our **primary constituency** describes our closest community, the people we directly engage.

Our **secondary constituency** includes our partners and allies.

Those who we hope will ultimately benefit from our work are described as our **representative constituency**.



# OUR STRATEGIC DIRECTIONS

**Funders for LGBTQ Issues' three year strategy names four strategic directions – three external and one internal – that orient our work in pursuit of our mission and vision.**



We organize philanthropy to increase the resources directed towards LGBTQ communities and movements across the United States.



We are a home where LGBTQ leaders and allies can gain the knowledge, relationships, and skills to advance philanthropic organizing in service of movement-building.



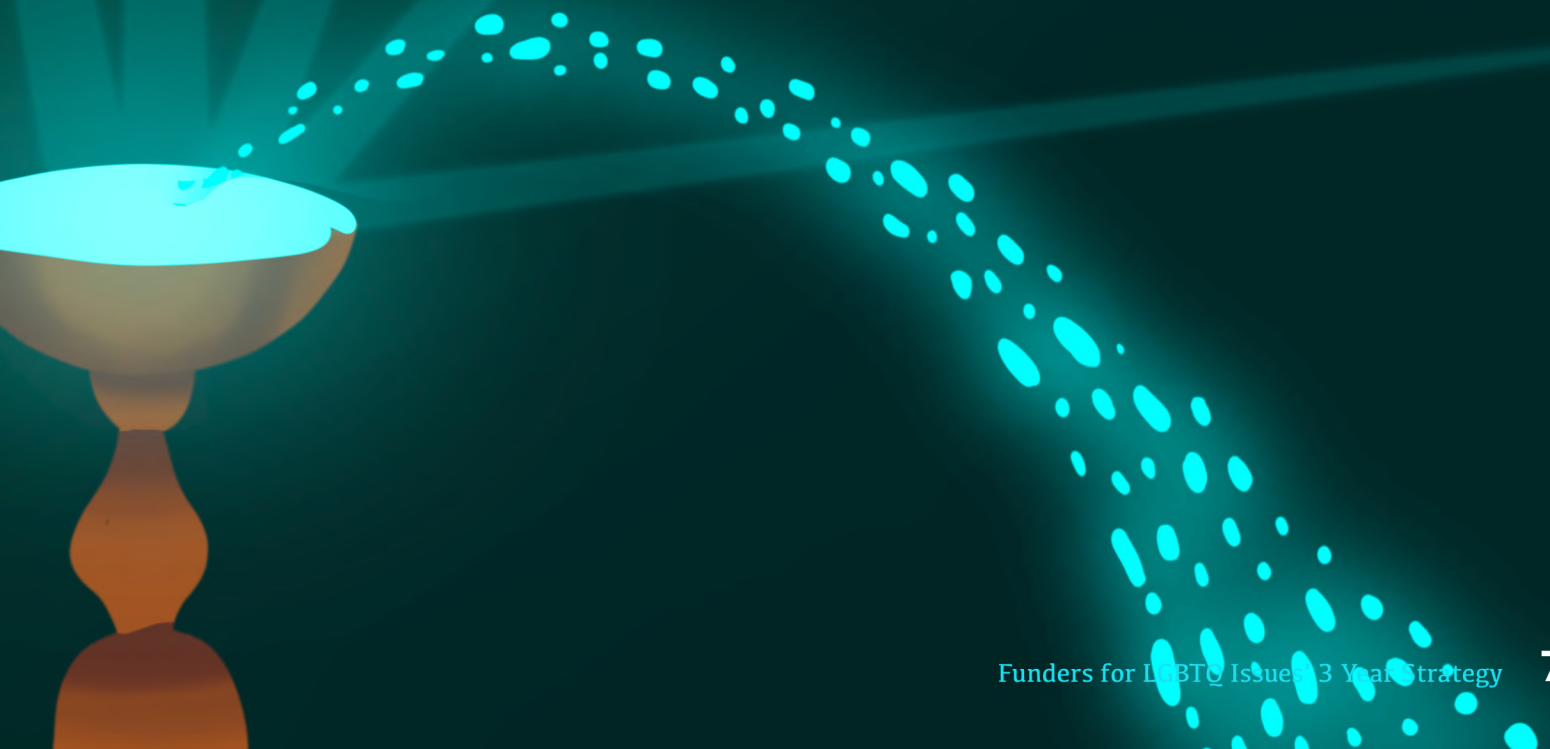
We tell the story of our work and impact through research and strategic communications centered on philanthropic organizing and power-building.



We meet the needs of the moment through internal capacity building that enables staff and board to thrive.

# OUR NORTH STAR

**In 3 years, Funders for LGBTQ Issues will be a bridge between movements and funders, creating a robust, responsive, and organized philanthropic funding infrastructure for fully resourcing intersectional LGBTQ movements.**





## A CLOSER LOOK AT OUR STRATEGIC DIRECTIONS

## STRATEGIC DIRECTION 1

**We organize philanthropy to increase the resources directed towards LGBTQ communities and movements across the United States.**



**1**



**Develop and support funder organizing to raise \$50 million new philanthropic dollars for LGBTQ movements and values-aligned organizations in the United States.**

### **WE WILL:**

- Work with foundations to increase funding for transgender and gender nonconforming (TGNC) movement-building by an additional \$10 million dollars annually.
- Increase the number of donor-advised funds (DAFs), place-based funders, family foundations, and high net-worth donors funding in alignment with Funders for LGBTQ Issues' framework and values.

### **AS A RESULT:**

- The philanthropic sector will visibly move increased funding to directly support the work of intersectional LGBTQ movements and organizations.
- Historically underfunded LGBTQ movement organizations are sustainably resourced.
- Movement organizations have the resources that they need to win.



**Funders for LGBTQ Issues develops, shares, and organizes the philanthropic sector to shift the power balance between movement organizations and philanthropy.**

### **WE WILL:**

- Address gaps and other emerging needs/opportunities for LGBTQ philanthropy (e.g., planned giving for wealthy LGBTQ community members without designated inheritors).
- Provide tools and best practices for movement organizations to navigate the philanthropic sector in healthy, mission-aligned ways.

### **AS A RESULT:**

- Funders for LGBTQ Issues deploys effective strategies to promote significant shifts in how foundations and grantmakers move money in ways that support a healthy movement ecosystem.
- Funders for LGBTQ Issues continues to grow a critical mass of partners in philanthropy who are aligned with our methodology and values.
- Movement organizations spend significantly less time fundraising from foundations, and more time working directly toward their missions.
- There will be a more intersectional LGBTQ funding infrastructure: LGBTQ funding becomes synonymous with broader, multi-issue causes led by queer and trans people of color.



# 3

**Organize philanthropy to implement widespread grantmaking reforms, substantively reducing barriers to critical resources for LGBTQ movement organizations.**

## WE WILL:

- Develop a philanthropic organizing blueprint in collaboration with LGBTQ movements.
- Support tax reform efforts that meaningfully move more money to community organizations and groups.
- Amplify examples of funds moving money in increased capacities such as spend down/sunsetting foundations and those working from a reparations framework.

## AS A RESULT:

- Funders for LGBTQ Issues has attracted and continues to grow a critical mass of partners in philanthropy who are invested in philanthropic reform that is accountable to the needs and values of intersectional LGBTQ movement organizations.
- Foundations are releasing more funds in various ways including, but not limited to, increasing the minimum payout from their endowments.
- Foundations are better-positioned to respond to crises because they have developed deeper relationships with movement organizations, and can move money more quickly, with deeper trust in their grantee partners.



## STRATEGIC DIRECTION 2

**We are a home where LGBTQ leaders and allies can gain the knowledge, relationships, and skills to advance philanthropic organizing in service of movement-building.**



**Invest in the leadership of LGBTQ leaders within the philanthropic sector, centering TGNC communities and people of color.**

### WE WILL:

- Refine and expand the capacity of our Grantmakers United for Transgender Communities (GUTC) fellowship program.
- Identify other leadership development opportunities to engage and mobilize LGBTQ leaders and allies within the sector.

### AS A RESULT:

- LGBTQ individuals and allies within philanthropy feel a strong sense of connection with Funders for LGBTQ Issues.
- TGNC philanthropic leaders are actively engaged and supported in their professional growth and development across the philanthropic sector.
- There is strengthened LGBTQ leadership within the philanthropic sector.



## **Create and implement a robust membership strategy, centering long-term and strategic relationship building.**

### **WE WILL:**

- Identify opportunities for convening, training and/or fellowship participants to continue engagement with Funders and learn from one another.
- Build out our communications strategy to highlight the ongoing membership engagement opportunities that we offer.
- Utilize existing partnerships with other philanthropic support organizations to create a cohort of philanthropic professionals who can advocate for LGBTQ issues in both PSO and institutional spaces.

### **AS A RESULT:**

- Funders for LGBTQ Issues has built and maintained a robust network of allies to support the organization's mission and strategies.
- There is a deepened sector-wide knowledge and understanding of Funders for LGBTQ Issues' activities and impact across the field.
- The value of Funders' membership has been clarified for existing and prospective members.



## **Design and implement strategies to share our institutional power with LGBTQ movement organizations.**

### **WE WILL:**

- Establish a movement advisory council, researching advisory council best practices and building the framework for our own council in consultation with movement leaders, staff and board.

### **AS A RESULT:**

- We have created an explicit organizational accountability practice that serves as a possibility model for the wider philanthropic sector.
- We have increased our organizational agility to organize philanthropy in times of crisis.
- We have built stronger relationships with diverse LGBTQ movements inside and outside of our staff and board's individual movement relationships and connections.

## STRATEGIC DIRECTION 3

**We tell the story of our work and impact through research and strategic communications centered on philanthropic organizing and power-building.**



**Build a refined organizational narrative that better clarifies and communicates the value of Funders for LGBTQ Issues and its membership network within the philanthropic sector.**

### WE WILL:

- Launch a targeted brand campaign to tell the story of Funders for LGBTQ Issues, and re-introduce the organization to the field highlighting our new leadership, staff and vision.
- Build a robust membership engagement strategy that highlights the value and impact of membership within the Funders for LGBTQ Issues network.

### AS A RESULT:

- Funders for LGBTQ Issues has seen a significant increase in values-aligned members from diverse philanthropic institutions.
- There is increased clarity of Funders for LGBTQ Issues' of movement-aligned mission and purpose among all partners, members, and allies.
- Funders for LGBTQ Issues is widely adopted as the main resource for supporting LGBTQ+ issues amongst grantmakers.



**An increased media footprint that centers partnerships with queer and TGNC publications, journalists, and other media outlets that are aligned with our values.**

**WE WILL:**

- Elevate values-aligned LGBTQ+ organizers and philanthropic leaders, amplifying innovative philanthropic best practices and resistance strategies.
- Cultivate increased thought leadership from the Funders for LGBTQ Issues community, through op-eds, articles and organizational profiles to establish credibility amongst a larger audience, and raise awareness of critical LGBTQ issues within philanthropy.

**AS A RESULT:**

- The philanthropic sector has a deepened understanding of LGBTQ movement wins, challenges and opportunities for short, mid and long term philanthropic investment.
- Disinformation campaigns about the work of LGBTQ movements are actively and quickly combated by Funders for LGBTQ Issues.
- Funders for LGBTQ Issues is widely regarded as a go-to hub and information resource for the philanthropic sector, regardless of one's membership status.



**The creation of a robust communications plan and strategy that considers the varied audiences of the organization and ensures compelling and accessible communications across audience types.**

**WE WILL:**

- Engage a wide range of members and potential stakeholders through a diversity of media streams.
- Develop a robust body of communications that center the stories of the people doing this work and/or who are impacted by this work, including a spotlight on messages of joy and abundance.

## **AS A RESULT:**

- More foundations have a long-term investment strategy for movement organizations.
- LGBTQ movements are resourced sustainably from an increasingly diverse pool of philanthropic sources.
- Funders for LGBTQ Issues is sustainably resourced through a diverse set of revenue streams, including increased support from individual donors as well as increased revenue from our training programs.
- The stories of Funders for LGBTQ Issues' partnerships are widely known.
- Funders attracts several new values-aligned partners, ranging from members, to philanthropic allies, and movement leaders.



**Build our research to amplify philanthropic organizing and movement power building.**

## **WE WILL:**

- Review and refine our current research projects to align with the new strategic direction of Funders for LGBTQ Issues, and maximize impact within the philanthropic sector.
- Define our current and potential audiences and identify considerations for the ease-of-use of our various research projects toward each respective audience.
- Track values-aligned LGBTQ funding, and explore potential partnerships to further amplify best practices.

## **AS A RESULT:**

- Funders for LGBTQ Issues is well regarded as a source for factual information on key information regarding LGBTQ+ communities and issues.
- Funders for LGBTQ Issues' research is widely used by movements to advance their causes with movement partners sharing how Funders' research is being used.



## STRATEGIC DIRECTION 4

**We meet the needs of the moment through internal capacity building that enables staff and board to thrive.**



**Continue to build inclusive, caring and joyous internal culture.**

### **WE WILL:**

- Administer quarterly reviews for staff, administered by their direct supervisors.
- Establish an annual feedback process for our staff structure, including the senior team.
- Continue regular surveying of staff on benefits, organizational culture, workplace satisfaction and employee engagement.

### **AS A RESULT:**

- Staff regularly receives clear feedback on their performance and growth trajectory within the organization.
- Staff confidence in the organization and culture is maintained.



## **Formalize Funders for LGBTQ Issues' investment in leadership development across the organization.**

### **WE WILL:**

- Provide all staff professional development funds annually to support their personal and professional growth.
- Create formalized succession plans for each position after each staff member's first year.
- Ensure that supervisors are provided direct and regular feedback to guide their growth as managers.

### **AS A RESULT:**

- Funders for LGBTQ Issues fosters a rich feedback centered culture promoting each staff member's professional growth.
- The organization demonstrates a proactive approach to addressing emergent feedback and concerns as they arise, shifting work as needed to support our vision and mission.
- Staff knowledge and relationships are institutionalized and shared across the organization.



## **Provide sufficient operational support by strategically expanding the team's capacity as needed.**

### **WE WILL:**

- Ensure Funders for LGBTQ Issues is sufficiently staffed to continue operating within the current model without operating over capacity.

### **AS A RESULT:**

- Staff is resourced to implement major organizational initiatives in ways that promote a healthy work/life balance.
- Funders for LGBTQ Issues continues to be a sector-wide model of healthy workplace culture.



**Build a robust training team to increase revenue and expand Funders for LGBTQ Issues' sector-wide impact.**

**WE WILL:**

- Diversify organizational revenue streams, decreasing dependence on grants.
- Expand membership engagement opportunities, offering interested foundations new pathways to explore partnership with Funders for LGBTQ Issues.

**AS A RESULT:**

- Funders for LGBTQ Issues will complete a feasibility study on sector interest in and the sustainability of an organizational training program.
- Funders for LGBTQ Issues will curate and launch training programs & standard curriculum building to serve members, philanthropy, and the nonprofit and for-profit sectors.



**Continue to support the board's growth and development to ensure that it reflects our accountability to movement, and our commitment to inclusivity and social justice.**

**WE WILL:**

- Build a board development and recruitment strategy in alignment with the new strategic plan.
- Change governance bylaws to require the representation of two LGBTQ movement organizations on our board.

**AS A RESULT:**

- Funders for LGBTQ Issues' board will reflect the intersectional experiences of LGBTQ people within the United States and effectively steward the organizational mission and vision.
- Funders for LGBTQ Issues increases its formal accountability to domestic LGBTQ movements.

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