

**Strategic Plan
2025–2030**



QUEER ART

【TOURMALINE】
Summer Azure, 2020



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QUEER|ART BUILDS COMMUNITY FOR LGBTQ+ ARTISTS.



Founded in 2009, Queer|Art has grown from a small mentorship collective in NYC into a national ecosystem across generations and artistic disciplines. We provide intergenerational mentorship, public programming, and material support to shape culture and drive societal change.

Our offerings re-build community after the devastating loss of a generation of artists to the ongoing AIDS crisis, and address the fundamental lack of economic and institutional support for LGBTQ+ artists. We are rooted in the knowledge that queer and trans people are unstoppable when we build networks that foster collective imagination, defiance, creativity, and care.



Photos by Eric McNatt and Lia Clay for the 2017 & 2018 QA Community Portrait Projects.



300

A mentorship community of over 300 queer and trans artists across film, literature, performance, and visual art

50

Over 50 artists presented annually through exhibitions, screenings, performances, and readings

\$100,000

Over \$100,000 redistributed annually directly to queer and trans artists

5,000

An audience of over 5,000 people each year at live events and online programs

850

An extended network of over 850 annual applicants to our mentorship program and grants



**QUEER|ART FROM ITS
INCEPTION HAS ALWAYS
BEEN AN ORGANIZATION
CRITICAL FOR QUEER
AND TRANS ARTISTS.
THE MENTORSHIP,
CONNECTION, COMMUNITY,
RESOURCES, OPPORTUNITY,
AND ACKNOWLEDGMENT
THAT THE ORGANIZATION
PROVIDES ARE A LIFELINE
FOR SO MANY.”**

—Pamela Sneed, Multi-Year QAM Literature Mentor

LGBTQ+ COMMUNITIES AND FREEDOM OF EXPRESSION ARE UNDER ATTACK.

The daily reality of our artists, our community, and our organization is shaped by the dismantling of American federal infrastructure, the escalation of censorship and funding freezes, and mounting legislative and physical threats against queer and trans people, people of color, working class people, migrants, and activists. The institutions that once supported us—however inadequately—are pulling back or disappearing entirely.

Our elders remind us we've been here before.

Queer artists have always taken care of each other when those in power fail us. This moment demands we grow stronger.

This strategic plan is our roadmap.

Over the next five years, we plan to focus on what artists need most, as suggested by over 300 community members:

- Deeper connections across disciplines, generations, and geographies
- Material support that matches the urgency of this moment
- A sustainable infrastructure that can't be destroyed by one election cycle or economic downturn

Our plan centers three goals:

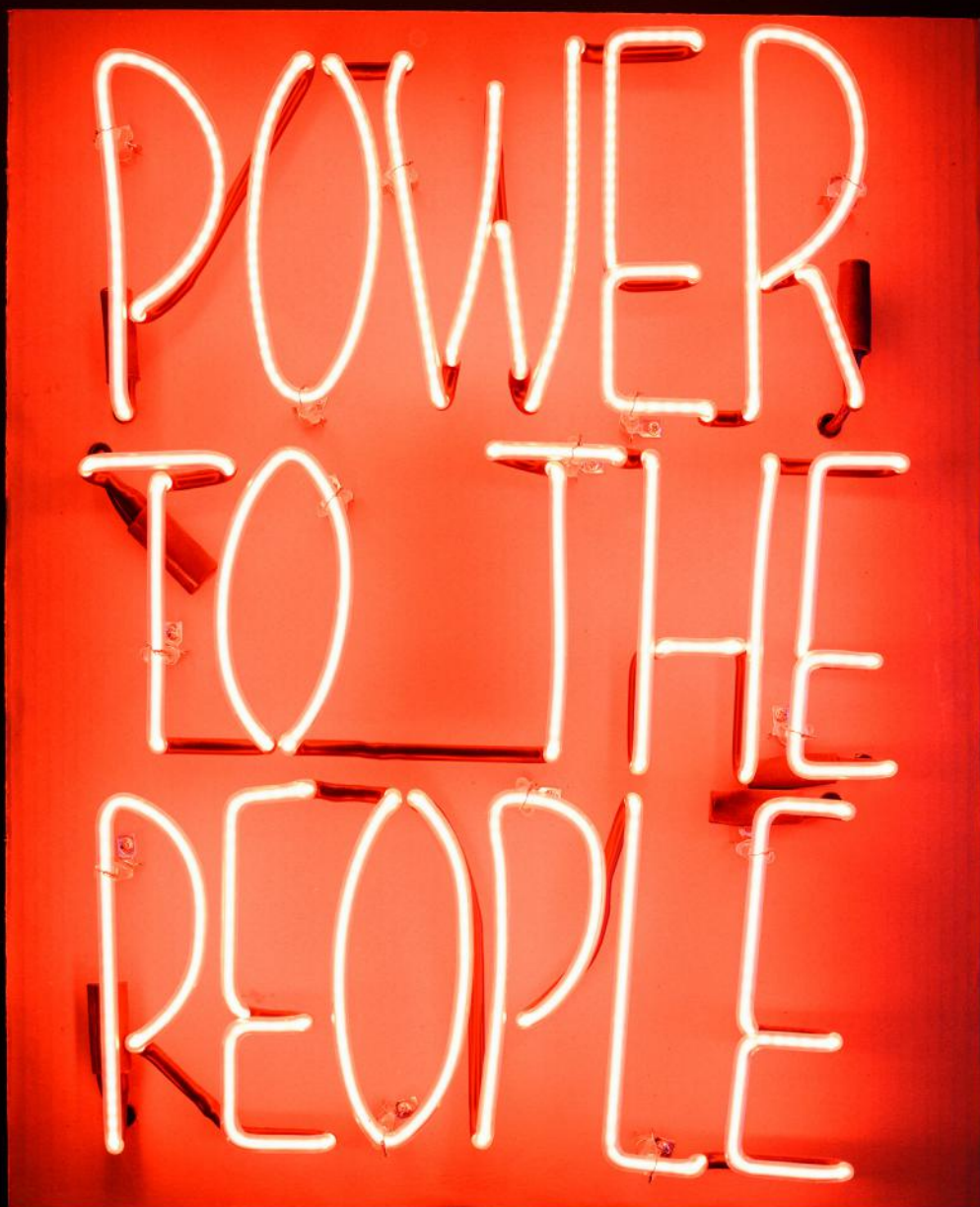
- 1 Build Organizational Power** — Secure sustainable funding, develop staff leadership and capacity, and create systems that can survive political and economic shocks
- 2 Grow the Artist Ecosystem** — Expand mentorship and skill-sharing, strengthen how we distribute resources, and weave the networks artists need to sustain each other
- 3 Transform Culture** — Increase our public programming and visibility, build coalitions with peer organizations, and advance equity across the arts sector

ACHIEVING THESE GOALS REQUIRES DOUBLING OUR OPERATING BUDGET FROM \$600K TO AT LEAST \$1.2M OVER THE NEXT 3-5 YEARS.

This expansion funds everything from increased artist stipends and expanded programming to staff development and organizational infrastructure—the full scope of what our community needs.

We have clear plans to secure these funds by diversifying our income streams. We've already seen enormous success in 2025, exceeding our yearly fundraising goal by increasing earned revenue, securing multi-year funder commitments, and establishing a reserve fund for the first time.

This strategic plan is an invitation to our artists, partners, and supporters to build an organization with us that can sustain LGBTQ+ artists for generations to come.



【 NELSON SANTOS 】
POWER TO THE PEOPLE, 2022

DEAR FRIENDS,

Thank you for taking the time to read through this strategic plan—a testament to where Queer|Art is headed and to what it took to get here.

We're so proud of Queer|Art's tremendous transformation in the last five years. What began as an emergency response to the COVID-19 pandemic—moving our programs online and committing fully to our role as a community-centered organization—solidified into lasting shifts in how we support LGBTQ+ artists, all while corporate and governmental funding for queer and trans communities continues to be cut (p. 32).

In adapting our model, we began supporting artists across the US, within and beyond cultural hubs. With a small staff and a modest budget, we're navigating how to serve this growing national community while staying rooted in New York City.

Since expanding eligibility nationwide, applications to Queer|Art have surged: in 2025, we received 600 applications for 12 Mentorship Fellow positions and 850 applications for our Award programs—numbers that reflect both the strength of our work and the urgent need for support.

These applications show the gap between our dreams and our current resources, how “the needs exceed our means.” As Co-Executive Directors, our aim in developing a strategic plan was not to overpromise, but to understand how to grow and sustain Queer|Art in ways that are both ambitious and pragmatic.

We set out to clarify a distinct, artist-led approach that complements peer efforts and addresses gaps others cannot. In late 2024, we conducted a large-scale artist survey and received input from 300 members of our artist community. Their responses (p. 14) helped us move from near infinite possibilities to tangible goals and surfaced questions that shaped this strategic plan:

THE QUESTIONS WE'RE ASKING OURSELVES

- 1 — What does QA do uniquely well in our field—and what field are we even in?**
- 2 — Do we deepen support for alumni, widen our reach to new audiences, or both? Do we maintain NYC as our hub or further expand nationally?**
- 3 — How do we put the expressed needs of our artists into action?**
- 4 — What financial and organizational structures will support our values, our offerings, and our goals?**

Over the last year, we collaborated closely with our incredible staff team and Board of Trustees (p. 41) to draft this document and shape a clear framework of three focused Goals, each with dedicated strategies and metrics. The pages that follow detail our plan for the next five years—a living document to be evaluated and adapted in response to our community's evolving needs.

We are so grateful for the intergenerational wisdom and audacity we have inherited from generations of queer artists, who took care of one another, while defying state violence and imagining a lush & livable horizon for us all. We are honored to carry on their legacy while continuing to build this future alongside you.

In solidarity,



Río Sofia
Co-Executive Director



L Marmon
Co-Executive Director

STRATEGIC PLANNING PROCESS

To put our new mission into practice, QA staff and board developed a strategic plan that took shape through the following phases:

2020-2023

ASSESSMENT

The COVID-19 pandemic and the Movement for Black Lives sparked urgent action and accountability. We pivoted to a holistic approach centered on mutual aid, virtual programming, and community resilience—while confronting our own organizational patterns around race and leadership.

In 2021, QA's staff and board worked with organizational development consultants to identify our strengths (adaptability, community resourcing, liberation-based values) and areas for growth: resources for BIPOC and trans artists, pay equity and transparency, staff and board engagement, and leadership development.

Trustees committed to majority BIPOC board membership, and L Marmon and Río Sofia became Co-Executive Directors—making QA both trans-led and co-led for the first time.

2023-2025

ALIGNMENT

Under new leadership, we deepened connections with our community through an Artist Community Survey and board-staff retreat. Shared leadership became our culture—not just our structure. Meanwhile, corporate and government support for LGBTQ+ work collapsed.

During this period, over \$200,000 in annual funding was withdrawn by corporate partnerships and the National Endowment for the Arts. These challenges deepened our resolve. We rallied around sustaining our work outside the cycles of trend and capital. We aligned our values with Palestinian liberation by joining the Boycott, Divestment, and Sanctions (BDS) campaign and the Palestinian Campaign for the Academic and Cultural Boycott of Israel (PACBI).

Since our founding, Queer|Art's mission has been to "create a diverse and vibrant community through the support of LGBTQ+ art and artists across generations and disciplines." Fifteen years later, that community is firmly established. Our refined mission reflects this growth:

Queer|Art cultivates a dynamic community of LGBTQ+ artists across generations and artistic disciplines. We provide intergenerational mentorship, public programming, and material support to shape culture and drive societal change.

2024-2026

15 YEARS OF QUEER|ART

Our 15th anniversary is the catalyst for an artist-led future where Field Coordinators extend mentorship across disciplines and generations, and we invest in the people and systems that sustain this work. Success is measured not only by the number and scale of programs, but by who they reach and how meaningfully they engage.

Major fundraising focuses on long-term stability through diversified income, improved staff compensation, and expanded professional development. Leadership transition planning and staff growth reflect a commitment to modeling sustainability in the arts ecosystem. New partnerships strengthen community ties and create shared programming and resources.

2025-2028

CAPACITY BUILDING

During this critical phase, we grow our infrastructure, refine our systems, and secure long-term financial resilience. We broaden our support networks beyond our immediate artist community—to applicants, collaborators, and the broader cultural field.

Improved systems for data, alumni engagement, and archival preservation strengthen communication across our networks. Annual evaluation and transparent reporting uphold our commitment to accountability. A redesigned visual identity and website enhance accessibility and reach, reflecting both the maturity and imagination of the community it serves. Expanded programming creates meaningful pathways for connection, learning, and participation across the cultural sector, positioning QA to meet evolving needs with steadiness and adaptability.

STRATEGIC PLANNING PROCESS (CONT'D)

2027-2030

TRANSFORMATION

By 2030, Queer|Art becomes a self-sustaining ecosystem where mentorship, mutual aid, and cultural production are upheld by the community itself.

Organizational governance is guided by shared leadership across staff, board, and alumni. The investments made during Capacity Building establish lasting systems that center artists as decision-makers while expanding mentorship, artist stipends, and grants to support creative labor. Alumni-led initiatives and peer mentorship networks operate independently with QA providing infrastructure and support. Artist-led fundraising generates new forms of sustainable revenue.

These networks and partnerships fuel cross-disciplinary projects, advocacy, and cultural dialogue across generations and geographies—creating a model where artists support each other through direct aid, skill-sharing, and collective resources. Queer|Art demonstrates how a community rooted in care, creativity, and solidarity can sustain itself for the long term.

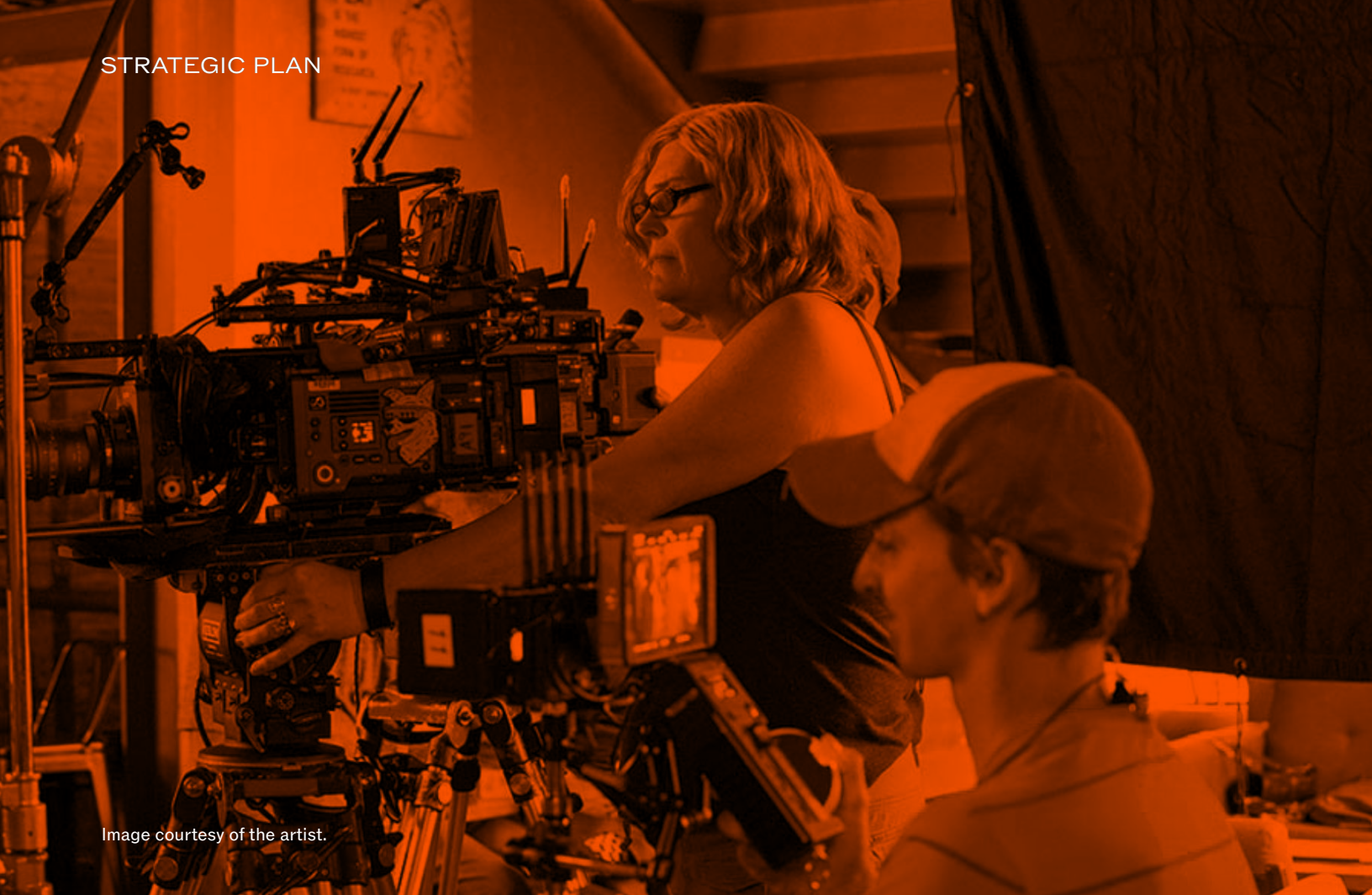


Image courtesy of the artist.



**EMPIRE AND CAPITALISM
REQUIRE THERE TO BE WINNERS
AND LOSERS. MENTORSHIP, AND
THE CONNECTIVITY IT CREATES,
DISARMS EMPIRE AND CAPITALISM
BY BRINGING US TOGETHER AS
PART OF THE SAME FABRIC.”**

—Lilly Wachowski, 2023 QAM Film Mentor

QUEER|ART BEST SERVES ARTISTS WHEN WE FOLLOW THEIR LEAD.

From August to October 2024, we asked for feedback from the artists we serve—our immediate community of 302 artists (QAM Mentors and Fellows, Award winners and finalists); and our broader community of applicants and audience members.

One third of that immediate community who are most directly served by Queer|Art completed the survey.

Here's what they told us.

WHO OUR ARTISTS ARE

70%

Work across multiple disciplines
(Film, literature, performance, visual art)

69%

**Are trans or gender
nonconforming**

60%

Are based in New York City

87%

**Have recommended QA
to other artists**

40%

Are based outside NYC

90%

**Want to connect with
more QA artists**

60%

Are BIPOC

26%

Are disabled

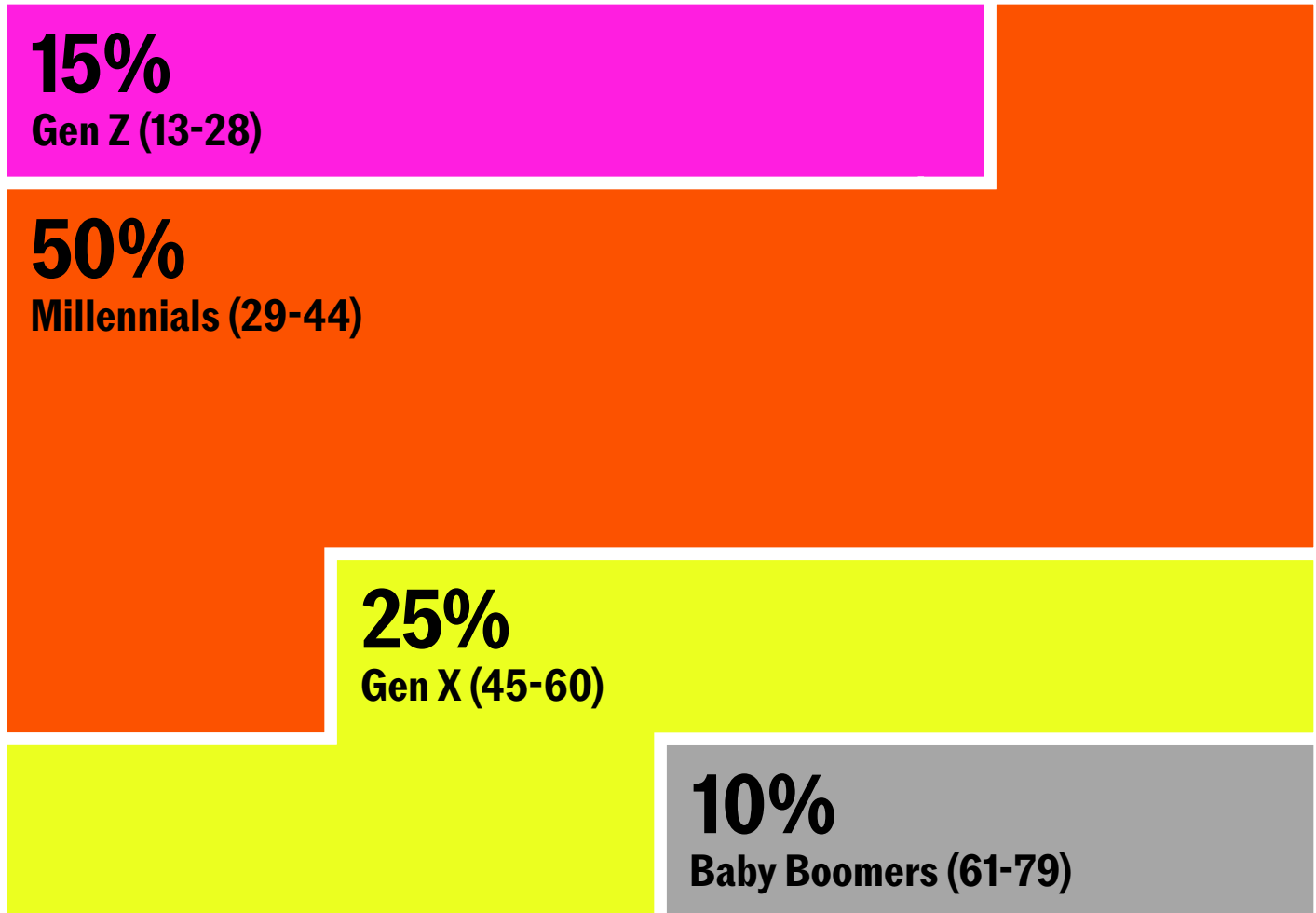
12%

**Are self sufficient as artists without
additional employment**

25%

**Are struggling to meet
their basic needs**

OUR COMMUNITY SPANS GENERATIONS

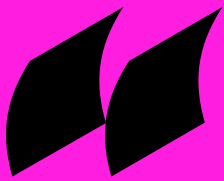


WHAT ARTISTS VALUE MOST

When asked what they value most about Queer|Art, artists told us:

Top 5 Values

1. Intergenerational exchange
2. Preservation of queer legacies & futures
3. Mentorship
4. Activism and community organizing
5. Creative support



I WAS IN THE FIRST CLASS, AND THERE WAS NO ROAD MAP. IN THE YEARS SINCE, I'VE SEEN THE ORGANIZATION GROW IN SO MANY WAYS. I WOULD LOVE TO BE A PART OF ITS CONTINUAL GROWTH."

**—Tommy Pico, 2011 QAM Literature Fellow,
2026 QAM Mentor**



The 2021 QAM Fellows at the 2021 Annual Party.
Photo by Summer Surgent-Gough.

THE GAP WE NEED TO CLOSE

**WE EXCEL AT CREATIVE
AND PROFESSIONAL SUPPORT.
WE NEED TO DO BETTER ON
FINANCIAL SUPPORT.**

When asked what kind of support our immediate community turns to QA for, artists said:

73%

Creative Support

62%

Social Support

70%

Professional Support

21%

Financial Support

Our extended community survey yielded somewhat different results, showing us that the offerings most valuable to those who receive less direct support from QA are more related to their financial wellbeing and desires for community.

Of our extended community:

- 60% are based outside of NYC (the inverse of our immediate community)
- 1/3 are struggling to meet their basic needs
- 3/4 are trans/GNC, and just under half are BIPOC

When asked to rank QA's values/offerings, this community's responses were quite different from our immediate community:

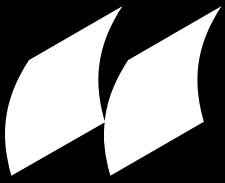
- Financial support/grantmaking
- Community building
- Intergenerational mentorship/exchange
- Professional development for artists
- Presenting LGBTQ+ art/artists

The gap is clear: artists come to us for community, mentorship, and creative development—and we deliver. But only 12% of our artists are self-sufficient without additional employment, one quarter are struggling to meet basic needs, and just 21% feel they can turn to us for financial support. QA will address these needs by increasing honoraria for our artists, and providing broader professional development and financial education.

CLOSING STATEMENT

Our mandate: artists want deeper connections across disciplines and geographies, material support that matches the urgency of this moment, and a sustainable infrastructure that can weather political and economic storms.

These priorities shaped the three goals at the heart of our strategic plan.



**QUEER|ART PROVIDES
CRITICAL COMMUNITY
INFRASTRUCTURE TO
A GENERATION OF
EMERGING CREATORS
AND VISIONARIES WHO
GLIMPSE THE FUTURE TO
REVEAL WHAT'S AROUND
THE CORNER. INVESTING
IN UNDERREPRESENTED
ARTISTS IS ABSOLUTELY
CRUCIAL FOR OUR
COLLECTIVE SURVIVAL."**

—Zackary Drucker, 2023 QAM Film Mentor



【 ZACKARY DRUCKER 】
5 E 73rd St (Double Portrait), 2005

STRATEGIC GOALS



Ryan J. Haddad (left) & Moe Angelos (right) photographed by Lia Clay for the 2018 QA Community Portrait Project.

GOAL 1: BUILD ORGANIZATIONAL POWER

Secure sustainable funding, develop staff leadership and capacity, and create systems that can survive political and economic shocks

GOAL 2: GROW THE ARTIST ECOSYSTEM

Expand mentorship and skill-sharing, strengthen how we distribute resources, and weave the networks artists need to sustain each other

GOAL 3: TRANSFORM CULTURE

Increase our public programming and visibility, build coalitions with peer organizations, and advance equity across the arts sector

GOAL 1

BUILD ORGANIZATIONAL POWER

Financial Stability, Staff Capacity, Resilient Systems

Supporting our artists requires a stable, well-resourced organization. Corporate partnerships and government agencies withdrew more than \$200,000 in annual funding as corporations abandoned DEI initiatives and political attacks on LGBTQ+ communities intensified over the last three years.

We've since recouped these losses by diversifying our funding base—but we must continue to increase our revenue streams, invest in staff leadership, and strengthen internal systems for our long-term resilience.

• STRATEGY 1

SECURE SUSTAINABLE REVENUE:

We're securing sustainable revenue across multiple streams to ensure that no single funding source—corporate, government, or individual—can destabilize our programs when political winds shift.

- Grow earned revenue through art sales, fiscal sponsorship fees, and new initiatives.
- Confirm multi-year commitments from individuals and institutions to ensure predictable support.
- Build reserve funds to provide stability during economic uncertainty.

• STRATEGY 2

INVEST IN STAFF LEADERSHIP AND CAPACITY:

We're building a staff team equipped to sustain and grow this work—through better compensation, clear leadership pathways, and new Field Coordinator positions that center artist voices in organizational leadership.

- Develop leadership pathways for staff growth into senior roles.
- Advance pay equity, strengthen benefits, and expand access to professional development.
- Establish Field Coordinator positions—artist-leaders who extend mentorship, community engagement, and organizational capacity within the specific disciplines we serve: film, literature, performance, and visual art.

• STRATEGY 3

BUILD ADAPTIVE INTERNAL SYSTEMS:

We're strengthening the infrastructure that keeps us secure, accountable, and responsive.

- Maintain an institutional archive to document and preserve the impact and legacy of QA's programs.
- Audit all management systems to improve cybersecurity and increase operational efficiency.
- Implement ongoing evaluation of this Strategic Plan, adjusting our approach in response to community needs and changing conditions

GOAL 2

GROW THE ARTIST ECOSYSTEM

More Mentorship, Resources, and Connection

Since 2015, applications to our mentorship program have grown by 445%—from 111 to 605 applicants this year. This demand shows us what LGBTQ+ artists need: sustained mentorship, direct financial support, and stronger networks that create interdependence. We're responding by expanding our capacity to serve more artists while deepening the support we provide.

• STRATEGY 1

EXPAND MENTORSHIP:

Artist support programs grow more competitive year over year. We're growing our ability to meet artists' needs beyond the formal mentorship program.

- Provide consistent application support for all program applicants.
- Expand informal mentorship networks, artist-led workshops, and knowledge-sharing initiatives to extend support beyond the formal QAM structure and serve more artists.
- Build a scalable mentorship curriculum to share with organizations launching mentorship programs.

● STRATEGY 2

INCREASE FINANCIAL AND HOLISTIC SUPPORT:

Financial precarity is widespread in our community. We're responding with new grant programs, support for elder artists, and increased honoraria for all participants.

- Develop new grant offerings with sustainable funding sources.
- Provide dedicated support for elder LGBTQ+ artists, ensuring that their work and contributions are preserved for future generations.
- Increase honoraria and professional development stipends for QAM Mentors and Fellows.

● STRATEGY 3

WEAVE THE QUEER|ART NETWORK:

Our network spans 300+ artists across 15 years. We're strengthening these connections through extended alumni support, a private artist directory, and more opportunities to gather in person.

- Create opportunities for artists to mentor and support each other across cohorts, disciplines, and career stages.
- Create an artist directory to enable direct connections and collaborations.
- Facilitate regular convenings where artists share resources, troubleshoot challenges, and build mutual aid networks.

GOAL 3

TRANSFORM CULTURE

Public Programs, Digital Presence, Coalition Building

Our artists are creating extraordinary work that demands attention. In 2025, we presented 17 public programs that showcased over 50 queer and trans artists, from emerging practitioners to established voices. We're scaling up to reach broader audiences and make queer and trans art central to contemporary culture.

• STRATEGY 1

EXPAND PUBLIC PROGRAMMING:

We're building on the momentum of our recent programming—creating consistent opportunities for artists to share their work and for audiences to engage with queer and trans art across disciplines.

- Provide year-round program offerings with New York City as our cultural hub, expanding strategically to cities where we have existing artist networks.
- Support artist project development through work-in-progress sharings and premieres (film screenings, book launches, exhibitions, performances).
- Build a series of workshops and masterclasses with our artist community, increasing opportunities for earned income.

● STRATEGY 2

REFRESH QUEER|ART'S VISUAL IDENTITY AND DIGITAL PRESENCE:

After 15 years, our visual identity and digital infrastructure should reflect who we've become—a national platform for queer and trans artists with growing impact.

- Redesign QA's visual identity to enhance name recognition and reflect a transparent, future-oriented organization.
- Enhance organizational website to improve accessibility and user experience.
- Strengthen digital communications to align with the organization's evolving mission and impact.

● STRATEGY 3

ADVANCE EQUITY IN ARTS AND CULTURE THROUGH COALITION BUILDING:

We're building coalitions with peer organizations to strengthen advocacy and share resources—creating collective power in the face of ongoing attacks on LGBTQ+ communities and arts funding.

- Partner with organizations to bolster public memory of queer and trans histories and legacies.
- Build coalitions to coordinate emergency response, share funding opportunities, and strengthen organizational resilience.
- Participate in policy discussions and advocacy initiatives to ensure LGBTQ+ artists are represented in local and national cultural debates for arts funding and movements we support.

GROWTH OVER TIME

	2025	2026
GOAL 1: BUILD ORGANIZATIONAL POWER		
1. SECURE SUSTAINABLE REVENUE		
→ Grow earned income	○	○
→ Confirm multi-year commitments	○	●
→ Build reserve funds		○
2. INVEST IN STAFF LEADERSHIP AND CAPACITY		
→ Develop leadership pathways		○
→ Advance benefits and pay equity		○
→ Establish Field Coordinators	○	○
3. BUILD ADAPTIVE INTERNAL SYSTEMS		
→ Maintain institutional archive		○
→ Audit management systems	○	○
→ Evaluate Strategic Plan		●
GOAL 2: GROW THE ARTIST ECOSYSTEM		
1. EXPAND QUEER ART MENTORSHIP (QAM)		
→ Deepen application support		○
→ Expand informal networks		○
→ Share mentorship curriculum		
2. STRENGTHEN FINANCIAL SUPPORT AND ARTIST RESOURCES		
→ Develop new grants		
→ Support elder artists		
→ Increase artist honoraria		○
3. WEAVE THE QUEER ART NETWORK		
→ Facilitate peer mentorship	○	○
→ Create artist directory	○	○
→ Grow mutual aid networks	○	○
GOAL 3: TRANSFORM CULTURE		
1. EXPAND PUBLIC PROGRAMMING		
→ Provide year-round programs		●
→ Grow Work-In-Progress series	○	●
→ Host workshops & masterclasses	○	●
2. REFRESH VISUAL IDENTITY AND DIGITAL PRESENCE		
→ Redesign visual identity		○
→ Enhance website		○
→ Strengthen digital comms.		○
3. ADVANCE EQUITY IN ARTS AND CULTURE VIA COALITION BUILDING		
→ Preserve queer legacies	○	●
→ Coordinate shared resources	○	●
→ Advance policy & advocacy	○	●

STRATEGIC GOALS

◦ Developmental piloting

• Launch/Ongoing

2027	2028	2029	2030
◦	•	•	•
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FINANCIAL STRATEGY

Current operating expenses of \$600K will need to at least double to \$1.2M to achieve the full-scale of this strategic plan.

Diversifying sources of revenue is central to Queer|Art's financial future. For years, corporate partnerships sustained our budgets—but the loss of these funding streams compounded by rising costs left our artist honoraria frozen and staff pay rates below industry averages.

This Strategic Plan places priority investment where it belongs: moving money directly to queer and trans artists, and fairly compensating the staff who make this work possible. By doubling our budget, Queer|Art can advance long-term goals, ensuring that our programming, advocacy, and internal operations remain adaptive in a rapidly shifting political and cultural landscape.

OUR FINANCIAL STRATEGY FOCUSES ON THREE AREAS:

Earned Income:

We’re strengthening earned income by expanding our Artist Editions program into additional mediums and deepening partnerships with galleries and art fairs. We’ll continue placing editions in public spaces and expanding our auction network to increase visibility and sales. We’re also adjusting our Fiscal Sponsorship program fees to sustain growth while supporting more projects. Additional earned income will come from limited-edition artist merchandise, ticketed events, and long-term investment income.

Contributed Income:

We’re securing multi-year commitments from individual and foundation donors while expanding our donor base to reduce vulnerability to economic and political volatility. We will selectively pursue corporate partnerships that align with our values. We’re also exploring community-based fundraising models, including artist-led campaigns, to diversify and stabilize our contributed income.

Reserve Fund:

We’re building financial resilience by establishing an operating reserve equivalent to three to six months of expenses (\$300–600K). We will raise funds specifically for the reserve, operate with annual surpluses that build toward this goal, and seek capacity-building support to ensure our long-term sustainability.

FINANCIAL CONSIDERATIONS							
CURRENT \$600K BUDGET				GOAL \$1.2M BUDGET			
EARNED	Artist Editions	\$45K	7.5%	EARNED	Artist Editions	\$108K	9%
	Fiscal Sponsorship Fees	\$45K	7.5%		Fiscal Sponsorship Fees	\$108K	9%
	New Sources	–	–		New Sources	\$24K	2%
	TOTAL	\$90K	15%		TOTAL	\$240K	20%
CONTRIBUTED	Individual	\$180K	30%	CONTRIBUTED	Individual	\$420K	35%
	Foundation	\$180K	30%		Foundation	\$420K	35%
	Corporate	\$60K	10%		Corporate	\$60K	5%
	Government	\$60K	10%		Government	\$60K	5%
	Advanced Funds	\$30K	5%		Advanced Funds	–	–
	TOTAL	\$510K	85%		TOTAL	\$960K	80%



Photo by Summer Surgent-Gough.

【ERICA CARDWELL】
The Poetics of Criticism, 2022



【STEFA MARIN ALARCON】
Born With an Extra Rib, 2022



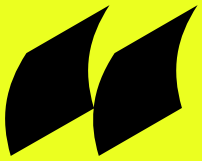
Photo by Río Sofia.

**【T4TV: A Celebration
of Black Trans Film】
Queer/Art/Pride, 2025**



Photo by Kate Enman.

**【RAJA FEATHER KELLY】
WEDNESDAY, 2020**



AS QUEER PEOPLE, SHAME LINGERS LONG AFTER WE COME INTO OURSELVES. AS QUEER ARTISTS, OUR WORK BECOMES THE CATALYST ON THIS TRANSFORMATIVE JOURNEY TOWARD TRUTH. AS QUEER|ART FELLOWS, WE FIND GUIDANCE AND SHELTER—A PLACE TO REFLECT, HEAL, GROW, AND FEEL SAFE TO LOVE.”

—RIDIKKULUZ, 2025 QAM Visual Art Fellow







Photo courtesy of the artist.

[LU YIM]
Pieces of Earth We Eat, 2023



Photo courtesy of the artist.

[MARÍA JOSÉ MALDONADO]
My Fierce Aunt Bianca, 2023

KEIOUI KEIJAUN THOMAS
Can You Do Me A Favor?, 2021



Photo by Andrius Alvarez-Backus.





EVALUATION & ACCOUNTABILITY

Queer|Art's 2025-2030 Strategic Plan is a living document. Progress will be evaluated annually through a review process by both QA's Board and staff, aligning governance and management and informing the next year's work plans and budget. We will gather artist feedback at least every other year (next in 2026) to ensure our work remains responsive to community needs. The following sample metrics illustrate how we may assess progress across each goal:

GOAL 1 SAMPLE METRICS

- Revenue growth and diversification
- Staff retention and position growth

GOAL 2 SAMPLE METRICS

- Implementation of systems-audit recommendations
- Total funds distributed to artists
- Transparent increases to honoraria and stipends
- Percentage of program applicants receiving individualized support

GOAL 3 SAMPLE METRICS

- Launch of updated visual identity and website
- Press coverage and visibility for QA artists.
- Impact of advocacy and coalition efforts

These annual evaluation plans are held by QA's Board and staff as a shared commitment. Our next chapter will be shaped through collaborative leadership, transparency, and accountability to our community.

ACKNOWLEDGMENTS

Between November 2024 and November 2025, this strategic plan was dreamed, drafted, revised, and approved by:

QUEER|ART STAFF

L Marmon

Co-Executive Director

Río Sofia

Co-Executive Director

Andrius Alvarez-Backus

Communications Manager

Ita Segev

Resourcing & Partnerships Manager

Reya Sehgal

Programs & Operations Manager

BOARD OF DIRECTORS

Lola Flash

President

Miranda Haymon

Ellen Marks

Bee Davis

Treasurer

Lucila Moctezuma

Kei Williams

Secretary

Max Rifkind-Barron

Ira Sachs

Founding Director

Nelson Santos

Fran Tirado

This strategic planning process was facilitated by **Lisa Marie Alatorre**, whose guidance grounded this work through a framework of movement work and transformative justice. Lisa pushed us to dream of a more liberated future both within and beyond QA.

Our Co-Executive Directors gained strategic insight through the NYSCA/NYFA Community Arts Leaders Program and pro bono counsel from **Christine Chen** of La Plana Consulting, who helped shape the governance framework for this plan.

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Thank you to every staff member, associate, and board member whose hard work and insights have shaped Queer|Art and its community over the last 14 years.

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Finally, we honor the late **Cecilia Gentili**, whose vision and spirit continue to guide this work.



I'VE HAD THE GREAT GOOD FORTUNE TO SPEND SIX YEARS WITH QUEER|ART, MENTORING YOUNG QUEER WRITERS AND PERFORMERS WHO GIVE ME HOPE EVEN ON THE BLEAKEST DAYS. IN A MOMENT WHEN FASCISTS ARE TRYING HARD TO SCARE US QUIET, QUEER|ART KEEPS MATCHING ARTISTS ACROSS GENERATIONS TO MAKE WORK SO QUEER, SO TRUE, IT CAN'T HELP BUT PUT MORE RAINBOWS INTO THE WORLD. IF YOU LOVE THAT FUTURE AS MUCH AS I DO, COME JOIN US—BRING YOUR SKILLS, YOUR DOLLARS, YOUR ART, AND HELP KEEP THIS BRILLIANT CROSS-POLLINATION ALIVE.”

—Kate Bornstein, Multi-Year QAM Literature Mentor