



HORIZON FOUNDATION

2024-2028 STRATEGIC PLAN

OUR VISION

*We envision a Howard County free from systemic inequities,
where all people can live abundant and healthy lives.*

OUR MISSION

*To work side-by-side with community to build power, advocate for
policy change and dismantle structural racism to achieve better health for
everyone in Howard County and greater Maryland.*

OUR VALUES

IMPACTFUL

We act with intentionality and draw upon lived experience, research and data to drive positive health outcomes in our community.

TRUSTWORTHY

We work to earn trust by building relationships through sincerity and vulnerability.

ANTI-RACIST

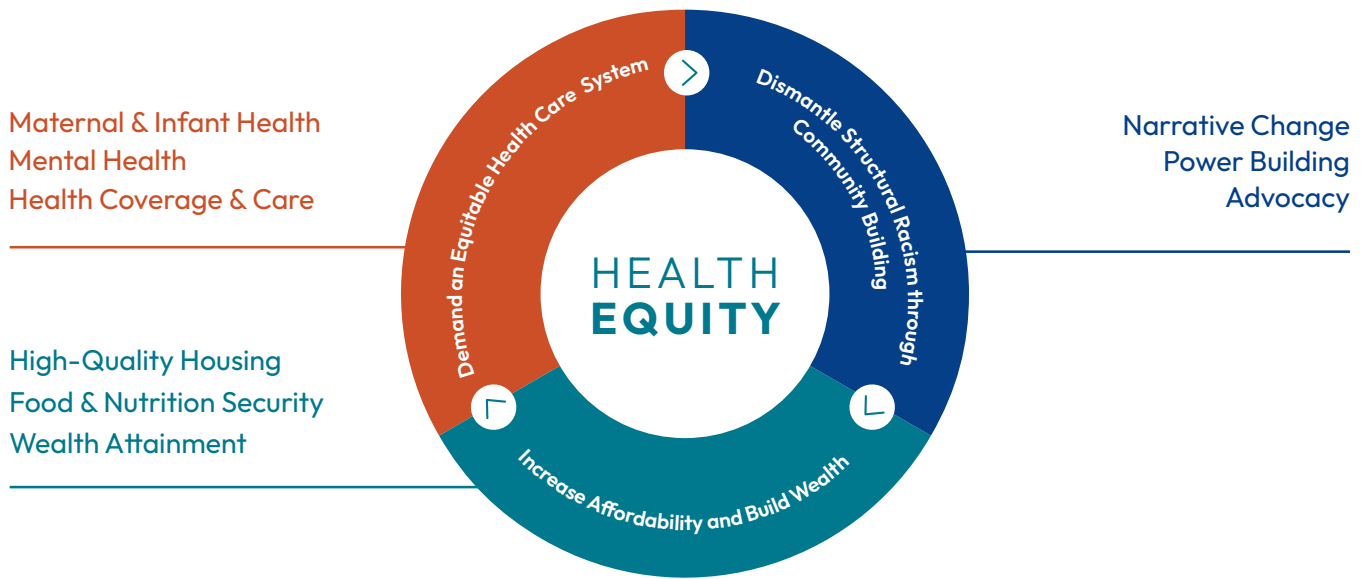
We challenge and transform policies, behaviors and beliefs that perpetuate systemic racism and other intersecting forms of oppression.

COURAGEOUS

We acknowledge and use our privilege to influence others, dispel harmful narratives and demand change.

CATALYTIC

We build and share power to foster coalitions that advance health equity.



DEMAND AN EQUITABLE HEALTH CARE SYSTEM

Maternal & Infant Health • Mental Health • Health Coverage & Care

Our current health care system is built upon long-standing structural inequities that we have yet to solve.

Issues around cost, affordability and access to care contribute to inequities. We saw these inequities most starkly during the COVID-19 pandemic, which led to increased death rates for our communities of color.

People of color are less likely to have health insurance, more likely to face cost-related barriers to getting care and more likely to incur medical debt. Many Black, Hispanic and Asian residents contend with bias, prejudice and discrimination when dealing with providers that lead to delays in diagnosis and treatment and lower-value or suboptimal care. Often, for Black women, this leads to maternal and infant mortality and a failure to receive respectful maternity care. And, mental health needs based on years of chronic stress and trauma are often criminalized and/or inappropriately recognized and treated.

We promise to:

INCREASE

access to compassionate and affordable health and mental health care.

IMPROVE

the health of birthing people and their children from preconception through postnatal time periods.

UNCOVER AND DISMANTLE

structural racism negatively impacting health care coverage and delivery.



INCREASE AFFORDABILITY AND BUILD WEALTH

High-Quality Housing • Food & Nutrition Security • Wealth Attainment

For many residents, it can be difficult to live in Howard County. Our county has a high cost of living, and wealth is vastly and unequally distributed. In particular, Black and Brown residents have a fraction of the wealth of White households, leaving them in precarious financial situations when a crisis strikes and with fewer economic opportunities overall. The persistent wealth gap is not an accident but rather the result of centuries of inequitable policies and practices in housing, labor markets, credit markets and retirement systems, among others, that have failed Black and Brown communities.

We seek to make it more affordable to live and thrive in Howard County and to accumulate wealth by focusing on two of the most expensive monthly budget items for many residents: housing and food.

We seek to help dismantle and reverse policies that have created hurdles for residents of color to build, maintain and pass on wealth. We recognize these will be longer term solutions that may take several years to develop, test and scale.

We promise to:

REMOVE

barriers to obtaining and sustaining affordable, high-quality rental housing and home ownership.

ENSURE

food and nutrition security by increasing access to affordable healthy food and drink options.

BUILD

long-term, generational wealth in communities of color to close the racial disparity gap in wealth attainment.



DISMANTLE STRUCTURAL RACISM THROUGH COMMUNITY BUILDING

Narrative Change • Power Building • Advocacy

We cannot do this work alone. We value our community partners and grantees and believe they can make big change happen.

We recognize that this type of systemic change takes time and we seek to work with partners to build the base, create policy wins and catalyze sustained movements.

We pledge to support our community partners and grantees in doing this work through technical assistance that they deem important.

Finally, we need to adjust our community's dominant narratives. There is a mismatch between the ideals and visions of Howard County and what the reality is for many residents of color. We seek to challenge harmful narratives through communications campaigns and by working with other allied institutional leaders and partners.

We promise to:

FORM

close and trusting relationships with grantees.

FUND

community organizations that want to connect, organize and advocate for policy change.

LINK

grantees through communities of practice to learn and exchange ideas.

OFFER

technical assistance in areas uplifted by our grantees.

CHALLENGE

dominant narratives through communications campaigns and allied partnerships.