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**BLACK FUTURE CO-OP FUND**

# 2025 Strategic Planning Data Synthesis Summary

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**BLACK  
FUTURE  
CO-OP  
FUND**

This report has been created in partnership with  
Black Future Co-Op Fund by Imago LLC, November 2025.

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In August 2025, Black Future Co-Op Fund embarked on a strategic planning process to support the organization in growing and moving forward with thoughtfulness and intention. Black Future Co-Op Fund engaged Imago to support its strategic planning work. An inclusive planning process was developed to foster investment across the organization, and a Strategic Planning Committee composed of The Architects was convened.

**HOW THIS REPORT WAS PREPARED:** To ground this effort and reaffirm its commitment to inclusivity and action, the first substantive activity was to create a comprehensive data-gathering process that sought opinions from a wide range of key stakeholders, including *Internal Staff* (consisting of Black Future Co-Op Fund Architects, Staff, Consultants and Operational Partners), and *Supporters, Partners, & Community Members* (consisting of Collaborative/Partner Organizations, General Public/Community Members, Funders/Individual Donors, and Operational Partners). Data for this report was collected through online surveys, focus groups, and interviews.

While the trends and themes lifted up in this report illuminate the varied perspectives and experiences of Black Future Co-Op Fund internal and external stakeholders, they do not serve to *define* the organization. Instead, this report is meant to provide Black Future Co-Op Fund with the opportunity to “see itself” wholly in what could be considered a “snapshot in time”.

### HOW THIS REPORT IS ORGANIZED

- 1 We begin with a general summary of respondents followed by essential findings, including [key external trends](#) and [key organizational themes](#) that emerged from all of the data collected.
- 2 Following this summary is a detailed account of emergent themes found when engaging the internal and external stakeholders, including Internal Staff, Supporters, Partners & Community Members, and Grantees.
- 3 A collection of the [inquiry questions](#) used in the process may be found at the end of the report.

# About Respondents

In total, there were 41 respondents who responded to the online survey with a 100% completion rate. Respondents for this data-gathering effort were Internal Staff (7), Supporters, Partners & Community Members (11) and Grantee (23).

7

*Internal Staff*

*Represented within this group:*

- 3 Architects
- 1 Staff Member
- 1 Consultant
- 2 Operational Partners

11

*Supporters, Partners & Community Members*

*Represented within this group:*

- 10 Collaborative / Partner Organizations
- 2 General Public / Community Members
- 2 Funder / Individual Donor

23

*Grantee*

*Represented within this group:*

- 33 Washington State Regions

**ADDITIONALLY, THERE WERE...**

*10  
Focus Group  
Respondents*

*4  
Interview Respondents*

*100%  
Completion Rate*

*\* Supporters, Partners & Community Member respondents could choose multiple associations to the organization*

# About Respondents *(cont'd)*

Respondents were asked: **“How long have you been associated with Black Future Co-Op Fund?”**

## INTERNAL STAFF RESPONDENTS

- Almost one-third of respondents (29%) reported being connected to the organization for “less than one year.”
- Another 29% reported being associated for “one to three years.”
- The remaining respondents (43%) reported being associated with the organization for “four to five years.”
- No respondents indicated a connection of “three to five years.”

This distribution indicates a mix of newer voices and more established perspectives, with the highest representation coming from those who have been connected for four to five years.

## SUPPORTER, PARTNER & COMMUNITY MEMBER RESPONDENTS

- Just over four-fifths (82%) indicated they have been connected to the organization for “four to five years,” representing the majority of participants.
- The remaining respondents (18%) described their association with the organization as “one to three years.”
- No respondents selected “less than one year,”

The distribution highlights that the feedback gathered reflects the insights of people who have had meaningful, sustained engagement with the organization over several years, offering depth and continuity in their reflections.

## GRANTEE RESPONDENTS

- Close to one-third of respondents (30%) reported they have been associated with Black Future Co-Op Fund for less than one year.
- An equal percentage (30%) reported being connected for one to three years.
- The remaining 39% of respondents reported that their association spans four to five years, representing the largest group in this category.

The range in respondents' length of connection to Black Future Co-Op Fund reflects representation from both newer and more established participants. A significant majority have been connected for five years or less, indicating that the feedback gathered includes a mix of perspectives and voices within the community.

## Key External Trends

Each respondent has had their own experience with Black Future Co-Op Fund and therefore brings a unique perspective. Despite differing perspectives, there was strong agreement about the key external changes and trends affecting the organization as well as common organizational themes.

Four primary themes surfaced in the area of external trends that will affect the organization in the months and years to come:

### **Shifts in Political Climate and Sociopolitical Environments**

Respondents consistently pointed to an increasingly hostile political environment as the most critical external threat. Several referenced authoritarian shifts, rising polarization, and an overall climate that undermines racial equity work. Many noted an increase in political attacks on philanthropic organizations supporting communities of color, along with federal and state policy decisions that de-prioritize equity-focused initiatives.

### **Increased Anti-Black Rhetoric and Rollbacks on DEI**

Related, respondents mentioned the dismantling of DEI programs, legal challenges targeting race-based philanthropic work, and an intensifying backlash toward Black leadership. Many described a widespread effort to delegitimize ethnically specific funds and erase or rewrite historical truths. The respondents saw this rollback environment as not only undermining progress but also increasing the emotional and strategic burdens on Black communities and organizations.

### **Funding Instability and Reduced Philanthropic Interests**

Respondents highlighted reductions in federal and state funding, corporate withdrawals from racial equity commitments, donor fear in the current political environment, and the overall shrinking of progressive funding streams. Many also mentioned rising unemployment rates, especially within Black communities. They shared how economic downturns reduce giving, increase need, and create pressure on organizations like BFCF to do more with fewer resources.

### **Growing Economic Pressures Shaping Community Need**

Respondents described an intense rise in community need among the Black families and organizations Black Future Co-op Fund supports, driven by increasing financial pressure. Factors mentioned included cost-of-living spikes, inadequate access to healthcare, cuts to social safety nets, increased demand for basic supports, and the growing difficulty of sustaining nonprofit operations in a volatile economic climate. Many noted that community members are facing compounding stress from inflation to reductions in public services, which they feel will require deeper and more consistent support in the years ahead.

## Key Organizational Themes

Four key organizational themes emerged about Black Future Co-Op Fund, which are important to note and consider as the organization develops its strategic direction and approaches:

### **Strong Mission, Deep Community Trust, and Sector Influence**

Respondents emphasized that Black Future Co-Op Fund's mission is essential and highly valued across Black communities, partners, and grantees. The organization is seen as a source of healing and investment, as well as a powerful model of Black-led philanthropy. Trust-based grantmaking, rest and wellness, reparations-focused giving, and statewide reach were all noted as distinctive strengths. Several Respondents also highlighted BFCF's role in shifting formalized philanthropy's engagement with Black communities, which they found inspirational.

### **Leadership Strength Mixed with Organizational Transition**

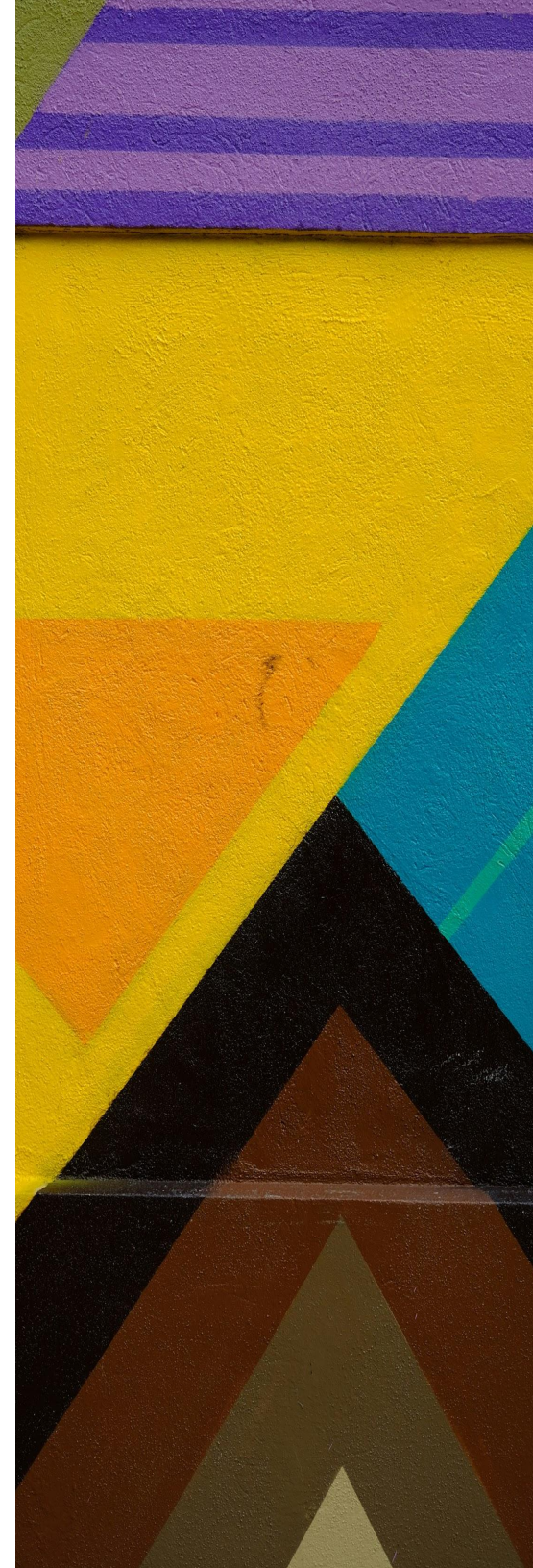
Respondents described leadership as both a core strength and an active area of transition. Many praised the Architects for their clarity of vision, community relationships, and ability to navigate hostile external environments with stability and integrity. At the same time, respondents reported that significant leadership shifts, organizational culture changes, and the absence of a fully staffed team have created uncertainty, communication gaps, and execution challenges.

### **Capacity Limitations and Workload Strains**

A common theme across responses was tension caused by limited staffing and operational capacity. With only one full-time staff member and Architects balancing multiple roles, respondents noted difficulty sustaining momentum, maintaining consistency, and meeting the growing needs of grantees and partners. Many described the organization as still in "start-up mode."

### **Public Visibility, Narrative Presence, and Sector Leadership**

Respondents recognized declining organizational visibility, confusion about programs, and inconsistent storytelling about impact, grant-making, and community presence. Many described a desire for clearer narrative work, short-form updates, and a more significant public presence to increase community relevance. Several respondents also mentioned an opportunity for BFCF to be a leader in showing what it looks like for a Black-led philanthropic organization to survive and collaborate in the face of DEI rollbacks.





## LISTENING, RESPONDING, & GROWING WITH COMMUNITY

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In this section, we explore how Black Future Co-Op Fund is recognized and understood, how it connects and contributes, and how it may grow in response to community voice.

## Describing the Organization & Impact

**SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** “If someone asked you, how would you describe Black Future Co-Op Fund and its impact on the community?” Supporters, Partners & Community Member respondents described...

### A philanthropic model that invests in Black-led organizations and research

- *“...Washington state's first all Black-led cooperative model of philanthropy dedicated to addressing the systemic underfunding of Black-led organizations...”*
- *“...an organization envisioned to advance an agenda that invests in and uplifts the Black community...”*
- *“...the Fund has supported diverse groups and organizations across a range of sectors in all 39 counties with millions of dollars in general operating resources...”*
- *“I think about free research for others in the community to use like the Black Well-being report.”*

### Successful capacity building, develops leaders, and strengthens Black-led nonprofits

- *“Black Future Co-Op Fund invests critical resources into the underinvested community of Black community leadership. [They] work to build capacity, cultivate leaders, and bring about systemic change and equity...”*
- *“BFCF's practice of giving multi-year grants allows nonprofits to plan better for the future.”*
- *“I believe the founders of the BFCF have created not just a funding mechanism to redress past harms, but an important shift in how philanthropy engages with Black communities—built on trust and community knowledge.”*
- *“...these amazing Black women came together and are changing what it means to uplift Black leaders and organizations.”*

### Rooted in supporting community well-being and collective healing

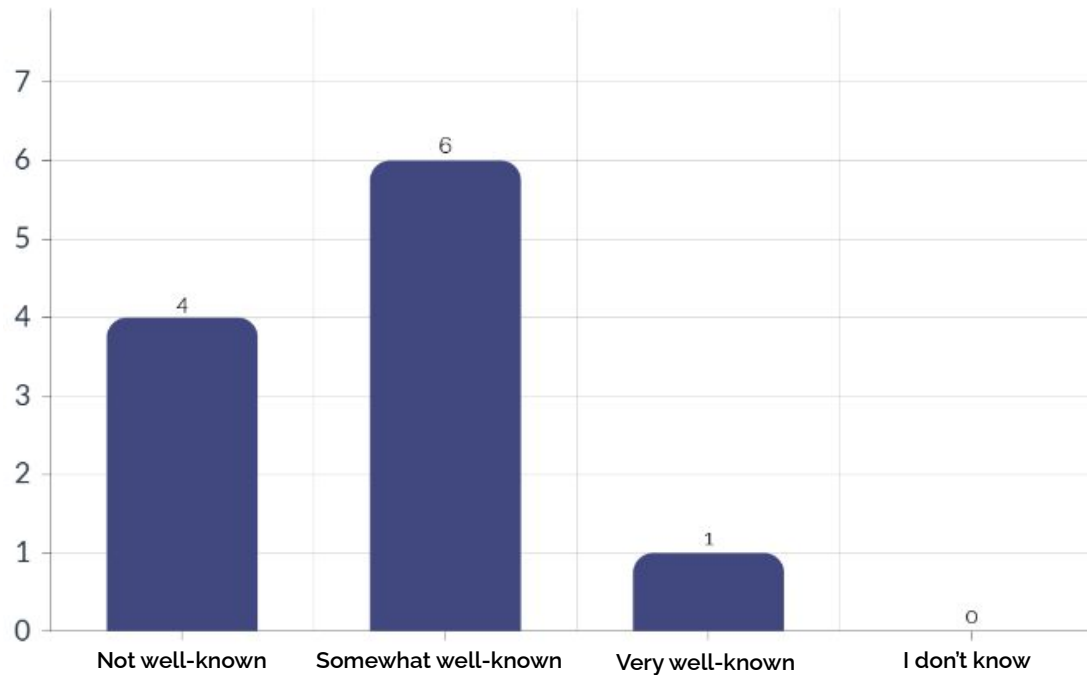
- *“BFCF transforms the lives of Black and African-American folks in WA state by centering health, generational wealth, and well-being...”*
- *“They are about your well being... They also create programs that focus on your wellness.”*
- *“They also are great listeners...”*
- *“They truly do see you and they know we need each other in order to truly serve.”*
- *“[Black Future Co-Op Fund] uplifts Black-led solutions that ignite Black generational wealth, health, and well-being.”*

# Organizational Visibility

**SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** The findings below highlight that Supporters, Partners & Community Members have varying levels of opinions about Black Future Co-Op Fund's role and visibility in Washington.

## HOW WELL-KNOWN DO YOU THINK BLACK FUTURE CO-OP FUND IS WITHIN WASHINGTON?

*Supporters, Partners & Community Member responses*

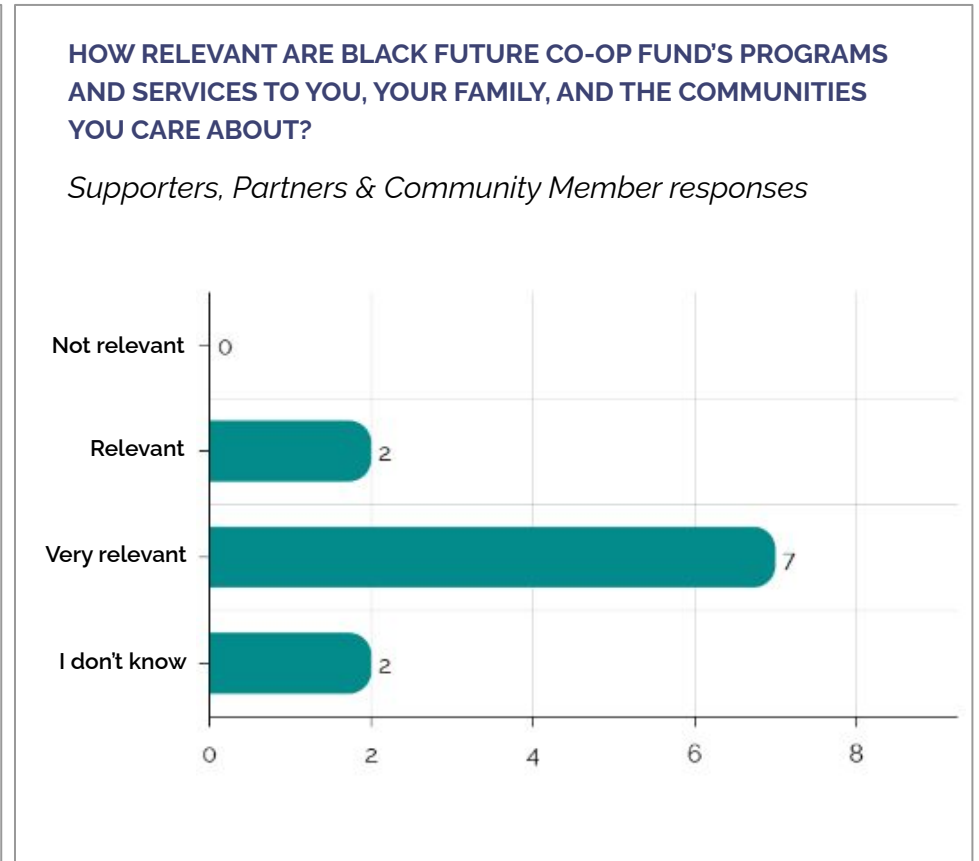
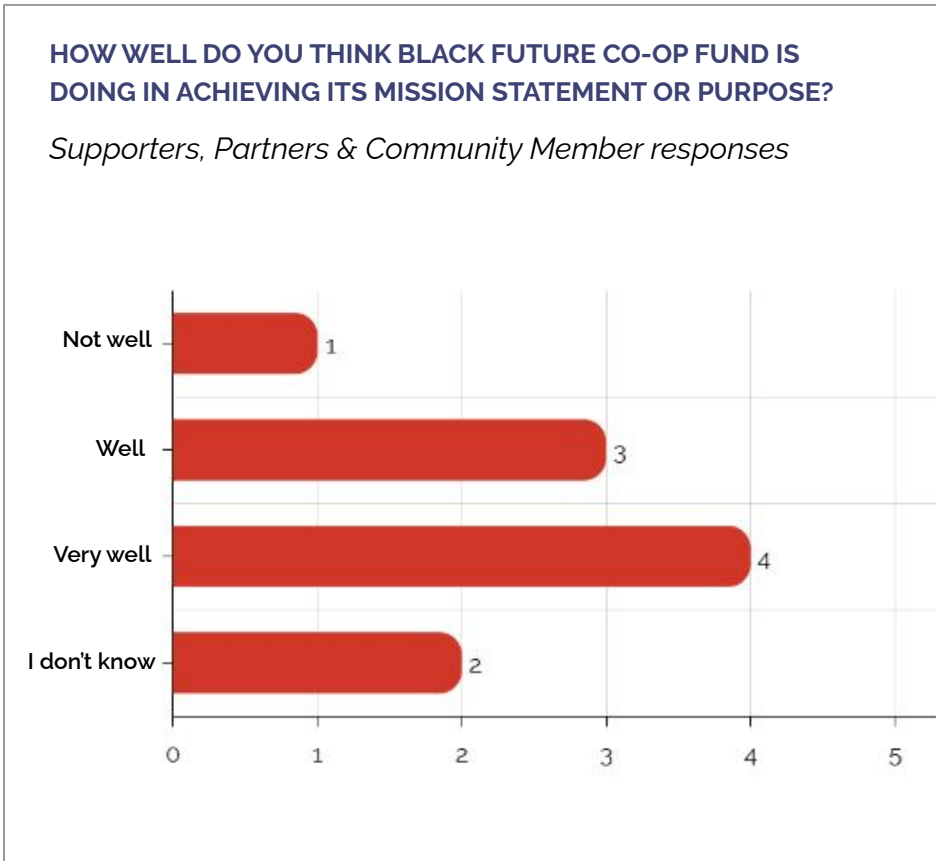


***Among the 11 Supporters, Partners & Community Member respondents, feedback leaned toward moderate awareness of Black Future Co-Op Fund within Washington.***

55% (six respondents) described the organization as "somewhat well-known," while 36% (four respondents) said it is "not well-known." 9% (one respondent) rated it as "very well-known." No respondents considered the organization "not at all known" or selected "I don't know."

# Achieving Purpose and Remaining Relevant

**SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** Respondents were asked to reflect on the organization's success in achieving its mission statement or purpose and the relevance of its programs and services.



*Black Future Co-Op Fund's mission statement or purpose: "At Black Future Co-Op Fund, we ignite generational wealth, health, and well-being for Black Washingtonians through Black community-led philanthropy."*

# Reflections on Relationships

**INTERNAL STAFF PERSPECTIVES:** Respondents were asked to reflect on the organization's positioning and relationships.

**“HOW WELL DO YOU THINK BLACK FUTURE CO-OP FUND IS POSITIONED TO MEET THE NEEDS AND EXPECTATIONS OF THESE STAKEHOLDERS?”**



**“WHICH RELATIONSHIPS ARE MOST IMPORTANT TO PRIORITIZE?”**

- **A majority emphasized Grantees as the most important to prioritize.** Respondents described grantees as the core of the mission and the primary reason the Black Future Co-Op Fund exists, emphasizing that their needs and voices must remain at the forefront of discussions.
- **Funders and donors were the second most frequently mentioned priority,** as respondents highlighted their importance for sustaining the organization's work and ensuring long-term impact.
- **The General Public and specifically the Black community were also often noted.** Respondents emphasized the importance of staying grounded in community voice, maintaining grassroots connections, and ensuring that Black Washingtonians remain at the heart of decision-making.

## Greatest Challenges or Needs

**SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** Supporters, Partners & Community Members were asked, “What are the biggest challenges or needs facing you, your family, or the communities you care about?”

### Economic mobility and lack of job security

- *“This lack of access [to social and financial capital, growing a small business and owning a home] has affected long-term economic and family security... and has a ripple effect on individual, family, and community...”*
- *“Unemployment, lack of job security.”*
- *“Most nonprofits don’t offer retirement plans... Most of us will still be working not because we want to but because we have to.”*
- *“...Relying on social security is not the answer...”*

### Housing stability and access to basic needs

- *“The cost of housing and inability for family members to maintain stability as a result [is a big challenge].”*
- *“Healthcare not basic but top tier healthcare [access to advanced care is limited].”*
- *“Affordability in small businesses to keep the lights on and provide food and shelter for our families.”*

### Financial literacy and access to wealth-building resources

- *“Historic and persistent discrimination related to accessing social and financial capital...”*
- *“Generational wealth in terms of building up a substantial retirement [is a significant barrier]... Once you get to retirement age, you should be able to enjoy the fruits of your labor.”*
- *“Financial literacy and access to catalytic capital [have made it difficult for families to maintain stability].”*

# Increasing Relevance

**SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** Supporters, Partners & Community Members were asked, “What suggestions do you have for how Black Future Co-Op Fund could increase its relevance?”

## Enhance transparency of organizational strategy and mission

- *“It’s unclear how BFCF makes decisions about which orgs to support, beyond being Black-led.”*
- *“[Additional] transparency about the process would be helpful in uplifting potential grantees for support.”*
- *“...consistency will help folks.”*
- *“Getting more specific and concrete around programs and services in the four pillar areas will help with relevance and will create a virtuous cycle... the more the fund does, the more it builds brand identity...”*

## Strengthen collective power through connection and collaboration

- *“More community gatherings, more open to larger community convenings.”*
- *“Events for youth to connect with local leaders from the community.”*
- *“Reigniting the passion that community had when the Fund was created. Especially for donors and funders in a volatile environment.”*
- *“How do you get people to put aside their ego and join forces for the betterment of the community? White organizations are merging to remain relevant. Black organizations are continuing to struggle but won’t consider merging or collaborating to make them stronger.”*
- *“I think the more it does in terms of programming and being out in communities, being present, having meetings or programs... that will increase relevance.”*

## Expand visibility, narrative power, and public presence

- *“More storytelling around the founders, staff...”*
- *“BFCF should share more quick, digestible information... ‘we made this many grants,’ ‘we focused on leaders,’ ‘we traveled to these places.’ People absorb that faster.”*
- *“People think of BFCF as a source of powerful reports, but there isn’t as much visibility into the grants being made.”*
- *“Continuing relationships with aligned funders... BFCF should be at philanthropic tables not just as a guest, but as a panelist and expert.”*
- *“Having more of a public presence is going to help.”*
- *“Continuing to play a role in promoting truthful Black narratives also creates relevance.”*



## LOOKING AHEAD WITH PURPOSE

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In this section, we envision the future of Black Future Co-Op Fund and explore its strengths and challenges, as well as external changes and threats, and how the organization might respond.

## Where We Would Like to Go

**INTERNAL STAFF PERSPECTIVES:** “Imagine it is 100 years from now, and Black Future Co-Op Fund is widely known as being deeply **impactful.**” Describe the organization's impact in this scenario. This question produced the following key findings of the Internal Staff's vision of the organization, further articulated in the following page.



A word cloud of organizational vision findings. The words are arranged in a roughly circular pattern, with 'Generational wealth' and 'Economic empowerment' being the largest and most prominent. Other words include 'Minority-owned business empowerment', 'Black self-determination', 'Community investment', 'Collective vision', 'Healing and well-being', and 'Trust-based philanthropy'.

Minority-owned business empowerment  
Black self-determination  
**Generational wealth**  
**Economic empowerment**  
Trust-based philanthropy  
Community investment  
Healing and well-being  
Collective vision

## Where We Would Like to Go (cont'd)

**INTERNAL STAFF PERSPECTIVES:** “Imagine it is 100 years from now, and Black Future Co-Op Fund is widely known as being deeply impactful. Describe Black Future Co-Op Fund's impact in this scenario.” Internal Staff responses to this prompt describe the vision of an organization that is...

### ...a driving force for economic empowerment, wealth building, and intergenerational prosperity

- *“...the Black Future Co-Op Fund stands as a cornerstone of lasting change that helps transform philanthropy, community investment, and Black self-determination in Washington State and beyond.”*
- *“...[Black Future Co-Op Fund's] impact is seen in thriving neighborhoods, intergenerational wealth, and a powerful sense of unity and pride within Black communities.”*
- *“Our investments have sustained generational wealth, elevated Black entrepreneurs, and fostered a new era of shared prosperity.”*
- *“...Black children are free to dream boldly, knowing their futures are built on a foundation of justice, opportunity, and liberation.”*

### ...a national catalyst for Black-owned businesses, investments, and Black entrepreneurship

- *“The Black Future Co-Op Fund successfully built an ecosystem that empowered more than 500 minority-owned businesses to grow from under \$1 million to over \$100 million in annual revenue.”*
- *“Black Future Co-Op Fund can be linked as a major financial backer of hundreds of impactful Black-led non-profits across the country.”*
- *“...the Fund has catalyzed a profound shift in economic justice, empowering Black communities through sustainable cooperatives, equitable enterprise support, and visionary leadership.”*
- *“BFCF is seen as radical reparations in action.”*

### ...a sustainable institution modeling organizational growth and collective leadership.

- *“Our legacy is a living testament to the power of collective effort, and together, we continue to forge a future where Black communities thrive...”*
- *“I see us modeling a culture that values both rest and rigor...organized, compassionate, and centered in relational harmony.”*
- *“[We] not only grow as an organization but deepen and expand our programming”*
- *“I see us with a strong, committed team, potentially across three locations throughout the state, staffed by individuals who are passionate about our mission...”*
- *“I see a future where every Black-led nonprofit organization in Washington state has received support at least once and continues to be supported as new organizations are established.”*

# SWOT Analysis

**INTERNAL STAFF AND SUPPORTERS, PARTNERS & COMMUNITY MEMBER PERSPECTIVES: What's working well, what's challenging, and what's changing around us?** The survey responses give insight into these questions. We can look at the responses using a S.W.O.T. Analysis—a tool that helps identify an organization's Strengths, Weaknesses (internal challenges), Opportunities, and Threats (external shifts or trends). In this assessment, the opportunities section is adapted to emphasize external trends the organization could strategically leverage to strengthen its impact. Below are the key findings, further articulated in the following pages.

## STRENGTHS

- Architect leadership, passion, and vision
- Community-focused purpose and support for grantees
- Clearer leadership direction and decision-making
- Achieving its fifth year anniversary

## CHALLENGES (“Weaknesses”)

- Limited staffing
- Evolving organizational life cycle
- Need for organizational long-term planning

## EXTERNAL OPPORTUNITIES AND LEVERAGE POINTS

- Expand partnerships and generate collective power across Black-led organizations
- Strengthen narrative writing and public presence
- Amplify legal safety and organizational risks
- Stronger development of fundraising strategy

## CHALLENGING EXTERNAL FACTORS

- Political climate and hostile socio-political environments
- Increased anti-Black rhetoric and rollbacks on DEI
- Funding instability and philanthropic decline
- Rising costs and increased community need

# Internal Strengths

**INTERNAL STAFF PERSPECTIVES:** Defined as “something over which the organization has direct control,” Internal Staff respondents were asked to name Black Future Co-Op Fund’s greatest internal strengths. The four internal strengths below garnered the most responses.

## The Architects’ Leadership, Passion, and Vision

Respondents repeatedly emphasized the Architects’ passion, commitment, and alignment as an internal strength. Their ability to collaborate and remain grounded in a shared vision was cited as essential to the organization.

- *“The relationship of the Architects and their ability to make decisions and not navel gaze are strengths worth noting.”*
- *“The passion and determination of the Architects to address the needs of the community.”*

## Community-Centered Values and Support for Grantees

The Black Future Co-Op Fund’s persistent focus on community well-being, community voice, and community impact was highlighted as a key organizational strength.

- *“Black Future Co-Op Fund... provides sponsorship opportunities, capacity building resources and a real feeling of community and support for many grantees.”*

## Clearer Leadership Direction and Decision-Making

Respondents named the current leadership direction as a strength, emphasizing renewed clarity, improved decision-making, and a stronger sense of organizational focus arising during this new chapter.

- *“The changing of leadership was a good first step...”*
- *“I really appreciate Andrea’s relationships with similar organizations and with philanthropy.”*

## Achieving Its Fifth Year Anniversary

Respondents expressed pride in the organization’s longevity and achievements, noting that sustaining and growing the organization over five years, despite staffing transitions and limited capacity, is itself a meaningful organizational strength.

- *“We are celebrating (5)yrs this year, it is quite an accomplishment.”*

# Internal Challenges

**INTERNAL STAFF PERSPECTIVES:** Defined as “something over which the organization has direct control,” Internal Staff respondents were asked to name Black Future Co-Op Fund’s greatest internal challenges, These three internal challenges named below garnered the most responses:

## Limited Staffing and High Workload

Respondents consistently identified minimal staff size and limited organizational capacity as challenges. Many noted that the organization is operating with far too few people for the scale of its vision and responsibility.

- *“There is only one staff member now.”*
- *“...as of right now, we are 100% remote and technically a team of 1 (full time staff).”*

## Evolving Organizational Life Cycle

Respondents described how the organization is still in a startup phase, moving toward a more established structure, while managing the effects of past leadership challenges. Although many reported the growing strength of the current leadership, they also emphasized the instability caused by earlier changes in executive and director roles, staffing shifts, and the development of internal systems.

- *“...it’s important to note the changes that have occurred over the five years and their impact...transition of CEO...transition of both directors...still building foundation as a startup.”*

## Organizational Long-Term Planning

Respondents noted that while the organization’s vision is strong, execution and long-term planning still need strengthening. Many emphasized the importance of developing more robust structures and clearer processes for future growth.

- *“Where we need improvement is on execution and long-term planning.”*
- *“We cannot rely on just the Architects (who have full time jobs) and Lanessa. It isn’t fair to any of us, nor good for the fund long term.”*

# External Opportunities and Leverage Points

**INTERNAL STAFF AND SUPPORTERS, PARTNERS & COMMUNITY MEMBERS PERSPECTIVES:** “How might Black Future Co-Op Fund respond to these external trends?,” respondents were asked. While a wide range of ideas were shared, these four were mentioned the most often. Note: This section has been adapted to emphasize external trends the organization could strategically leverage.

## Generate Collective Power Across Black-led Organizations

Respondents emphasized the opportunity for BFCF to amplify collaboration with other Black-led organizations, funders, and aligned partners to build stronger collective power to resist the current political climate.

- “...Partner with other funders, connect with economic development initiatives, link with housing affordability and small business supports...”
- “Link with other like organizations to navigate this period...”
- “...Black organizations are continuing to struggle but won't consider merging or collaborating to make them stronger.”

## Strengthen Narrative Writing and Public Presence

Many respondents identified narrative work as a critical opportunity, highlighting the need for BFCF to invest more in storytelling, public education, and visibility initiatives. They stressed that sharing impact openly, elevating Black-led narratives, and consistently engaging the public could strengthen relevance and build solidarity.

- “Promoting truthful Black narratives is also incredibly important because there's so much disinformation out there.”
- “Educational Campaign to combat misinformation and elevate stories of Black resilience, innovation, and success.”

## Amplify Legal Safety and Organizational Risks

Respondents highlighted that the changing political landscape creates real risks for Black-led organizations like BFCF. Some noted that, in the current climate, it may be important for BFCF to balance visibility with caution, secure additional legal support, and operate strategically to avoid unnecessary exposure while still advocating for their mission.

- “[We need to] move between duke it out, hunker down, lawyer up, and pivot appropriately.”
- “Having a strong legal team on call... feels incredibly important.”

## Stronger Development of Fundraising Strategy

Respondents emphasized the importance of strengthening the organization's long-term financial strategy to remain stable in an unpredictable climate. Many expressed that BFCF would benefit from dedicated fundraising staff, financial planning, stronger revenue diversification, and more intentional goal-setting.

- “Proactively communicate and strategically partner with philanthropists to bolster the fund now.”
- “Possibly contract or hire a fundraiser and strategic planner to think through a course of action.”

# Challenging External Factors

**INTERNAL STAFF AND SUPPORTERS, PARTNERS & COMMUNITY MEMBER PERSPECTIVES:** Defined as “factors outside of the Black Future Co-Op Fund’s direct control,” respondents were asked to consider external changes and trends. These four external changes and trends were named the most consistently.

## Political Climate and Hostile Socio-Political environments

Respondents described an increasingly hostile political environment, nationally and locally, characterized by government actions, administrative shifts, and policy threats that harm race-based work and increase vulnerability for Black communities and Black-led organizations.

- *“Policies from a state and federal level like affirmative action.”*
- *“One significant trend is the increasing resurgence of anti-Black rhetoric and policies... heightened hostility, misinformation, and divisive tactics targeting Black communities.”*
- *“The Trump administration’s wholesale demolishing of government support for communities of color.”*

## Heightened Anti-Blackness and DEI Rollbacks

Many respondents emphasized a systemic backlash as leaders of color being removed, DEI programs dismantled, and public attitudes turning hostile toward Black-led work.

- *“The dismantling of anything resembling DEI and justice in this country...”*
- *“The attack on diversity, equity, inclusion, and on people of color... trying to erase history... definitely impacts the Fund and the work the Fund is doing.”*

## Funding and Philanthropic Giving Instability

Respondents highlighted a shifting, uncertain financial landscape that has prompted reduced corporate giving and philanthropic withdrawal, which in turn affects Black Future Co-Op Fund’s revenue, the organizations it supports, and its overall economic stability.

- *“The philanthropic landscape for Black-focused organizations is facing significant headwinds... and corporate retreat from racial equity commitments.”*
- *“Funders’ attention remains on a pendulum and is currently not swinging in the direction of orgs led by leaders of color.”*

## Growing Economic Pressures Shaping Community Need

Respondents described cuts to social programs, gaps in healthcare, rising costs, and unemployment, all of which have increased community needs and weakened support networks.

- *“...cuts in every social net (SNAP, Medicaid, education), the demand for services... will only grow.”*
- *“...unemployment rates are impacting the Black community the worst.”*



## WHAT SETS US APART AND WHY IT MATTERS

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**Finally, we begin to explore Black Future Co-Op Fund's “unique contribution” (or unique value proposition).**

*An organization's “unique contribution” defines its ability to have an impact and make a difference, by using a unique asset (such as a strength that no other similar organization in your geographic area has) and/or having outstanding execution (such as being faster or less expensive, or having better service, than other similar organizations in Black Future Co-Op Fund's geographic area).*

# Unique Contribution

**ALL RESPONDENTS PERSPECTIVES:** Strongly tied to identity, below are the “building blocks” that reflect Black Future Co-Op Fund’s unique contribution, drawing on assets, characteristics, and actions. These insights are synthesized together from Internal Staff, Supporters, Partners, and Community Member comments

## Black Future Co-Op Fund *has*:

- An all Black-led, community-rooted philanthropic structure.
- Deep relationships.
- Trust with Black leaders and communities across Washington.
- A powerful trust-based funding model and flexible grantmaking tools.
- Architects, staff, and partners with lived experience, wisdom, knowledge, and fortitude.
- Data reports that center Black well-being.

## Black Future Co-Op Fund *is*:

- A leader in reimagining philanthropy for Black communities.
- Transformative in its approach to community investment
- A trusted, mission-driven resource.
- Known for liberation, reparations, and generational prosperity.
- A stabilizing force for Black communities

## What Black Future Co-Op Fund *does*:

- Invests directly into Black-led organizations and Black leaders.
- Builds capacity, leadership, and organizational strength.
- Produces research, Black narratives, and resourceful tools for the community.
- Creates rest, healing, and well-being programs.
- Strengthens connections among Black communities statewide.

# Conclusion

We believe this report offers a comprehensive current view of Black Future Co-Op Fund's core strengths, challenges, and the external changes/trends it needs to be aware of as the organization develops a strategy and embarks on its future growth.

Black Future Co-Op Fund has a committed staff, respected leadership, a robust board, engaged partners and supporters, and knowledgeable clients who are passionate and excited about the organization's work and are ready to support its growth in any way they can. These individuals will provide a solid foundation as you engage in conversations that will allow you to gain greater clarity and strength as a collective voice.

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## FOR QUESTIONS OR REQUESTS, PLEASE CONTACT IMAGO, LLC:

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This report has been created in partnership with Black Future Co-Op Fund by Imago LLC, December 2025.

# Internal Staff Survey Questions

## 1. What is your relationship to Black Future Co-Op Fund?

- Architect
- Staff
- Consultant
- Fiscal Sponsor
- Other (please specify)

## 2. How long have you been associated with Black Future Co-Op Fund?

- Less than one year
- One to three years
- Four to five years

## 3. Imagine it is 100 years from now and Black Future Co-Op Fund is widely known as being deeply impactful. Describe the organization's impact in this scenario.

## 4. Thinking about your experience with Black Future Co-Op Fund, how would you rate the organization's effectiveness in the following areas, using a scale from 1 to 4? (1 = Needs Improvement, 4 = Highly Effective)

- Organizational Leadership - How the organization guides and governs itself.
- Architect / Staff Interaction - The working relationship between Architects and Staff.
- Collaborations / Community Partnerships - How the organization relates to and interacts with its community or other organizations.
- Facilities and Equipment - Buildings, rooms, or computers.
- Financial Management - The planning, organizing, directing and controlling of financial activities.
- Financial Stability - How the organization handles unexpected financial challenges.
- Funder Relationships - How the organization relates to and interacts with funders.
- Job Satisfaction - The feeling of fulfillment or enjoyment that a person derives from their work, benefits, or salary.
- Organizational Culture - The character and personality of the organization as it relates to staff, board.
- Organizational Equity, Diversity, and Inclusion Efforts - The organization's commitment and success in its anti-racist and equity efforts.
- Organizational Structure - How activities such as distribution of task, coordination, and supervision are directed toward the achievement of mission.
- Programming / Services - The set of resources or activities in service to the organization's clients.

- Reputation / Public Image - The beliefs or opinions that are generally held about the organization.
- Grantee Relationships - How interaction with grantees funded by Black Future Co-Op Fund impact your experience. Use of Technology - How the organization uses technology to function or carry out its programs or services.

## 5. What nuance is important to add?

## 6. Are there other aspects of the organization you'd like to lift up as challenges or strengths?

## 7. What external changes and trends have you noticed that might affect the organization in the coming months and years?

## 8. What are your ideas for how Black Future Co-Op Fund could respond to these trends?

## 9. How well-positioned do you think Black Future Co-Op Fund is to meet the needs and expectations of these stakeholders? (*Not well-positioned*, *Somewhat well-positioned*, *Very well-positioned*, *I don't know*)

- Grantees
- Other Organizations
- Funders/Donors
- General Public/Community
- Policy, Legislative, and Political Professionals

## 10. In your opinion, which relationships are most important to prioritize? Why?

## 11. If you marked the organization as 'Not well-positioned' or 'Somewhat well-positioned' to meet the needs of any stakeholder groups you consider a priority, what could Black Future Co-Op Fund do to better meet those needs?

## 12. Is there anything that hasn't been asked that you would like to add?

# Supporter, Partner & Community Member Survey Questions

## 1. What is your relationship to Black Future Co-Op Fund?

(Check all that apply.)

- Collaborative / Partner Organization
- General Public / Community Member
- Funder / Individual Donor
- Former Staff Member
- Policy, Legislative, and Political Professional
- Other

## 2. How long have you been associated with Black Future Co-Op Fund?

- Less than one year
- One to three years
- Four to five years

## 3. If someone asked you, how would you describe Black Future Co-Op Fund and its impact on its community?

### 4. Black Future Co-Op Fund's mission is:

*"We ignite generational wealth, health, and well-being for Black Washingtonians through Black community-led philanthropy."*

**How well do you think Black Future Co-Op Fund is doing in achieving its mission statement/purpose?**

- Not at all
- Not well
- Well
- Very well
- I don't know

## 5. What are the biggest challenges or needs facing you, your family, or the communities you care about?

## 6. How relevant are Black Future Co-Op Fund's programs and services to you, your family, and the communities you care about?

- Not at all relevant
- Not relevant
- Relevant
- Very relevant
- I don't know

## 7. What suggestions do you have for how Black Future Co-Op Fund could increase its relevance?

## 8. How well-known do you think Black Future Co-Op Fund is within Washington?

- Not at all known
- Not well-known
- Somewhat well-known
- Very well-known
- I don't know

## 9. What are people saying about Black Future Co-Op Fund?

## 10. What external changes and trends have you noticed that might affect the organization in the coming months and years?

## 11. What are your ideas for how Black Future Co-Op Fund could respond to these changes and trends?

## 12. Is there anything else that you would like to add?

# Grantee Survey Questions

## 1. What is your relationship to the Black Future Co-Op Fund?

- Grantee
- Other (please specify)

## 2. How long have you been associated with Black Future Co-Op Fund?

- Less than one year
- One to three years
- Four to five years

## 3. Which region of Washington is your organization in?

- |   |  |
|---|--|
| <input type="checkbox"/> Central Seattle      | <input type="checkbox"/> Snohomish County      |
| <input type="checkbox"/> Clallam County       | <input type="checkbox"/> South King County     |
| <input type="checkbox"/> Clark County         | <input type="checkbox"/> South Seattle         |
| <input type="checkbox"/> Cowlitz County       | <input type="checkbox"/> Southwest Washington  |
| <input type="checkbox"/> Federal Way          | <input type="checkbox"/> Spokane               |
| <input type="checkbox"/> Greater Seattle Area | <input type="checkbox"/> Spokane County        |
| <input type="checkbox"/> Greater Tacoma Area  | <input type="checkbox"/> Statewide             |
| <input type="checkbox"/> Jefferson County     | <input type="checkbox"/> Tacoma                |
| <input type="checkbox"/> Kent                 | <input type="checkbox"/> Tacoma-Seattle Area   |
| <input type="checkbox"/> King County          | <input type="checkbox"/> Thurston County       |
| <input type="checkbox"/> Kitsap County        | <input type="checkbox"/> Tri-Cities            |
| <input type="checkbox"/> North Pierce County  | <input type="checkbox"/> University Place      |
| <input type="checkbox"/> North Seattle        | <input type="checkbox"/> Walla Walla           |
| <input type="checkbox"/> Pierce County        | <input type="checkbox"/> Washington and Beyond |
| <input type="checkbox"/> Puget Sound Region   | <input type="checkbox"/> Whatcom County        |
| <input type="checkbox"/> Seattle              | <input type="checkbox"/> Yakima County         |
| <input type="checkbox"/> Shoreline            |  |
| <input type="checkbox"/> Skagit County        |  |

## 4. If someone asked you, how would you describe Black Future Co-Op Fund?

## 5. What are the biggest challenges or needs facing you, your family, or the communities you care about?

## 6. How could Black Future Co-Op Fund better use its role to support you, your family, and your communities?

## 7. How well-known do you think Black Future Co-Op Fund is within Washington?

- Not at all known
- Not well-known
- Somewhat well-known
- Very well-known
- I don't know

## 8. What are people saying about Black Future Co-Op Fund?

### 9. Black Future Co-Op Fund's mission is:

*"We ignite generational wealth, health, and well-being for Black Washingtonians through Black community-led philanthropy."*

### How well do you think Black Future Co-Op Fund is doing in achieving its mission?

- Not at all
- Not well
- Well
- Very well
- I don't know

## 10. How relevant are the Black Future Co-Op Fund's programs and services to you and the communities you care about?

- Not at all relevant
- Not relevant
- Relevant
- Very relevant
- I don't know

## 11. What suggestions do you have for how Black Future Co-Op Fund could increase its relevance?

## 12. What external changes and trends have you noticed that might affect the organization in the coming months and years?

## 13. What are your ideas for how Black Future Co-Op Fund could respond to these changes and trends?

## 14. Is there anything else that you would like to add?

## Focus Group Questions (Grantees)

1. **To begin, let's start by introducing ourselves. Let's each share our:**
  - Name + Pronouns
  - Organizational affiliation (if relevant)
  - Which region of Washington is your organization in?
  - Length of Association
2. **If someone asked you, how would you describe Black Future Co-Op Fund?**
3. **What external changes and trends have you noticed that might affect the organization in the coming months and years?**
4. **What are your ideas for how Black Future Co-Op Fund could respond to these changes and trends?**
5. **How relevant are Black Future Co-Op Fund's programs and services to you, your family, and the communities you care about?**
6. **What suggestions do you have for how Black Future Co-Op Fund could increase its relevance?**
7. **What are the biggest challenges or needs facing you, your family, or the communities you care about?**
8. **Black Future Co-Op Fund's mission is:**  
*"We ignite generational wealth, health, and well-being for Black Washingtonians through Black community-led philanthropy."*  
**How well do you think Black Future Co-Op Fund is doing in achieving its mission?**
9. **What are people saying about Black Future Co-Op Fund?**
10. **Is there anything else that you would like to add?**

# Interview Questions (Supporter, Partner & Community Members)

**1. To begin, let's start by introducing ourselves. Let's each share our:**

- Name + Pronouns
- Organizational affiliation (if relevant)
- Which region of Washington is your organization in?
- Length of Association

**2. If someone asked you, how would you describe Black Future Co-Op Fund?**

**3. What external changes and trends have you noticed that might affect the organization in the coming months and years?**

**4. What are your ideas for how Black Future Co-Op Fund could respond to these changes and trends?**

**5. How relevant are Black Future Co-Op Fund's programs and services to you, your family, and the communities you care about?**

**6. What suggestions do you have for how Black Future Co-Op Fund could increase its relevance?**

**7. What are the biggest challenges or needs facing you, your family, or the communities you care about?**

**8. Black Future Co-Op Fund's mission is:**

*"We ignite generational wealth, health, and well-being for Black Washingtonians through Black community-led philanthropy."*

**How well do you think Black Future Co-Op Fund is doing in achieving its mission?**

**9. How well-known do you think Black Future Co-Op Fund is within Washington?**

**10. What are people saying about Black Future Co-Op Fund?**

**11. Is there anything else that you would like to add?**