

BLACK FUTURE CO-OP FUND

2026–2029 Strategy Roadmap

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IMAGO

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This roadmap has been created in partnership with Black Future Co-Op Fund by Imago LLC, May 2026.

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INTRODUCTION

Rooted in our early momentum and long-term vision, this strategic roadmap marks a new phase in our evolution. In just a few years, we have built a trusted presence grounded in shared purpose and a distinct approach to the work. Now, we are entering a period of intentional growth. We are clarifying our direction through a focused strategy development process designed to strengthen the organization, so we can continue to be a valuable resource for our community.

In 2025, we launched a strategic planning process shaped by reflection, community engagement, and operational assessment, guided by our Architects and Staff. This document reflects the collaborative efforts from August 2025 to May 2026, moving from early visioning to the development of strategies and tactics.

A three-year timeframe (2026-2029) was chosen to balance ambition with adaptability: long enough to pursue meaningful progress toward systemic goals, yet short enough to remain responsive to shifting political, social, and funding landscapes. This horizon allows us to set clear priorities, measure outcomes, and recalibrate as conditions evolve and opportunities emerge.

This roadmap is designed as a living document, an adaptable guide to our strategic direction rather than a fixed plan. It will continue to be refined and revised as the environment shifts and as new opportunities and challenges arise.

ABOUT BLACK FUTURE CO-OP FUND

Amid the racial reckoning following the murder of George Floyd, four Black women launched the Black Future Co-Op Fund to invest in Black-led organizations, leaders, and communities across Washington State.

Over the past five years, the Fund has invested in Black wealth, health, and well-being in support of a radically free Black future.

Roadmap Summary

We are deepening our commitment to advancing wealth, health, and well-being for all Black Washingtonians. Rooted in a vision of philanthropy shaped by and for Black communities, we support Black-led work across the state that strengthens collective power, opportunity, and self-determination.

We believe our communities deserve the freedom, power, and resources to shape their own futures. We are committed to challenging traditional approaches to philanthropy, so Black people are free to make real choices and have the resources to bring them to life.

The current moment is marked by growing attacks on DEI efforts and Black-led work, shifting funding patterns, and increasing uncertainty across the sector. We see this as a critical opportunity to strengthen our influence, and advance long-term investment in our Black communities.

Over the next three years, we aim to:

- Strengthen internal capacity for intentional, sustainable delivery.
- Secure and steward resources for long-term sustainability.
- Shape how our work, knowledge, and opportunities are shared and seen.

By strengthening our foundation, deepening relationships with funders, and sharpening how we tell our story, we are building a more intentional and sustained approach to moving resources to Black communities.

Key External Trends

From August 2025 to October 2025, Imago led a comprehensive environmental scan to capture a snapshot in time of stakeholder perspectives and inform Black Future Co-Op Fund's future direction. Feedback and data were collected via three primary methods over an 8-week period: online surveys, interviews, and focus groups

We gathered 43 responses statewide, spanning staff, architects, partners, supporters, and grantees.

The synthesis of these responses surfaced 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

Identifying key organizational themes ensures that the strategic roadmap is grounded in the lived experiences, insights, and priorities of those closest to the work. By surfacing these internal dynamics alongside external trends, we are better positioned to pursue strategy that is both visionary and responsive to real-time needs.

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 the organization'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 Black Future Co-Op Fund 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.

Ecosystem Value & Role

UNIQUE CONTRIBUTION

In defining our unique contribution, we focus on our role in redefining philanthropic practices through community accountability, unrestricted giving, and relationship-centered investment that builds shared power. A full statement follows.

We intentionally connect funding, relationships, and resources to support Black-led organizations across Washington State and advance a trust-based, wellness-centered approach to philanthropy. By turning philanthropic knowledge, access, and influence into a shared resource, we help transfer capital so our communities can move from surviving to thriving.

A "unique contribution" statement describes the distinct value an organization brings to its ecosystem, what it does especially well or differently compared to others.

COMPARATOR ANALYSIS

We distinguish ourselves through a cooperative, community-centered approach to philanthropy for Black communities across Washington State.

Operating with a lean organizational structure, we prioritize long-term sustainability through investment income and community-based support rather than government funding. This approach reflects our intentional focus on autonomy, resilience, and building enduring philanthropic infrastructure.

We also differentiate ourselves through our emphasis on community-informed learning and transparency. Through statewide listening efforts, public well-being reporting, and visible support of grantee partners, we extend our impact beyond grantmaking by generating knowledge, visibility, and resources that strengthen Black communities across Washington State more broadly.

A Comparator Analysis explores how peer organizations pursue impact, through their programs, funding models, and strategic choices to spark insight, surface bold ideas, and help an organization imagine new possibilities for advancing its mission.

See the full Comparator Analysis in the Appendix, page 16.

KEY DIFFERENTIATORS

- **Cooperative philanthropy model designed by and for Black communities across Washington State.**
- **Funding model rooted in investment income and community support rather than government funding.**
- **Statewide listening and community-informed learning that strengthen Black communities beyond grantmaking alone.**
- **Relationship-centered approach that builds trust across communities, grantees, and funders while redefining traditional philanthropic practices.**



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DEFINING OUR DIRECTION

As part of clarifying our direction and deepening alignment across the organization, we explored a foundational question: **"How must our Mission, Vision, and Values evolve to reflect who we are and where we're going?"**

We refreshed these statements to anchor our work in clarity, purpose, and shared ambition. Inspired by who we've been and who we're becoming, and shaped alongside our evolving operating model.

A summary of the existing model can be found on the next page and the future operating model can be found on the one that follows.

See the former Vision, Mission, and Values in the Appendix, page 19.

VISION – OUR DESIRED FUTURE STATE

We envision a world where Black people are free, not just in possibility, but in power and in practice.

MISSION – OUR PURPOSE FOR EXISTENCE

We accelerate generational success and holistic well-being for Black Washingtonians by activating collective vision, building trusted relationships, and mobilizing resources in pursuit of philanthropic justice.

VALUES – OUR GUIDING PRINCIPLES

- **Reverence & Legacy:** Lead with the wisdom of our ancestors for the well-being of our descendants.
- **Grace:** Lead with care and humanity.
- **Fearless Truth-Telling:** Reckon with philanthropy
- **Radical Imagination & Audacious Action:** Refuse the limits of what has been by leveraging Black wisdom.
- **Black Power:** Act on the belief that Black communities are the architects of their own liberation by resourcing sovereignty over dependency.

Existing Operating Model

We currently operate with a focused commitment to Black communities across Washington State, engaging organizations led by and serving Black people.

Through unrestricted funding, we enable Black-led organizations to pursue and realize their visions fully. Our approach centers investment in the leadership and long-term sustainability of grantee partners to support broader community enrichment and collective impact. We also advance research initiatives that deepen understanding of the needs, experiences, and aspirations of Black communities across Washington State.

Our funding model is sustained through foundation partnerships, corporate contributions, and individual donors.

Our Future Operating Model reinforces the core elements of our existing approach and further articulates our Unique Contribution, reflecting our refreshed Vision, Mission, and Values.

An organization's operating model is defined by four core scopes: geographic service area, people centered/served, programs offered, and funding sources.

Black Future Co-Op Fund's Future Operating Model can be found on the next page. Details of the existing model can be found in the Appendix, page 22.



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Future Operating Model

	Includes:	*Does not include:*
Geographic Service Area	Washington State *Building a network of Black-serving funds nationwide*	Beyond Washington State
People Centered/ Served	Black-bodied people, communities, and organizations led by and serving Black-bodied people	Non-Black-bodied People
Impact Areas	Our work is grounded in five pillars: civic engagement, education, economic mobility, public safety, and health. The impact areas that advance these pillars include: • Quantitative and qualitative data/reports • Funding (multiyear and unrestricted) • Stakeholder convenings and connections • Leadership cohort trips • Learning sessions • Sponsorships • Technical Assistance ○ Social media & digital engagement support	Direct Services
Funding Sources	Individual donors Foundations Corporate donations	Funding not in alignment with our values



FROM VISION TO ACTION

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To execute on our mission, and respond to themes surfaced from our trend analysis, we have articulated a "Big Question" to highlight the most significant adaptive challenge and, therefore, the greatest opportunity that our strategies must address.

BIG QUESTION

How do we secure deep partnership and investment from funders while building the internal capacity needed to operationalize and sustain our vision of Black liberation?

To respond to the Big Question and provide the organization with future direction, we have identified three primary strategies and associated tactics that we will employ over the next three years.

Although listed sequentially, the strategies and tactics are not ranked or ordered by priority; they are intended to work in synergy with one another and be reflected in the choices we make about the activities we conduct across the enterprise.

Strategy 1

Build the internal strength needed to shift from reactive execution to intentional and sustainable delivery of the work.

Tactics

1. Strengthen staffing capacity where it most reduces strain and unlocks delivery.
   Increase internal capacity in targeted ways that directly reduce strain on existing staff and leadership.

2. Establish a clear planning and operating rhythm that guides the work across the year.
   Create a forward-thinking approach to planning, paired with simple, consistent systems to align priorities, pacing, and accountability.

3. Embed disciplined prioritization practices to align ambition with capacity.
   Ensure decision-making consistently reflects what can be meaningfully delivered with available resources.

4. Clarify ownership and decision rights to enable coordinated execution.
   Define who owns what, how decisions are made, and how work moves forward across the team.

Strategy 2

Build toward long-term permanence by securing and stewarding resources that sustain the organization's vision across generations.

Tactics

1. Define a staged funding pathway that translates the $246m funding goal into achievable phases of growth.
   Clarify what must be funded, when, and through which milestones to move from aspiration to execution.

2. Develop a diversified and durable funding model, including a long-term approach to stewarding the endowment.
   Articulate how different revenue streams - philanthropy, earned revenue, partnerships, and endowment - work together to sustain the organization over time.

3. Build the relationships, credibility, and systems required to raise and steward resources at scale.
   Strengthen the organization's ability to engage donors and partners, make compelling cases for investment, and steward funds with transparency and trust.

Strategy 3

Intentionally shape how the organization's work, knowledge, and opportunities are held, shared, and made visible.

Tactics

1. Establish clear boundaries for how work and knowledge are shared.
   Define what is shared, with whom, and at what depth, deciding what is intentionally not made fully visible in order to protect the integrity of the work.

2. Develop a coherent language and narrative that expresses the depth and purpose of the organization's work across audiences.
   Create consistent ways of talking about the work, using storytelling and framing to orient people appropriately without oversimplifying or overexposing it.

3. Share learning in ways that contribute to the broader community while maintaining discernment.
   Offer insights and contributions that strengthen the field, while preserving the conditions and context that give the work its meaning.

Conclusion

This roadmap reflects our transition into a more deliberate and grounded phase of our work. It creates a clearer path for how we strengthen our foundation, deepen long-term investment in our vision, and carry forward the relationships, knowledge, and opportunities cultivated through this work. As a living document, it will continue to evolve alongside the realities and aspirations of Black communities across Washington State.

As we move into action, the direction outlined here creates a clearer path for strengthening organizational capacity, sustaining resources across generations, and more intentionally shaping the visibility and stewardship of the work. With stronger alignment across these areas, our organization is positioned to move forward with greater care and deeper investment in the future of Black generations to come.

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Comparator Analysis

	BLACK FUTURE CO-OP FUND	POTLATCH FUND	Latino Community Fund WASHINGTON STATE	BLACK FREEDOM FUND	HOW DOES BLACK FUTURE CO-OP FUND COMPARE?
People-Centered / Served	Black Washingtonians	Tribal Nations in Washington, Oregon, Idaho and Montana	Latinos across Washington State	Black-serving and Black power-building Orgs	Each org funds communities of color, but differs in which communities they center & the geographic scale of their reach. BFCF is by & for Black Washingtonians through a coop, unrestricted, philanthropy model. In contrast, LCF centers Latinos w/in WA. PF covers the PNW, prioritizing Tribal Nations and Native communities. Similar to BFCF, BFF centers Black communities, but differs because it began as a CA-based fund and has since shifted toward a broader nat'l scope.
Media attention / publicity	Social Media 6,048 Followers across 3 platforms Facebook: 1,335 Instagram: 3,072 Linkedin: 1,641 News Media -Local: 142 earned media mentions 105.8 million potential impressions (sum potential audience for each media appearance)	Social Media 5k Followers across 4 platforms News Media -Reg/Nat'l: Inside Philanthropy, Obama Foundation, Website Est. 2026. Features info about the org & how to apply for grants. Features links to their grant portal and funding events.	Social Media 12.8k Followers across 4 platforms News Media -Local: Yakima Herald Republic -Reg/Nat'l: Cascade PBS Website Features info about the org & links to info about each of their initiatives. Much of their website has Eng. & Spanish together.	Social Media 6.3k Followers across 5 platforms News Media -Local: The Sacramento Observer -Reg/Nat'l: Assoc.Press, Chronicle of PhiL. Inside Phil. US News & World Report, NewsOne Website Features info about the org & various options to donate (wire, IRA, employer match, Stock etc.) Branding is clear.	All four organizations have a media presence though visibility and brand clarity vary. BFCF stands out for local visibility and transparency, as the only organization that highlights its grantees and offers a "share your story" website feature to uplift community organizations, events, and resources. BFF draws the most national attention and offers the most robust online donation options through their website, while LCF has the largest overall social following across social media platforms. PF's visibility is comparable to BFCF and BFF. Both BFCF and BFF maintain a cohesive, recognizable website brand.

Comparator Analysis *(cont'd)*

	BLACK FUTURE CO-OP FUND	POTLATCH FUND	Latino Community Fund WASHINGTON STATE	BLACK FREEDOM FUND	HOW DOES BLACK FUTURE CO-OP FUND COMPARE?
Human Resources (2023)					
Staff	2	8	27		While BFCF and Potlatch fund are the closest in staff & board size, BFCF operates with a notably lean structure & is the only org of the three w/ no volunteers listed. Suggesting more concentrated decision making & capacity. LCF has the largest staff, board & volunteer base among the group. Because BFF is a newly est. org, there is no 990 showcasing staff/board & volunteer size & the list of staff members is not included on their website.
Board	5	10	16		
Volunteers	N/A	20	25		
Amount and Diversity of Funding (2023)					
Total Revenue	$26.6M	$2.5M	$8.3M	$1.5B *Under Silicon Valley Comm. Foundation	BFCF's revenue is distinctive, w/ high investment income signaling an early emphasis on long-term sustainability. This structure closely parallels BFF's model (via Silicon Valley Community Foundation), where investment income plays a meaningful role in maintaining scale & resilience. In contrast, PF & LCF rely more heavily on contributions w/ LCF's high amount of gov. grant funding making them more exposed to shifts in philanthropic & public funding cycles. BFCF reports no gov. funding, which may increase autonomy but also heightens reliance on community donors & invested funds.
Contributions	$23.6M 100% of total Rev	$2.6M 102%	$3.9M 48%	$1.2B 78%	
Gov Grants	N/A	$0 0%	$4.3M 53%	$150K <1%	
Investment Income	$4.1M 17%	$37K 1%	$21K <1%	$350M 22%	
Program Service Rev	N/A	$0 0%	$0 0%	$3M <1%	
Other Revenue	N/A	-$94K -4%	-45K <1%	$593K <1%	
In-Kind	N/A	$7K <1%	$0 0%	$641M 40%	

Comparator Analysis *(cont'd)*

	BLACK FUTURE CO-OP FUND	POTLATCH FUND	Latino Community Fund WASHINGTON STATE	BLACK FREEDOM FUND	HOW DOES BLACK FUTURE CO-OP FUND COMPARE?
Programs + Services and Mission–Related impact	**Programs:** • We See You Grant • Black Well-being Report (2022) • Statewide survey (600+ responses) • 5 focus groups • Statewide gathering (150 watch parties & 75 in-person participants) • Statewide Listening Tour (2024) • Listening gatherings held in 6 regions **Mission-related impact:** Has supported nearly 200 Black-led orgs across WA state.	**Programs:** • Community Building • Native Student Success • Healthy Pathways For Native Youth • Native Arts • Language Preservation **Mission-related impact:** Conducted over 300 trainings & workshops. Graduated 52 emerging leaders from training program in nonprofit management & leadership. Distributed $4.2 million in grants.	**Programs:** • Healthy Latino Families Initiative • Washington Latino Nonprofit Leadership Academy • Alianza Leadership Network • El Futuro Project • Latinos in Tech • Latino Equity Network • Coalitions • Fiscal Sponsorship, Community grants and HEAL Grant **Mission-related impact:** Empowered over 20K community leaders to become civically engaged through community dialogues on environmental & climate justice & Get out the Vote campaigns, in Spanish & English.	**Programs:** • The Chinedu Valentine Okobi Sabbatical Program • Black Freedom Fund's Legal Education, Advocacy and Defense for Racial Justice™ (LEAD) Initiative • Black LA Relief and Recovery Fund **Mission-related impact:** "Since its launch in 2020, the fund has awarded more than $45M to 206 Black-serving nonprofits working across 17 issue areas, including the economy, health, education, youth development, criminal justice & food sovereignty" (San Francisco Foundation)	All four organizations advance their missions through grantmaking, but differ in the types of impact they prioritize & how they engage their communities beyond funding. LCF, PF & BFF pair grants with leadership & professional development opportunities, while LCF & BFF also extend support that addresses broader economic & civic conditions such as healthcare support, rapid response for their respective communities. Of the four, BFCF stands out for its grounding in community-informed learning. It is the only organization of the four to have completed a statewide listening tour & a well-being report of the community it serves. BFCF also differentiates itself by publicly sharing which organizations it has funded & supported, helping those groups earn recognition & broader support beyond the funding itself.

Vision, Mission, & Values (2026)

Below are Black Future Co-Op Fund's previous Vision, Mission, and Values, which served as the foundation prior to this strategic planning process. See our refreshed Vision, Mission, and Values on page 8.

VISION

We envision a Washington State, working cooperatively, where all Black people are liberated, prosperous, and self-determined to fully live our lives.

MISSION

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

VALUES

- Centering Blackness
- Community Trust
- Healing Grace
- Honoring Our Ancestors
- Self-Determination
- Shared Abundance

Funding Sources (2024–2025)

As part of the January 2026 strategy retreat, Black Future Co-Op Fund staff gathered and shared this information to support grounding the conversation in the organization's income and expenses by program.

SOURCE OF REVENUE (INCOME)	Percent of total budget, last (prior) fiscal year 2023	Percent of total budget, current fiscal year 2024	Comments	Comments regarding next fiscal year
FOUNDATION GRANTS	40%	40%		
CORPORATE GRANTS	30%	30%		
GOVERNMENT FUNDING	0%	0%		
UNRESTRICTED FUNDING	30%	30%		
EARNED INCOME	0%	0%		
OTHER *(in-kind)*	0%	0%		
TOTAL REVENUE	100%	100%	*Excludes investment income and gains/losses	Projected Revenue: $10,000,000
TOTAL EXPENSES	55%	49%		Projected Expenses: $4,923,640
SURPLUS/*(DEFICIT)*	45%	51%		

Funding Sources *(cont'd)*

PROGRAM INCOME AND EXPENSES

SOURCE OF REVENUE (INCOME)	Programs 1		Programs 2	
	Income for program from each funding source	% of total income from this source of funding allocated to this program	Income for program from each funding source	% of total income from this source of funding allocated to this program
FOUNDATION GRANTS	$4,000,000			
CORPORATE GRANTS	$3,000,000			
GOVERNMENT GRANTS	$0			
UNRESTRICTED FUNDING *(such as endowment, donors, memberships)*	$3,000,000			
EARNED INCOME *(including program fees, if applicable)*	$0			
OTHER *(Example: Fundraiser)*	$0			
TOTAL PROGRAM INCOME	$10,000,000			
TOTAL PROGRAM EXPENSES *(including admin. surplus/deficit)*	$4,923,640 surplus: $6,041,360			
COMMENTS: *Is the program too dependent on any source(s) of funding? Is funding at risk? Growing?*				

Existing Operating Model

Early on in the strategy development process Black Future Co-Op Fund assessed its current operating model, defining its current scope in four core areas: geographic service area, people centered/served, programs offered, and funding sources. This assessment would serve as a foundation for evolving or confirming its focus through this process.

	Includes:	*Does not include:*
Geographic Service Area	• Washington State	• Beyond Washington State
People Centered/ Served	• Black-bodied people, communities, and organizations led by and serving Black-bodied people	• Non Black-bodied people
Programs or Services Offered	• Quantitative and qualitative data/reports • Funding (multiyear and unrestricted) • Stakeholder convenings and connections • Leadership cohort trips • Learning sessions • Just Fund (compensation) • Social media & digital engagement support • Sponsorships	• Direct services
Funding Sources	• Individual donors • Foundations • Corporate donations	