



# **Strategic** *Framework*

## **2025-2035**



## **Dear CCF Community,**

We are proud to share with you the California Community Foundation's 2025 Strategic Framework—a bold and collective vision to guide our work for the decade ahead. This framework is the result of deep community engagement, thoughtful design, and most importantly, your leadership.

From the very beginning, you have been at the center of this journey. It all started with our Board retreat, where Angela Glover Blackwell introduced the powerful concept of “the good life.” She reminded us that a truly thriving community ensures that everyone—not just a few—can count on their basic needs being met, live in safety and connection, and have the power to shape their own futures. That vision became the foundation of everything that followed.

With your support, we brought that vision into communities across Los Angeles County—listening to thousands of residents, nonprofit leaders, donors, and partners through gatherings, virtual sessions, surveys, and more. What we heard was consistent and clear: Angelenos want opportunity, security, and a meaningful role in creating a better future.

### **Together, we've imagined a Los Angeles where:**

**Every person has access to stable housing, healthcare, and multigenerational care.**

**Communities can build lasting economic security and live in safety and connection.**

**Systems are transformed to expand opportunity and promote shared prosperity.**

This Strategic Framework captures that shared aspiration. It reflects our long-term institutional direction and a renewed philanthropic approach—one that is responsive, collaborative, and rooted in the lived experiences of the people we serve. Importantly, it also marks a deliberate shift from focusing primarily on programs to prioritizing measurable impact—ensuring our resources and efforts drive meaningful and lasting change.

At the upcoming Board meeting on June 6, we will ask for your approval of the revised mission, vision, and philanthropic approach that underpin this framework. These elements are critical to ensuring we align our resources and strategies with the values and goals we've shaped together—and with the bold future we are committed to building.

Thank you for your vision, insight, and unwavering commitment throughout this journey. Your leadership has been essential, and your continued partnership will be vital as we turn this framework into an actionable, three-year strategic plan that guides our grantmaking, advocacy, and investments.

We're honored to build what comes next with you—to ensure that every Angeleno has the opportunity to live the good life.

With deep gratitude,

**Miguel A. Santana**

President & CEO  
California Community Foundation

**Thomas A. Saenz**

Board Chair  
California Community Foundation  
President & General Counsel, MALDEF



## About LA

Los Angeles County is the largest and most populous County in the country, made up of 88 cities and additional unincorporated communities. Together, these house hundreds of distinct neighborhoods with their own rich and distinct histories, challenges, strengths and opportunities. This region entertains, educates, employs and shapes California - and the world. It is also the nation's capital of homelessness, with an ongoing housing affordability crisis, lagging college completion rates. For more than 100 years, CCF has existed to identify and advance innovative solutions to our region's most vexing problems. Working closely with our community of nearly 2,000 donors, we manage more than \$2 billion in assets. Every dollar we grant represents our donors and their legacies as well as our collective desire to build a Los Angeles we can all be proud to call home.

## About CCF

For more than 100 years the California Community Foundation has worked diligently to address the region's most pressing challenges, collaborating with donors, nonprofits, and community leaders to drive positive change. From the development of the Disney Concert Hall, to the successful completion of 1984 Olympic Games, and critical policy battles to advance immigrant inclusion, juvenile justice reform and housing justice - CCF has been at the center of some of the region's biggest accomplishments.

As our region, state and country confront rapidly changing circumstances, CCF will maintain and expand its focus on serving those closest to the greatest challenges.






## About the Planning Process

The California Community Foundation (CCF) embarked on a robust community listening phase from June to December 2024, as part of its broader strategic framework development. Grounded in the belief that CCF is Los Angeles' community foundation, this phase was designed to ensure that the voices of Angelenos—across geography, language, and lived experience—were centered in shaping the foundation's mission, vision and priorities for the next decade.

CCF asked over 2,000 stakeholders across the county what that good life looks like—and what stands in the way of achieving it. These open-ended conversations were facilitated through a series of in-person and virtual listening and community sessions that took place in every corner of Los Angeles County, hosted in collaboration with trusted nonprofit partners.

Participants were invited to bring their full selves to the conversation—as residents, workers, organizers, students, caregivers, and more. These dialogues were marked by honesty, urgency, and a deep commitment to place. Translation services ensured inclusive participation across language communities, while youth engagement helped elevate generational perspectives on the future of Los Angeles.

This community-informed process is helping CCF revisit and refine its mission, vision, and values, and define organizational priorities for the coming decade. The insights gathered during this phase were critical to aligning CCF's work with the hopes and needs of the communities it serves. By grounding our strategy in community voices, CCF is making a long-term commitment to act boldly, invest equitably, and stay accountable to the people of Los Angeles



## Our Vision

A good life for all in Los Angeles County.

## Our Mission

We invest in, partner with, and amplify the power of community toward a good life

## Our Philanthropic Approach

We enable partnerships, investments and champion advocacy for reforms that multiply impact for communities. Recognizing that community members are their own best advocates, we connect those who need support with those committed to driving progress.



# Institutional Priorities and Supporting Initiatives

Our institutional priorities are the North Star to guide our execution of our vision and mission. The five priority areas define where we will put our resources to make the greatest impact. The specific initiatives supporting the priorities are the embodiment of our philanthropic approach.

## 1. Meeting basic needs

- **Housing:** Expand access to safe, affordable, and quality housing.
- **Health:** Champion efforts that improve health, well-being, and access to care.
- **Support Services:** Strengthen systems that provide essential services to individuals and families in need.

## 2. Building Economic Opportunity

- **Education:** Expand access to education and job training that supports people at every stage of life.
- **Local Economies:** Help local businesses and entrepreneurs grow by activating resources, funding and investments that create quality jobs and build community wealth.

## 3. Creating Safe, Resilient, and Connected Communities

- **Sustainable Communities:** Partner with neighborhoods to protect the environment and ensure access to clean air and water, healthy food, and outdoor spaces.
- **Public Safety:** Support community-led strategies to reduce violence and increase safety.
- **Community Connection:** Strengthen community bonds by supporting schools, cultural programs, shared spaces, and storytelling.

## 4. Ensuring Communities Have a Voice

- **Civic Engagement:** Provide tools and resources that help communities organize, speak up, and work together for change.
- **Transparency and Accountability:** Support trusted local institutions and media that hold leaders accountable and make sure community voices are heard.

## 5. Supporting Healing and Renewal

- **Land and Resource Stewardship:** Partner with communities to increase access to land and encourage responsible use and ownership.
- **Restoration and Renewal:** Create opportunities for communities to take part in decisions that shape their future.
- **Community Healing:** Invest in programs that help communities heal from trauma, strengthen relationships, and build resilience.



## **What Happens Next**

CCF's 10-year strategic framework will serve as the primary strategy document for the organization. As such, it will serve as a guide for decision making and the basis for measuring progress across these ambitious institutional priorities and supporting initiatives.

The 2025-2035 strategic framework will also serve as the foundation upon which three-year implementation plans will be created by CCF staff. The implementation process will align the work across CCF with the strategic framework, setting goals and outcome measures, clarifying expectations and responsibilities for CCF departments, highlighting how CCF will engage meaningfully with community partners, and informing budgets and resources allocations.