IN RECENT YEARS, PASADENA COMMUNITY FOUNDATION (PCF) HAS GROWN ITS ASSETS, ITS CONNECTIONS AND REPUTATION WITHIN THE COMMUNITY, AND ITS INTEREST IN GRANTMAKING TO SPECIFIC AND PRESSING COMMUNITY NEEDS.

A desire to enhance responsiveness and connection was accelerated by the public health and economic crisis of the COVID-19 pandemic in 2020. PCF embarked on a strategic planning process in fall 2020 to consider the impact of recent events and trends on the Foundation, and to set its strategic direction for the coming three years.

During the next three years, PCF will carry forward and meaningfully deepen its community engagement to affirm its role as the heart of the Pasadena philanthropic sector. PCF will enhance its impact through a strategic combination of capital, program, and initiative grantmaking. PCF will ensure the capacity for impactful grantmaking by focusing on asset growth and intentional internal leadership development, including a focus on diversity, equity, and inclusion (DEI).

This strategic plan articulates a clear vision and goals for the next three years and specifies strategies to achieve those goals. The Board of Directors and staff of PCF are united in their commitment to this plan to strengthen and grow the organization, so they can continue to enhance their work in philanthropy, grantmaking, and community leadership.

Beyond the next three years, PCF is aiming for several aspirational targets to continue the growth, impact, and sustainability that have been hallmarks of the Foundation for more than half a century. This three-year strategic plan will put PCF on track to reach these big-picture dreams:

- Increase local grants to $3 million per year
- Grow Funds for Pasadena from $78 million in 2020 to $100 million
- Build administrative endowment to $2 million to cover occupancy costs
- Purchase a building to create a permanent home for PCF
As part of this strategic planning process, PCF Board and staff crafted the following statement to reflect their aspirations for what the organization will become and accomplish during the life of this three-year strategic plan.

IN THREE YEARS, PASADENA COMMUNITY FOUNDATION WILL AFFIRM ITS POSITION AS THE HEART OF THE PASADENA PHILANTHROPIC SECTOR.
GOALS & STRATEGIES

2021 - 2024

PASADENA COMMUNITY FOUNDATION

GOAL 1 - COMMUNITY LEADERSHIP: CONTINUE AND ENHANCE PCF’S COMMUNITY ENGAGEMENT AND COLLABORATION.

A. Build on and leverage PCF’s cooperative relationship with the City of Pasadena to marshal attention and resources for community needs.

B. Serve as a point of connection and participate in network building among public, nonprofit, and private sector philanthropic interests in Pasadena.

C. Integrate a diverse range of community expertise and voices into PCF’s decision-making process.

GOAL 2 - PROGRAM GROWTH: BUILD ON PCF’S LOCAL IMPACT THROUGH A BALANCE OF BROAD GRANTMAKING, TARGETED INITIATIVES, AND FLEXIBILITY TO RESPOND TO COMMUNITY NEEDS.

A. Maintain capital grants to a broad range of community nonprofit organizations as a core grant program of PCF.

B. Grow and strengthen targeted programmatic grant programs and initiatives in PCF’s field of interest areas.

C. Ensure funds are available and staff is empowered to nimbly and thoughtfully respond to urgent community issues and new opportunities.

D. Be proactive and intentional about integrating diversity, equity, and inclusion into PCF’s grantmaking process.
GOAL 3 - ASSET BUILDING: CONTINUE TO GROW PCF’S ASSETS, WITH AN EMPHASIS ON ENDOWMENTS.

A. Increase organizational fundraising capacity through expanded staffing and ongoing staff and Board development.

B. Develop and implement a comprehensive fundraising plan linked to six key areas of funding interest and targeted projects.

C. Deepen relationships with professional advisors as referral sources, with planned giving/estate planning as a core strategy.

D. Expand involvement of Board, staff, advisory volunteers, and fund holders as ambassadors for PCF throughout the Pasadena community, with a focus on increasing diversity of PCF “voices.”

GOAL 4 - GOVERNANCE & ORGANIZATIONAL STRENGTH; SUSTAIN PCF’S SUCCESS AND IMPACT BY STRENGTHENING ITS ORGANIZATIONAL CAPACITY AND ENSURING LEADERSHIP CONTINUITY.

A. Provide opportunities for staff development and cross-training to build institutional resilience.

B. Support staff with appropriate facilities and technology to work efficiently and collaboratively and encourage retention.

C. Implement a clear and intentional Board leadership pipeline and engagement strategy.

D. Examine and improve internal policies and practices to advance the values of diversity, equity and inclusion.