

Dear Friends,

February 2012

Last year, the Leichtag Foundation released its Strategic Framework, wrapping up almost a year of opportunity analysis, Board conversations, market research and discussions with key stakeholders. The Framework was also inspired by the work of the Leichtag Family Foundation from 1992 to 2007 while our founders Toni, Lee and Joli Leichtag were alive and actively engaged. Since 2008, when the Foundation became independent, we have granted approximately \$27 million.

The Framework outlines the strategies and key principles that guide the Leichtag Foundation's limited life. It is a dynamic document that continues to evolve as we learn and adapt to opportunity and need. Our focus is on real-time learning. We must be vigilant in keeping pace with the rate of change in the world—while still being appropriately thoughtful and reflective.

The Foundation is almost one-quarter through our 18-year modified spend-down. In 2025, the Foundation will close its doors and deploy the remaining assets to continue to support priority areas and programs through field of interest funds at the Jewish Community Foundation. With just 13 more years, we have no time to spare and pursue our work with thoughtful urgency.

At every juncture, we try to test our assumptions, identify talent, learn from failures and build from successes. We have also carefully analyzed our opportunities and potential impact in each of the initial five areas of the plan asking:

Are we the only institution or the best-positioned institution to take a proactive role?

Where can or should we be more reactive or let others take the lead?

How can we be a connector between the individuals, organizations and areas we support?

How do we intensify our role in building and fostering networks?

What are our opportunities to deepen and add value to our most closely-held relationships?

Based on our experience and learning to date, the Leichtag Foundation Board approved an [update to the Foundation's Strategic Framework](#) on January 18, 2012, to more clearly focus on and communicate our priorities. **Attached are the Foundation's revised strategic focus areas, including highlights from the Foundation's 2012 Annual Plan.**

The Foundation recognizes that in addition to making programmatic grants, we have a wide variety of assets and resources—which we refer to as the “Tools”—at our disposal. The Tools are a collection of strategies such as building grantee organizational capacity, acting as a neutral convener, and inspiring funding partners and successors.

In 2011, we invested significantly in building grantee capacity by providing small grants to a variety of organizations regardless of programmatic alignment with our strategic focus areas. When we made capacity grants to organizations that were not a programmatic fit, we found we created expectations for supplemental support that we were unable to meet. Based upon this important lesson, we have adjusted our guidelines so we only support capacity and infrastructure investments for grantees or prospective grantees within our interest areas.

In sustaining our respect for and honor of donor intent, we also took some time this year to deepen our understanding of the Leichtags' most closely-held values through interviews with a number of Lee and Toni's family members and close friends. These interviews were woven together to produce *The Leichtag Legacy*, a movie describing the Leichtags' journey to becoming philanthropists whose generosity continues to profoundly bless our community. Both the short and long versions of the movie are now posted on our website, and we encourage you to [watch them](#) to learn more about this extraordinary family.

The Leichtag Foundation's Strategic Framework begins with the words of the sage Hillel in Ethics of the Fathers.

If I am not for myself, who will be for me?

Our efforts continue to focus on San Diego's North County and Jerusalem.

But if I am only for myself, what am I?

We must expand successes and share knowledge.

And if not now, when?

As a spend-down foundation, a constant sense of urgency is imperative.

This year, we will continue to pursue these precepts with diligence and focus. We will also heed the following additional advice from Ethics of the Fathers.

Who is wise? He who learns from every person, as it is said: From all my teachers, I grew wise.

We will deepen our understanding with each of our grantee partners and learn as much as we can from the community and the consumers of the programs we support.

A community is too heavy to carry alone.

We will help make connections and support networks in each of our areas.

Keter Shem Tov—the crown of a good name is superior to all.

We will honor the legacy of Lee, Toni and Joli Leichtag in all of our work.

For all of our activities, we are committed to communicating transparently and openly. We are excited by the opportunities before us and value our strong community partnerships.

Warm regards,



James S. Farley
President and CEO, Leichtag Foundation



Charlene Seidle
Vice President and Executive Director, Leichtag Foundation
Senior Vice President, Jewish Community Foundation of San Diego

On behalf of the Board and Staff

LEICHTAG FOUNDATION STRATEGIC FOCUS AREAS

Updated January 18, 2012

1) Building self-sufficiency through giving people the tools and services they need in order to break the cycle of poverty.

Support of this area will focus on the San Diego North County Coastal area through:

- **Stabilization:** Meeting the basic needs of individuals and families in crisis so that, once stabilized, they may begin working toward financial independence.
- **Economic Opportunity:** Workforce development, financial education and asset building, and access to benefits.
- **Advocacy and public policy education** for issues related to stabilization and economic opportunity, as well as for the needs of the elderly and children across the San Diego region.

Special target populations for our self-sufficiency focus area include single mothers; transitional-age foster and at-risk youth; and individuals and families who do not qualify for public benefits but have income below self-sufficiency levels.

2) Promoting and building vibrant Jewish life and infrastructure in San Diego's North County Coastal region.

In addition to supporting the expansion of successful programs to North County, we have embarked on a community engagement project convening North County residents of different age groups, involvement levels and neighborhoods to participate in shaping the community in which they have always wanted to live. Our process will be iterative, and our goal is to involve as many voices as possible and to turn the discussions quickly into action. We will also spearhead more data collection about the Jewish community in North County and use technology to solicit new and diverse viewpoints to inform our strategies to support, sustain and inspire Jewish life in North County.

3) Promoting excellence in teaching about the events of the Holocaust and its lessons for civic responsibility, tolerance and social action today.

Our focus is on initiatives that serve San Diego County. Our partners in this area run strong, effective programs. In 2012, the Foundation will enhance their network-building efforts to increase program accessibility and help establish a continuum so teachers of any background can easily identify the right program for them. We will also explore opportunities to seed a field of interest fund at the Jewish Community Foundation to maintain our support of this area.

4) Supporting renewal and addressing social and economic gaps in Jerusalem.

Jerusalem's diversity, intensity and history reflect its competitive advantage. The city can be a testing ground for important strategies and solutions that can be scaled and replicated. In 2012, we will continue to identify our best opportunities and partners, focusing our work in Jerusalem on:

- Retention of young people in the city through strategic investments in programs that promote quality of life including arts and culture, social entrepreneurship, service, and affordable housing.
- Workforce development and appropriate job placement for Ultra-Orthodox and Arab communities.

5) Building connections between San Diego and Israel through aligned values, shared interests and positive messages.

Two key target areas for 2012 will be:

- Support of broader discourse, knowledge and well-informed understanding about Israel and Israeli culture on local university campuses.
- Facilitation of professional and cultural relationships, partnerships and exchanges between Foundation grantees and aligned organizations in San Diego with similarly-focused organizations in Jerusalem.

In 2011, as we evaluated the opportunities and idea marketplace for each of our strategic goals, we learned that our interests in promoting interfaith and cross-cultural coalitions and alliances, which had been a stand-alone strategic focus area, fit better within the context of two of our other focus areas: #2 Vibrant Jewish Life in North County and #3 Educator Excellence in Teaching about the Holocaust. We have therefore removed this as a goal and incorporated our strategies in this regard into the other two areas.