

# 2019 GRANTMAKING PORTFOLIO REVIEW



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# GLIMMERS OF HOPE



# GLIMMERS OF HOPE

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The James Irvine Foundation is focused on a singular goal: **a California where all low-income workers have the power to advance economically.**

The strategic shift that we began in 2016 is now complete, and virtually all of our grantmaking is aligned with this goal.

We chose this focus because income inequality in California threatens our values, stability, and long-term prosperity. Our economy is the envy of the nation – because of its wealth creation, growth, diversity, and dynamism – yet we have the nation’s highest poverty rate (19 percent).

As we reflect on 2018 and look forward, we see glimmers of hope:

- **Median incomes have increased some**, after decades of being flat in real (inflation-adjusted) terms. We think this is likely because of the tightening labor market and increases in the minimum wage.
- **Californians increasingly see the crisis of income inequality as demanding action.** Six in ten Californians say the state government should do more to reduce the gap between the rich and poor in our state, according to a September 2018 PPIC survey.
- While housing costs continue to rise, voters have approved **new funding**, policymakers are exploring **new legislation**, and private funders are banding together to provide **more flexible funding to preserve and produce affordable housing.**
- **Our new governor speaks regularly about creating an economy that works for everyone.** His initial steps – like a radical expansion of apprenticeships in non-traditional industries – are encouraging.

## WAGES ARE TICKING UP

Wages are finally moving up, though marginally. Nationally, weekly median earnings (adjusted for inflation) in January 2019 were 3.5 percent higher than the previous January.

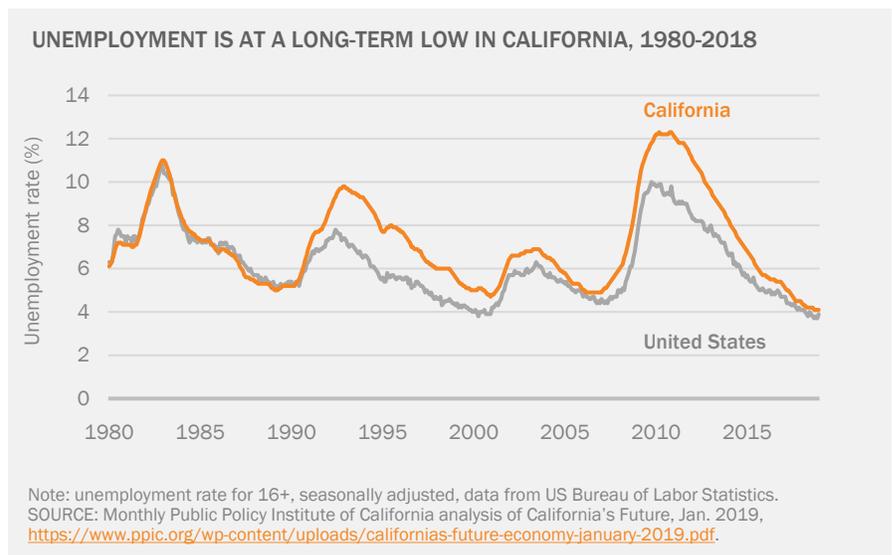
The most recent data from the California Department of Finance also shows an increase over the years in hourly wages, though it is uneven. Adjusting for inflation reveals that **the median wage in California saw 4 percent negative growth** between Q1 of 2018 and 2015.

Fortunately, **the lowest earners saw 8.4 percent in positive wage growth over that period.**

The small upward movements in wages are promising, but we need greater gains to overcome decades of flat paychecks and the high cost of living in our state.

## RECORD-LOW UNEMPLOYMENT

Given the state's tightening labor market, we see some hope for further wage increases. The Public Policy Institute of California reported in January 2019 that California had sustained nine straight years of economic growth, bringing the unemployment rate to historic lows.

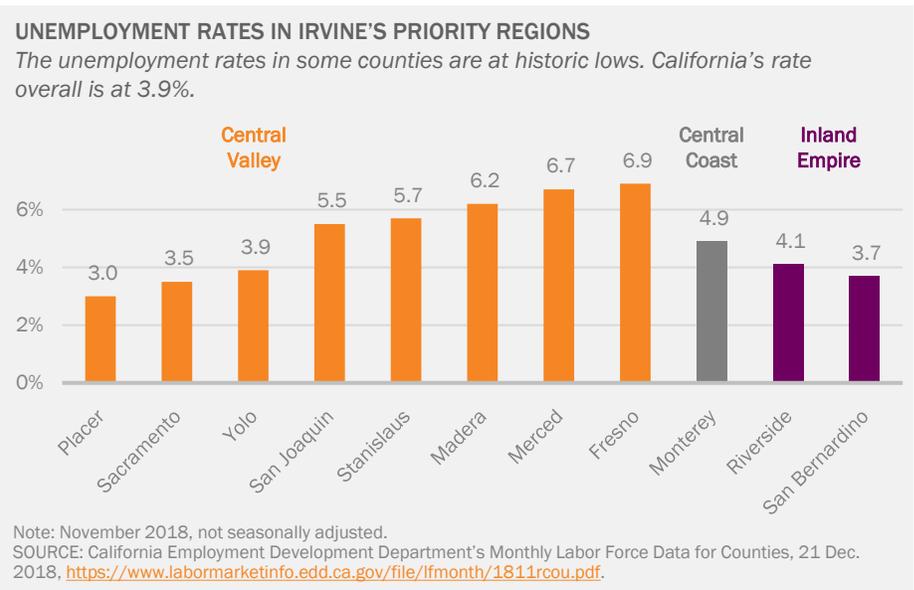


## RECORD-LOW UNEMPLOYMENT (cont'd)

Particularly encouraging, the unemployment rate dropped in many inland California counties in 2018. However, Fresno's unemployment rate remained nearly two times the state average.

The Central Valley has had strong job growth. There was a 2.6 percent increase in the number of people in the labor force in the Valley's 17 counties, compared to a 2.9 percent increase in the Bay Area – and beating rates in the region of Los Angeles-San Diego-Inland Empire (1.4 percent). This has made the Central Valley home to 12 of California's fastest-growing counties between July 2017 and July 2018.

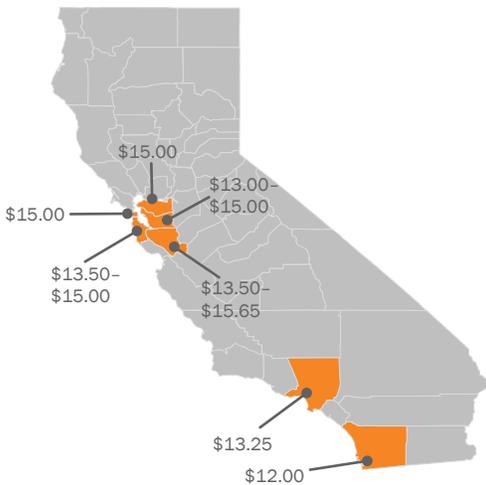
Unemployment rates are also low in Priority Region counties.



New, higher minimum wages also make a difference. The state's minimum wage increased in 2019 and will continue to rise each year, through 2023. Local municipalities are going further, with [some cities mandating as much as \\$15/hour](#).

# GLIMMERS OF HOPE

*Several counties have increased their rates for minimum wage, particularly in the Bay Area and somewhat in Southern California. (Numbers below are for large employers in 2019).*



## RECORD-LOW UNEMPLOYMENT *(cont'd)*

A UC Berkeley study estimated that the \$15/hour increases will boost earnings for 5.3 million California workers. Such increases are promising but still modest; more rapid increases would make a meaningful difference.

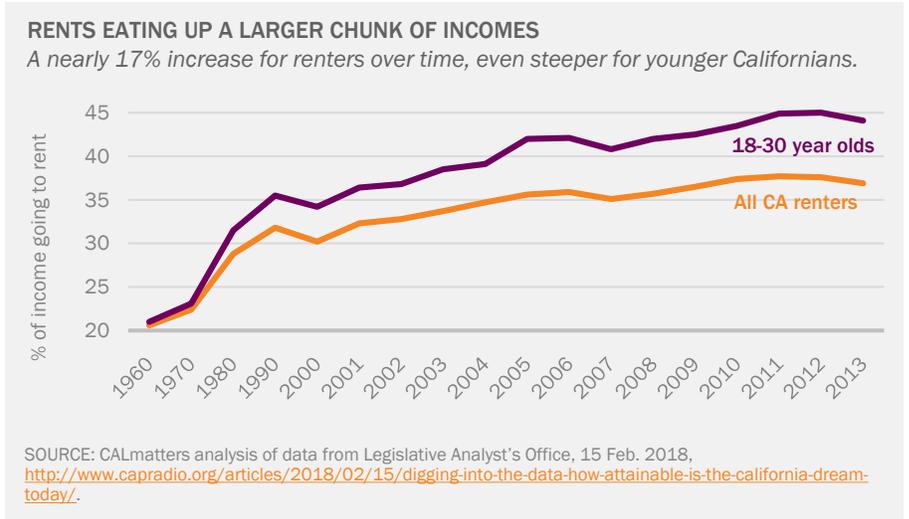
For example, in 2017 PPIC estimated that 24 percent of California children aged 0-5 were in families that could not make ends meet. An increase in the minimum wage to \$15/hour would decrease poverty for those children by 2.8 percent.

## HOUSING COSTS DEplete WAGES – AND DRIVE POVERTY

The persistent pressure on incomes in California – and a threat to our economy – is the state’s high cost of housing. According to PPIC, housing costs lead to California’s dubious distinction of having the nation’s highest poverty rate. Statistics paint the picture:

- In 2015, the U.S. Department of Housing and Urban Development found that more than half of California renters (54.2 percent) and 38.8 percent of homeowners were “cost burdened” by housing.
- Two-thirds of these Californians are people of color, and 80.6 percent have low incomes.
- In a 2017 PPIC survey, 47 percent of Californians, including 61 percent of renters, cited housing costs as a financial strain.
- PPIC also found that California has six of the 15 most expensive rental markets in the United States:
  - Rent in these markets have, since 2015, increased 25-50 percent.
  - The U.S. Department of Housing and Urban Development finds the median rent for a two-bedroom apartment in these areas to range from \$1,934 in Los Angeles to \$3,085 in San Francisco.
- As rents rise, so too does homelessness. PPIC reports that homelessness increased 14 percent between 2016 and 2017, with a 61 percent jump in Los Angeles since 2014.
- California now has a quarter of the country’s homeless population, which includes 21,522 people with children; 15,458 unaccompanied homeless youth; and 11,472 veterans.

HOUSING COSTS DEplete WAGES – AND DRIVE POVERTY (cont'd)



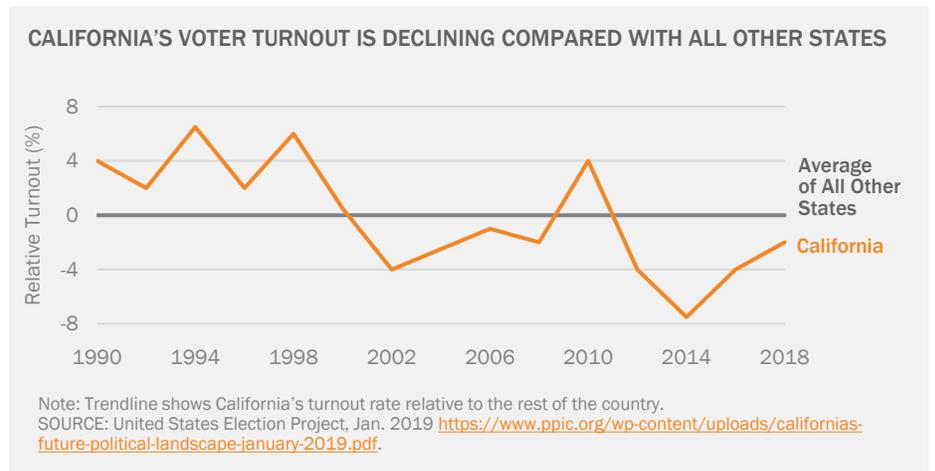
One reason is that California has underbuilt for decades, with 3.4 million fewer housing units than we need (according to the nonprofit Up for Growth California).

The 110,000 permits for new residential units in 2018 was a start – and more than three times higher than the amount in 2009 – but it’s still below the 180,000 new homes needed every year.

Fortunately, there is a historic precedent: In 2003 and 2005, 200,000 units were permitted each year.

SIGNS OF CIVIC ENGAGEMENT ON THE RISE

There is a sense of greater civic engagement building in California, from marches to donations and volunteering to activity at the ballot box. California voters still turn out at lower rates than in other states (since 2011), but there have been consistent increases in Californians’ engagement and voting since 2014.



# THE LIVES OF LOW-WAGE WORKERS



# THE LIVES OF LOW-WAGE WORKERS

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## WHO ARE CALIFORNIA'S LOW-WAGE WORKERS?

We are learning more about California's low-wage workers, as new research (including some funded by Irvine) emerges.

PPIC was among several institutions that produced new statistical snapshots of low-income Californians; UC Berkeley Labor Center's online data tool revealed a variety of findings; and PRRI conducted the first-of-its-kind survey of low-wage workers.

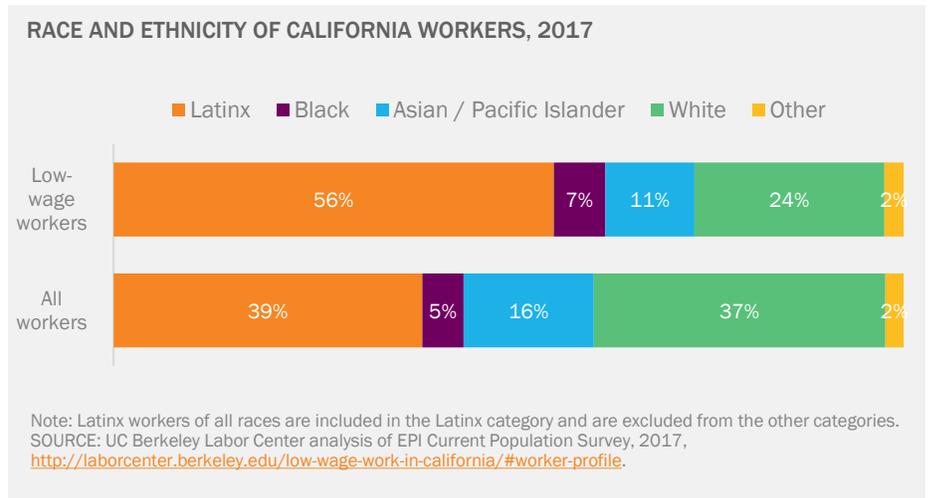
As you will see on the following pages, the research exposes:

- Precariousness for workers, both in terms of financial stability and hardships experienced at work, that creates anxiety and pessimism
- Greater challenges felt by women, workers of color, immigrant workers, and residents of certain counties
- Increased interest and activity related to worker voice and power

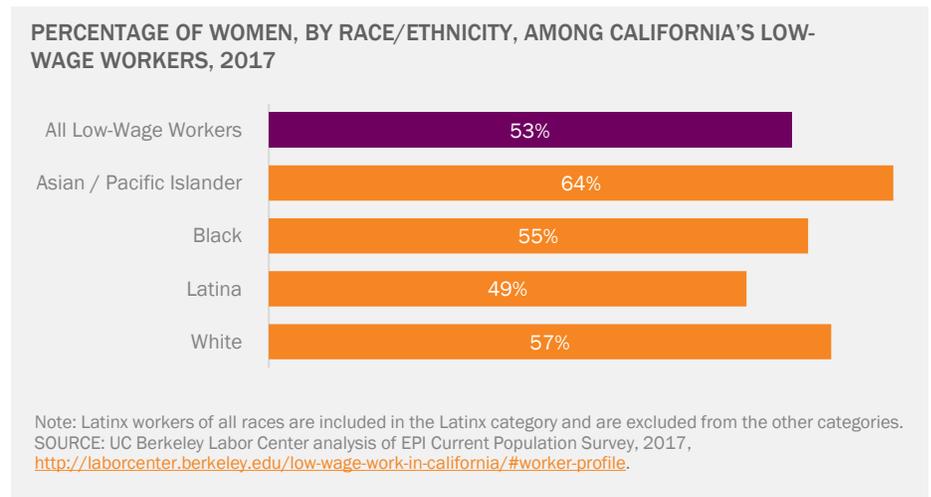
# THE LIVES OF LOW-WAGE WORKERS

## WHO ARE CALIFORNIA'S LOW-WAGE WORKERS? (cont'd)

For example, in 2017, one in three California workers earned low wages (defined by UC Berkeley Labor Center as less than \$14.35/hour), translating to 4.9 million workers. Higher proportions of low-wage workers in California are people of color, with 56 percent being Latino:



Women make up the majority of low-wage workers:



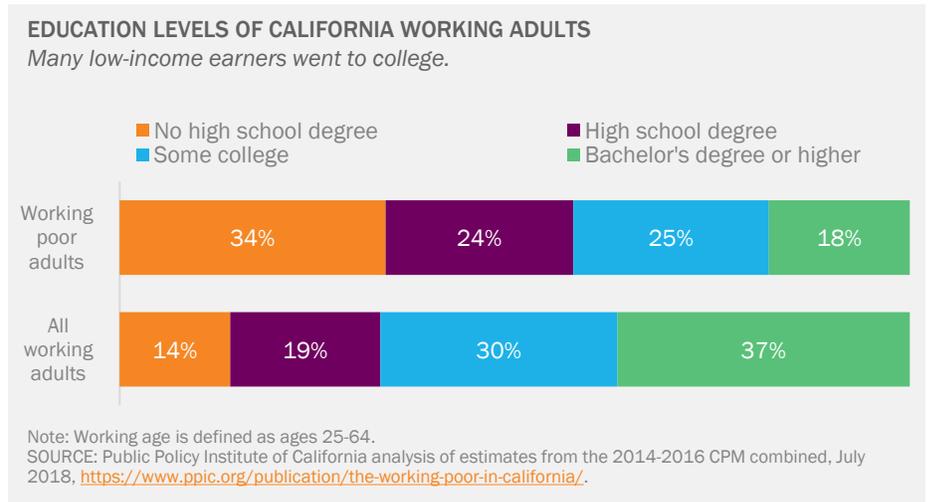
# THE LIVES OF LOW-WAGE WORKERS

## WHO ARE CALIFORNIA'S LOW-WAGE WORKERS? (cont'd)

Workers who are single, with or without children, are more likely to be low-wage workers than married Californians:



California workers in poverty have less education, but 43 percent went to college and 18 percent have degrees – underscoring the question of whether higher education is adequately providing the skills needed in the modern workforce.

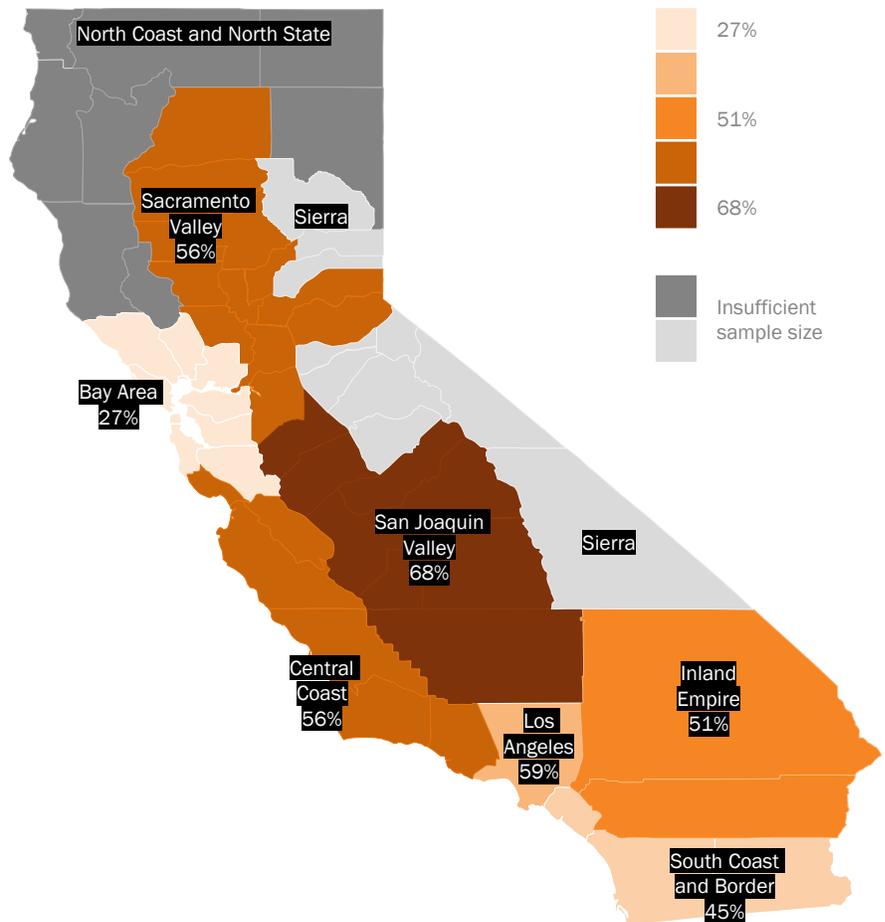


# THE LIVES OF LOW-WAGE WORKERS

## CALIFORNIA WORKERS' PERSPECTIVES

Irvine funded research in 2018 to hear directly from low-wage workers. The Foundation commissioned the Public Religion Research Institute (PRRI), a national, nonpartisan research firm, to survey more than 3,300 Californians – more than 1,000 of whom were working and struggling with poverty. The findings underscore the challenges many workers face across the state.

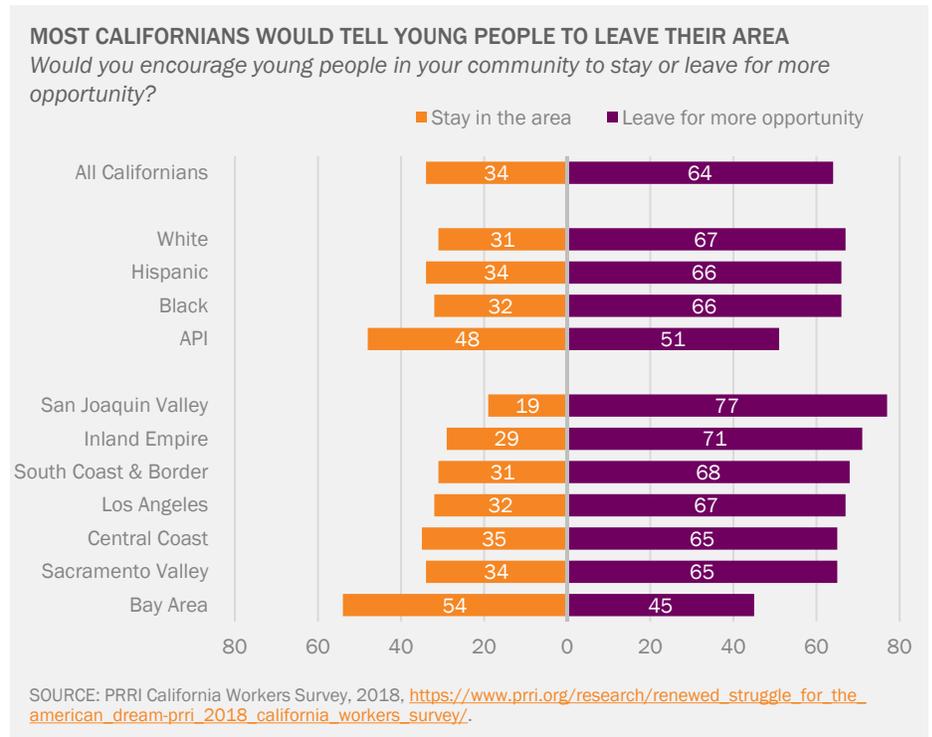
**CALIFORNIA WORKERS STRUGGLING WITH POVERTY BY REGION**  
*Percent who are struggling with poverty among workers*



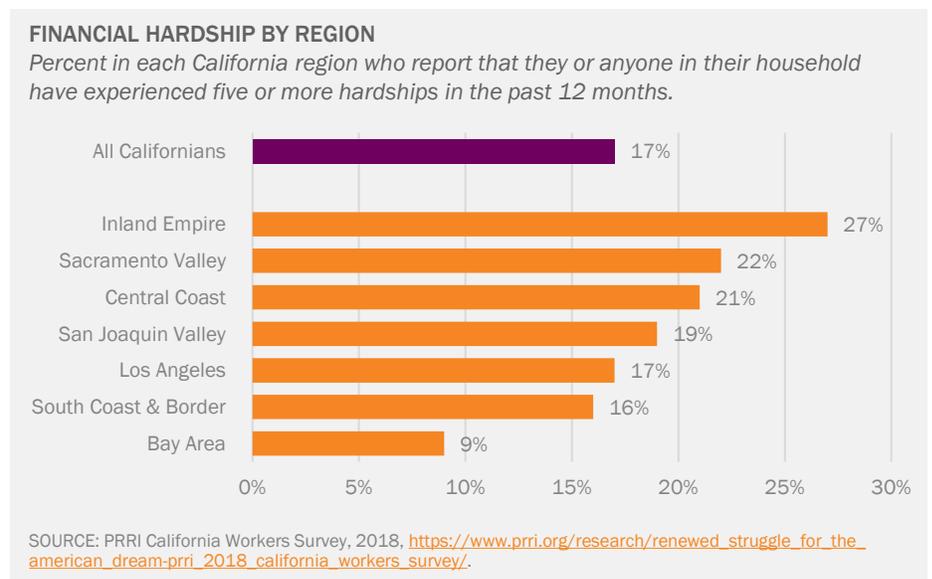
# THE LIVES OF LOW-WAGE WORKERS

## CALIFORNIA WORKERS' PERSPECTIVES (cont'd)

Most struggling workers have lost hope in the American Dream. PRRI found that 55 percent of all Californians believe the American Dream is harder to achieve here than in other states – and many encourage young people to seek opportunity in other regions.



The finances of California workers are often precarious: 56 percent of those who report struggling with poverty say that a \$400 expense or emergency would be difficult to cover.



# THE LIVES OF LOW-WAGE WORKERS

## CALIFORNIA WORKERS' PERSPECTIVES (cont'd)

Workers' hardships are not just financial; often low-wage workers have negative experiences on the job. And 16 percent of struggling workers report experiencing four or more of the below hardships in the previous year.

### NEGATIVE WORKPLACE EXPERIENCES MORE LIKELY

California workers struggling with poverty are more likely to report negative workplace experiences.

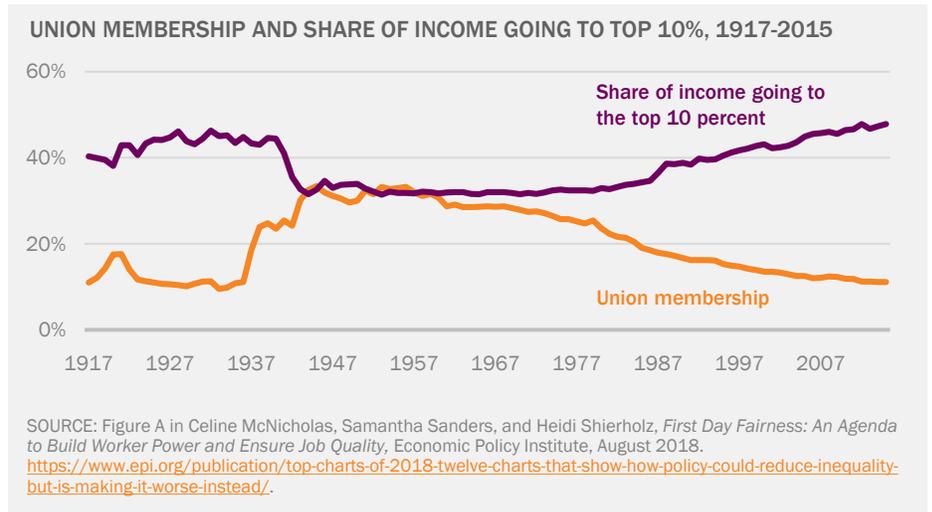


SOURCE: PRRI California Workers Survey, 2018, [https://www.prii.org/research/renewed\\_struggle\\_for\\_the\\_american\\_dream-prii\\_2018\\_california\\_workers\\_survey/](https://www.prii.org/research/renewed_struggle_for_the_american_dream-prii_2018_california_workers_survey/).

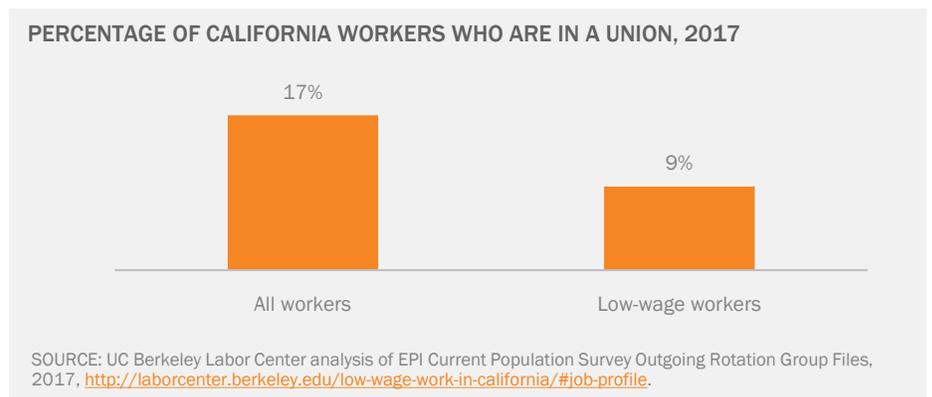
# THE LIVES OF LOW-WAGE WORKERS

## OPPORTUNITIES FOR WORKERS TO ORGANIZE

The traditional measurement of worker organizing has been labor unions, which have declined over the decades – a fact many connect to income gaps.



Low-wage workers in California are even less likely to be part of a union, as of 2017.



At the same time, California and the nation have seen a rise in worker centers – community-based nonprofits that mobilize and support low-wage workers who are not part of a union or other collective bargaining organization – or who are legally excluded from U.S. labor law protections. Often this includes immigrants and low-wage workers in agriculture, restaurants, construction, and day laborers. These organizations work with diverse groups across industries but share common interests: combatting wage theft, advocating for improved working conditions, and advancing protections for immigrant workers.

# THE LIVES OF LOW-WAGE WORKERS

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## INCREASED ENFORCEMENT, OTHER ACTIONS TO PREVENT ABUSES

Government, nonprofits, and legal aid organizations are partnering in new ways to improve compliance with California labor laws. For example, the California Labor Commissioner's Office and its partners secured:

- Assessments of \$4.2 million in unpaid wages for sub-contracted janitors at California Cheesecake Factory restaurants in June 2018
- \$1.7 million from the owners of a Bay Area restaurant chain in January 2019 to pay workers who had wages illegally withheld
- \$650,000 for 1,400 agricultural workers who did not receive their final pay from a contracting operation in the Coachella Valley

All told, the Labor Commissioner's partnership with local organizations assessed over \$29 million in unpaid wages due to workers in 2018.

# IRVINE'S APPROACH



## FULLY MOVED INTO THE FOUNDATION'S NEW STRATEGY

In many ways our approach remained the same in 2018: We pursue a grantmaking portfolio of outcomes-based, time-bounded initiatives along with other grantmaking that, individually and collectively, advance our goals.

With that said, there were notable ways in which we adjusted or built on our approach to impact, including:

- Developing a singular goal to guide our work – and to further focus our efforts on impacts for individuals, communities, and the state
- Making our first grants from our two major initiatives
- Piloting a new investment and partnership strategy in our Priority Regions
- Continuing complementary grantmaking related to immigrants, California leaders, and building informed constituencies
- Learning efforts about our current and culminating work, as well as feedback efforts with peers, grantees, and working Californians

# IRVINE'S APPROACH

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## Irvine's singular goal:

*A California where all low-income workers have the power to advance economically.*

## THE SINGULAR GOAL GUIDING OUR WORK

In 2018, we achieved greater clarity on our end goal and the specific investment areas that will be our focus.

We developed a singular goal describing and driving all our work. That goal, approved by the board in October 2018, is **a California where all low-income workers have the power to advance economically.**

Underlying this statement is a set of beliefs and values about California's most pressing issues and how to affect change, shape our aspirations, and the work we do. We believe:

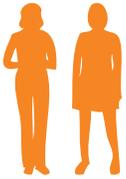
- Every Californian – regardless of who they are or where they live – should have the opportunity to create a better life.
- Discrimination and exclusion – in policies and practices – have blocked opportunities for many individuals and communities.
- Resources and solutions to address the issues of today are important but not enough; we must level the playing field to help millions of Californians overcome historical barriers and institutional obstacles to prosperity.
- To achieve our goal, changes must lead to **individual success**, **community strength**, and **statewide impact**. These changes are interdependent:
  - Individuals' lives are shaped by the communities they live in.
  - Community vitality is shaped by the state and local policies, practices, and resource allocation, and therefore,
  - A better life is dependent not only on the ability to get a job that pays family-sustaining wages and gain the skills to advance in a career but also by participating in a thriving community supported by fair, inclusive state-level policies and practices.

# IRVINE'S APPROACH

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## HOW WE WILL DEFINE SUCCESS

We aim to affect change at each of these levels through:



**WORKING CALIFORNIANS** will prosper when they:

- Earn family-sustaining wages
- Can afford to provide for themselves and their families
- Are protected at work and paid the wages they are due
- Gain the skills and support to advance in their careers



**COMMUNITIES** will support the success of all their residents when:

- Healthy local economies provide fair access to plentiful opportunities
- Residents understand and influence the issues affecting their lives
- Strong local organizations empower low-income residents to develop solutions that support individual and community success
- Community leaders have the skills, relationships, and resources to drive change



**Sustained STATEWIDE IMPACT** will be possible when:

- Public information and data builds support for the economic advancement for low-income workers
- Public policies support the needs of low-income Californians
- Leaders in government are representative and responsive
- Institutions, policies, and practices enable economic advancement and civic participation

## OUR INITIATIVES

The Irvine board approved two seven-year initiatives (that began in 2018) that will total more than \$200 million in grantmaking.

**Better Careers** connects low-income Californians to good jobs with family-sustaining wages and advancement opportunities. In 2018, Irvine invested \$19.7 million in grants to 17 innovative, high-impact organizations serving jobseekers who can fill California's more than 1.4 million open, middle-skills jobs.

These include low-wage workers who want to gain more skills, talented youth disconnected from work and school, the formerly incarcerated, and those who have been laid off and seek a new career path.

**Fair Work** engages low-wage workers to secure their wages, rights, and protections. In 2018, Irvine provided nearly \$10 million in grants to organizations advancing initiatives and engaging workers in key California industries: agriculture, construction, domestic care, goods movement, janitorial, and retail.

These grantees promote worker rights and protections, raise industry standards, and ensure workers are treated with dignity and respect.

## PILOTING A NEW APPROACH TO PRIORITY REGIONS

In 2018, Irvine made the first grants in a new, pilot approach to our **Priority Regions** grantmaking. This included \$3.95 million in total (over 18 months) to three community foundations serving Fresno and Salinas.

These local experts are regranting funds to community-based organizations to expand the capacity of grassroots organizations, creating opportunities for residents to engage civically on issues affecting their well-being and to strengthen their leadership potential.

Irvine also continued to partner with leaders and organizations in communities with fewer philanthropic resources but who have great importance to and promise for California.

## OTHER GRANTMAKING

Irvine also uses smaller, targeted grantmaking to complement our multiyear initiatives and other efforts to achieve our goals. This includes:

- **Building constituencies:** In 2018, we provided grants supporting civic engagement in our priority regions, as part of our Fair Work initiative, and to organizations working to ensure an accurate U.S. Census count in 2020 and to those supporting a fair and effective redistricting process. We also made grants as part our culminating [Voter and Civic Engagement initiative](#). Example progress from that effort includes [Power California](#), a nonpartisan organization made up of multiracial community groups who contacted 173,032 young voters in 29 California counties in 2018.
- **Protecting immigrants:** In 2018 we continued playing a role aligning investments with other funders to [protect immigrant families](#). The resulting collective grants (totaling \$18 million) included support for the Catalyst Fund, focused on protecting DACA students enrolled in California's postsecondary institutions and their families, as well as efforts to address the [family separation crisis](#).
- **Expanding quality public information:** We provide a few select grants to traditional and new media organizations to address the fact that the voices and experiences of low-wage workers are often overlooked – and that many communities lack basic support and options for quality journalism. For example, we supported the “California Dream” collaboration by five media outlets, plus certain public radio stations, online news and investigative outlets, and organizations working to reach and elevate the voices of specific populations.
- **Elevating California leaders:** In 2018 – and every year since 2006 – we recognized and supported individuals advancing innovative, effective solutions to significant state issues with our [James Irvine Foundation Leadership Awards](#).

## STRATEGIC PARTNERSHIPS

Strategic partnerships are relationships Irvine will create in the private, public, and philanthropic sectors to accelerate and expand our ability to achieve our goal. These partnerships differ from traditional grantmaking because of who we engage (corporations, public agencies, other funders) and what we do (leverage our convening power, connections, strategic communications, etc.).

Our pursuit of strategic partnerships so far has included engaging:

- **Other funders**, where we have shared grantees or goals, concern about recent developments (immigration, U.S. Census count), or proactive ideas for joint support.
- **Employers**, because they are crucial in establishing practices that foster or hinder economic mobility for low-wage workers. We are listening to their perspectives in recruiting, hiring, retaining, and advancing low-income Californians, and assessing the viability of employer leadership to grow their businesses while advancing workers (e.g., convening a council for innovative employers).

We believe strategic partnerships are important for our overall strategy – and that we must be open-minded and nimble about which ones to establish or continue. We expect progress on this front will manifest in 2019.

## OUR APPROACH TO LEARNING

An important part of how we work is our approach to learning. 2018 was the first year that we operationalized our [Impact Assessment & Learning Framework](#). This framework describes how we assess our progress and use what we learn to inform our grantmaking and strategy, as well as how it supports us in being accountable and transparent, and contributes to field knowledge and application.

This includes our commitment to developing Impact Assessment & Learning (IA&L) plans at the start of new initiatives. In 2018, the Better Careers and Fair Work plans we developed were informed by multiple sources, including grantees who helped identify priorities for learning and evidence. For example:

- **Fair Work:** We convened more than 30 leaders and partners (representing 25 organizations) to recognize their achievements, build greater understanding of what is needed to support worker organizations, and chart a course for how grantees and Irvine can deepen learning and impact on behalf of Californians who are working but struggling with poverty.
- **Better Careers:** We convened 21 grantees and partner organizations to seek their expertise and perspectives to inform Irvine's support of grantees and the larger field of workforce development providers and policymakers. We were grateful to learn from these leaders with diverse perspectives and experiences, and, together, explore ideas and solutions related to the initiative's goals.



# IRVINE'S APPROACH

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In 2018, we continued to culminate work from our previous strategy. Part of doing so responsibly is capturing the stories of what happened to benefit our work moving forward as well as that of grantees and their respective fields. Examples include:

CULMINATING WORK	2018 LEARNING FOCUS
<a href="#"><u>Arts Engagement</u></a>	Our final grants in 2018 included efforts to learn from Irvine's history of supporting the arts. This includes a report evaluating our Exploring Engagement Fund and New California Arts Fund grantees (who are documenting their impact and learning to benefit the field).
<a href="#"><u>Linked Learning</u></a>	We continue to capture the impact from our decade-long initiative to prepare students to graduate from high school ready for college and with skills to thrive in the workplace. One of our evaluations on the Linked Learning Regional Hubs of Excellence was used in meetings to apply relevant learnings to new Foundation investments. Final reports will be available in 2019.
<a href="#"><u>Pay for Success</u></a>	In 2017 we made our final grant for our California Pay for Success Initiative, which focused on new ways to support programs for the most vulnerable Californians. In 2018 we summarized the goals, investments, outcomes, and learnings to date in this <a href="#"><u>recap</u></a> .
<a href="#"><u>Postsecondary Success Pilot</u></a>	We are concluding grantmaking for this pilot that explored how to strengthen low-income students' transitions to and through postsecondary institutions. We have learned a tremendous amount, applying learnings to our Better Careers initiative and other efforts.

# 2019 INITIATIVES AT A GLANCE

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## INITIATIVES

### **Better Careers**

Goal: To connect low-income Californians to good jobs with family-sustaining wages and advancement opportunities.

### **Fair Work**

Goal: To engage low-wage workers to secure their wages, rights, and protections.

## ONGOING GRANTMAKING

### **Leadership Awards**

Goal: To recognize and support individuals who are advancing innovative and effective solutions to significant state issues.

### **Media and Content Grants**

Goal: To inform and engage specific audiences about the challenges facing and opportunities for low-income, working Californians.

### **Priority Regions**

Goal: To strengthen nonprofit capacity and community leadership in select California communities, such as Salinas, Fresno, and the Inland Empire.

### **Protecting Immigrant Rights**

Goal: To address immediate and mid-term issues related to protecting undocumented Californians and their families who may be at risk for deportation.

## CULMINATING INITIATIVES

### **Linked Learning**

Goal: To prepare students to graduate from high school ready for college and with the skills to thrive in the workplace.

### **Postsecondary Success**

Goal: To strengthen low-income students' transitions to – and through – postsecondary institutions.

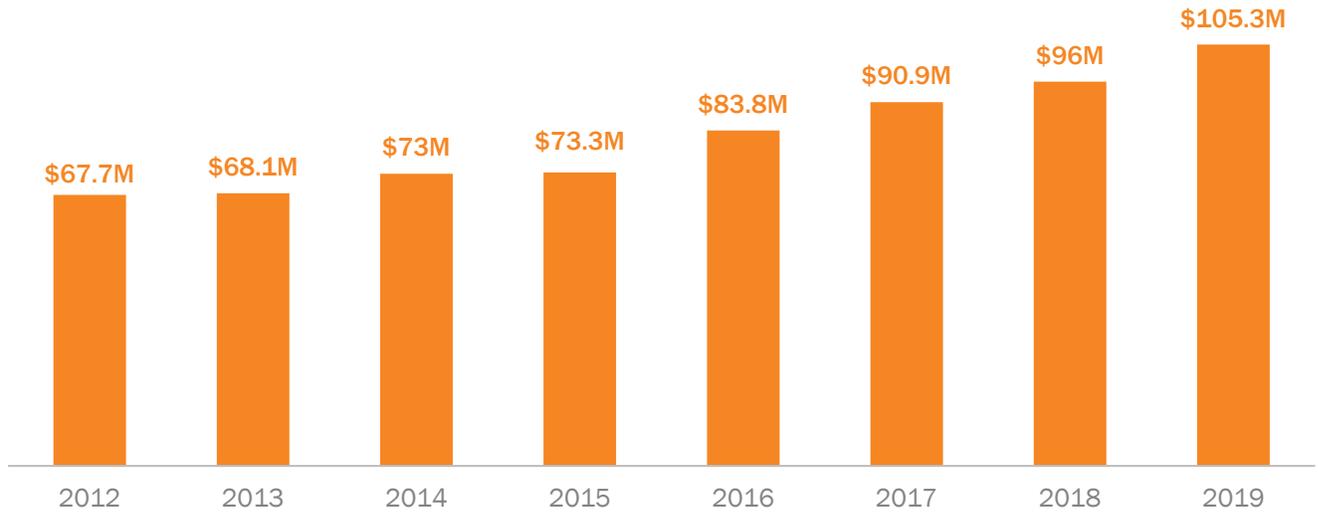
### **Voter and Civic Engagement**

Goal: To achieve a California electorate more representative of the state's population, and enable public decision-making informed by a broad cross-section of Californians.

# 2018 GRANTMAKING PORTFOLIO BY THE NUMBERS



## GRANTMAKING BUDGET 2012-2019



## 2018 GRANTMAKING BUDGET

	2018 ACTUAL
<b>INITIATIVES</b>	
Better Careers	\$19,696,645
Fair Work	\$9,842,565
<b>ONGOING GRANTMAKING</b>	
Leadership Awards	\$3,034,935
Media and Content Grants	\$2,400,000
Priority Regions	\$5,732,000
Protecting Immigrant Rights	\$6,650,000
<b>CULMINATING INITIATIVES</b>	
Arts Engagement	\$11,790,213
Linked Learning	\$8,932,450
Postsecondary Success	\$5,182,466
Voter and Civic Engagement	\$6,847,000
<b>RESEARCH AND DEVELOPMENT</b>	
	\$1,831,988
<b>ADDITIONAL GRANTMAKING</b>	
Institutional Relationship Grantmaking	\$3,758,000
Opportunistic Grantmaking	\$8,004,156
Flex Fund	\$587,000
Membership/Sponsorship	\$484,500
Board/Staff Discretionary Grants	\$1,147,050
<b>TOTAL \$96,000,000</b>	



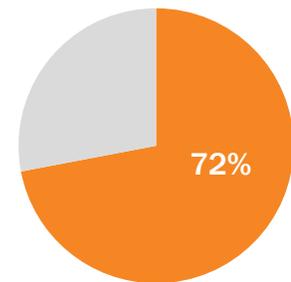
## 2018 GRANTMAKING FOCUSED EXCLUSIVELY ON LOW-INCOME COMMUNITIES

We expect our focus on low-income communities to continue to increase as more of our grantmaking resources are focused towards our singular goal.

**Grantmaking Focused Exclusively on Low-Income Communities**



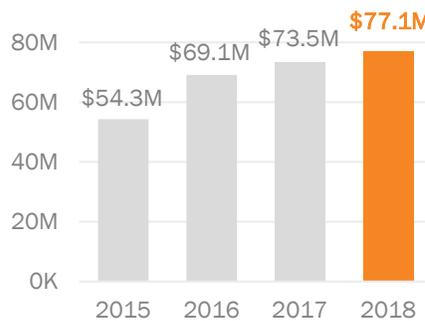
**Total Grantmaking Targeting Low-Income Communities**  
(by grant \$)



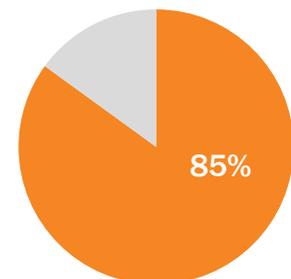
## 2018 GRANTMAKING FOCUSED EXCLUSIVELY ON COMMUNITIES OF COLOR

We expect our focus on communities of color to continue to increase as more of our grantmaking resources are focused towards our singular goal.

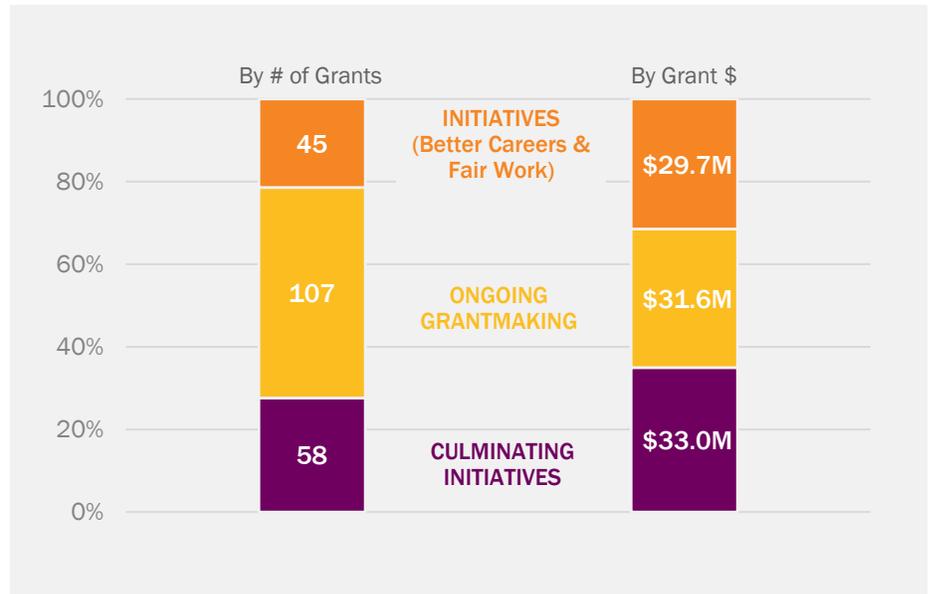
**Grantmaking Focused Exclusively on Communities of Color**



**Total Grantmaking Targeting Communities of Color**  
(by grant \$)

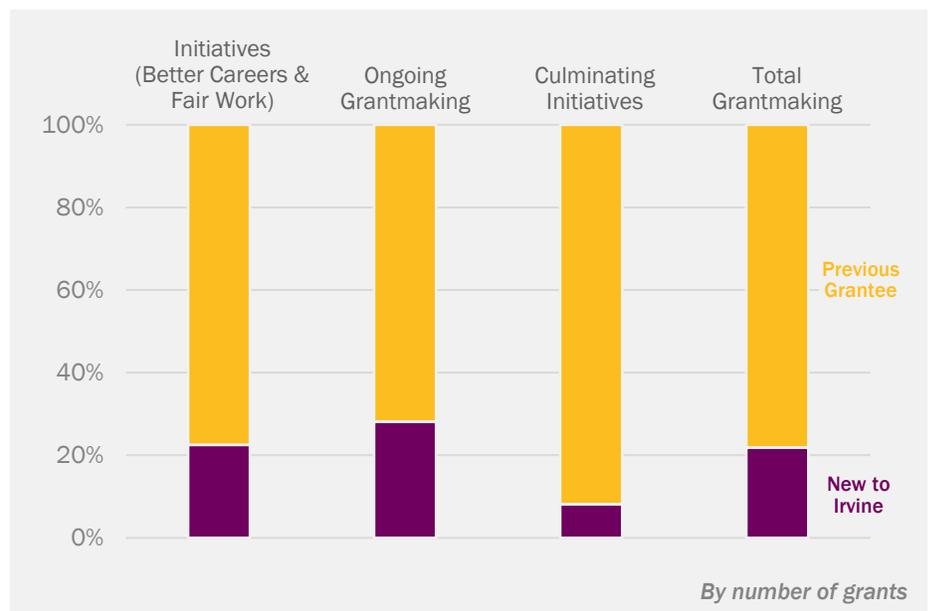


## 2018 GRANTMAKING BY INITIATIVE TYPE



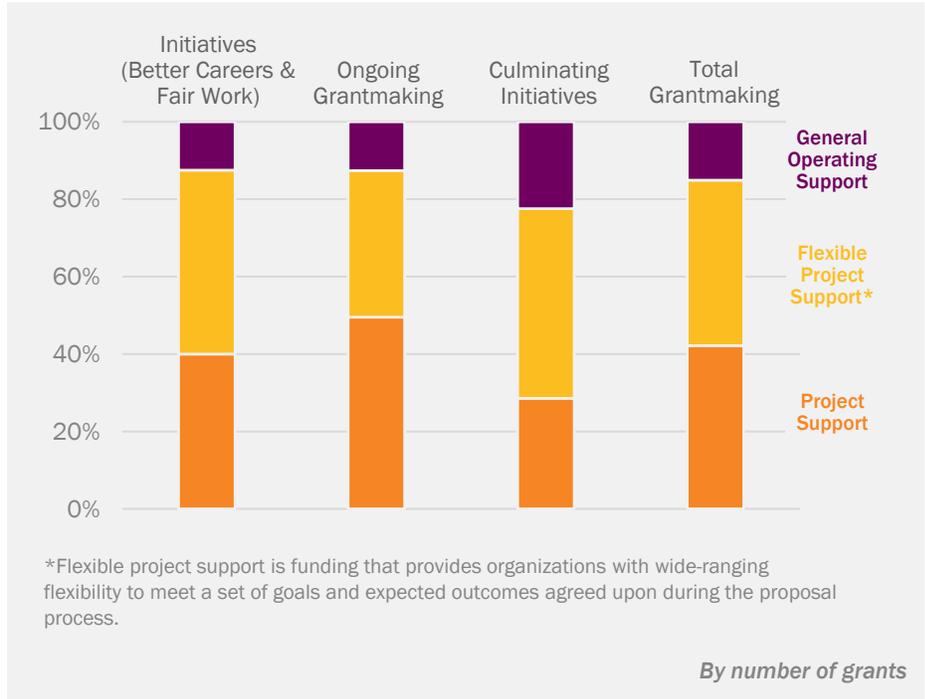
## PREVIOUS VS. NEW ORGANIZATIONS TO IRVINE

A significant percentage of our grantmaking in 2018 supported organizations with a previous relationship to Irvine, as we continued with our ongoing commitments and the culmination of prior work. As we embark on new bodies of work, we anticipate a continued increase over time in organizations new to Irvine.



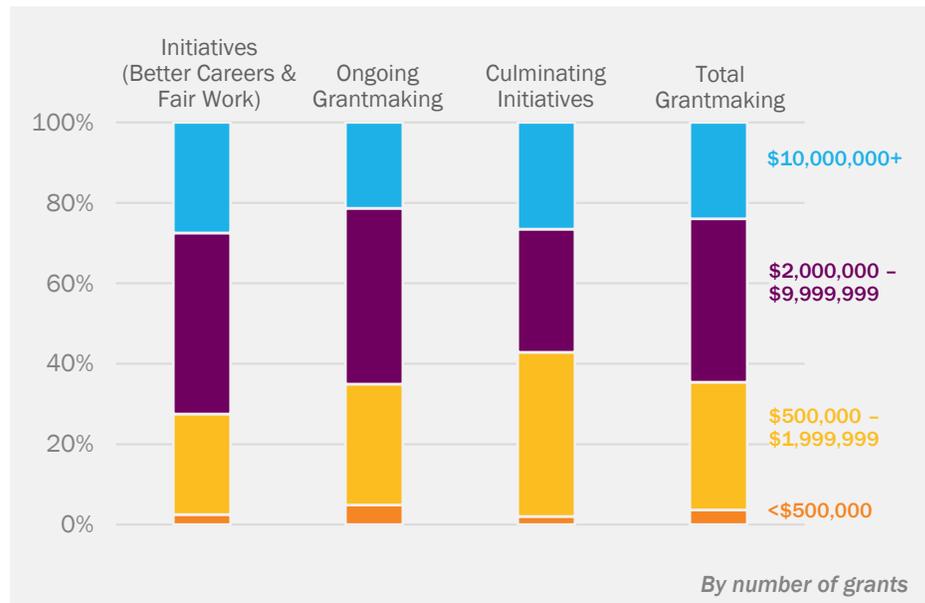
## TYPES OF GRANT SUPPORT IN 2018

As we make more grants through our new initiatives, we will continue to provide flexible funds to organizations that align with our goals.



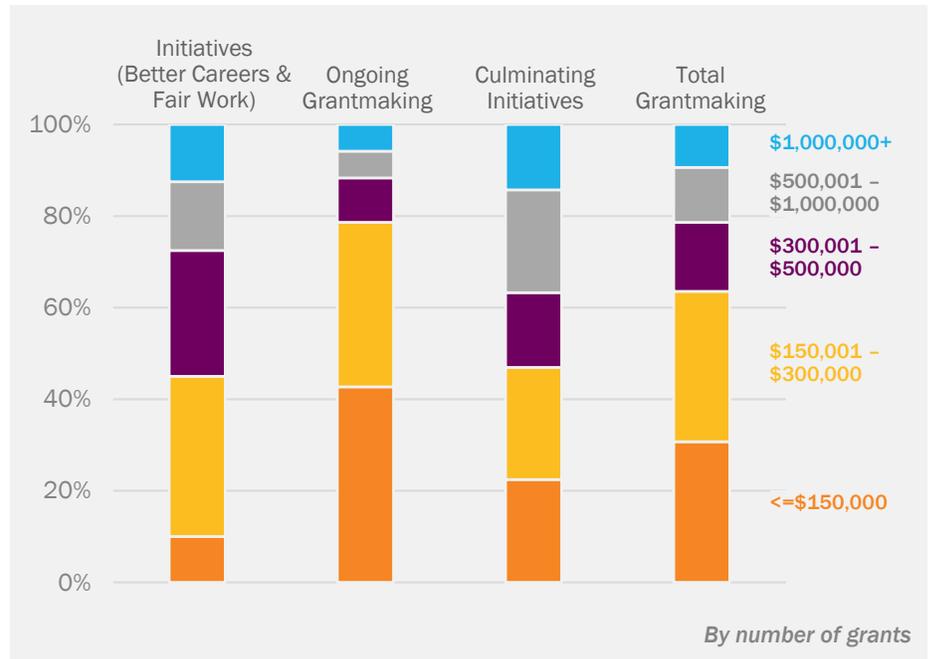
## OPERATING BUDGET SIZE OF 2018 GRANTEES

Through our initiative approach, our intention is to make larger investments to a select group of leading organizations. One tradeoff is grants to larger organizations that can absorb these types of investments, which we will balance with targeted support for priority geographies or underserved populations.

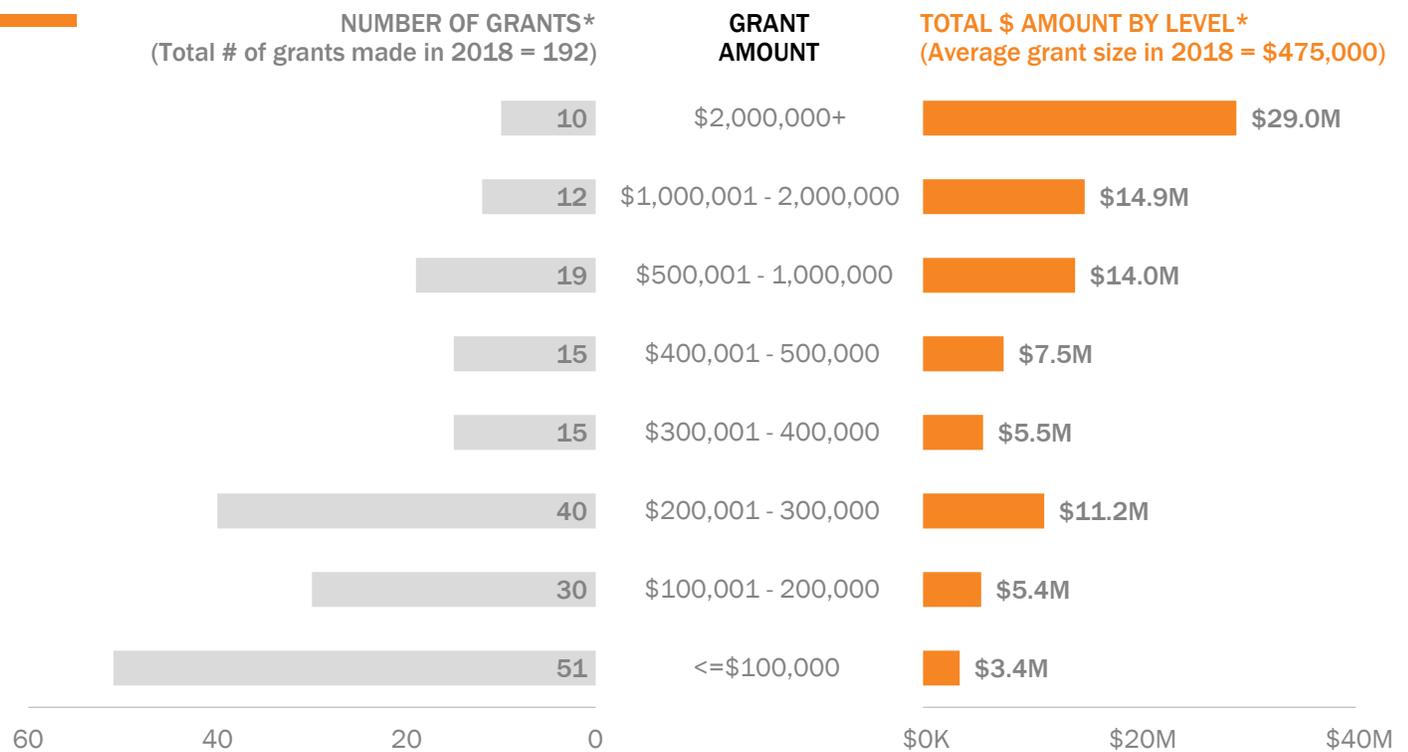


## GRANT SIZE IN 2018 BY INITIATIVE TYPE

As we continue to make relatively larger grants to “best in class” organizations through this approach, we will also make grants that promote equity in our grantmaking.



## TOTAL GRANTMAKING IN 2018 BY GRANT AMOUNT



\*Number of Grants and Total \$ Amount do not include Foundation Administered Projects (FAP)

# THE PEOPLE AND CULTURE OF IRVINE



# THE PEOPLE AND CULTURE OF IRVINE

## Diversity, Equity, and Inclusion (DEI)

*\*DiaLab = A dialogue group co-facilitated by two staff members trained as inclusive facilitators, where a safe circle of 8-12 Irvine staff can share and listen to stories, ideas, and concerns about issues related to diversity, equity, and inclusion in their lives, work, and the world.*

## DEI STAFF ADVISORY COMMITTEE

In 2016, Irvine began a journey to create a more diverse, inclusive, and equitable culture at the Foundation and to grow our cultural competency in service of our work. In 2017, the Leadership Team empowered a Diversity, Equity, and Inclusion (DEI) Staff Advisory Committee to make recommendations for DEI-related activities.

Key goals of the committee include operationalizing DEI throughout the Foundation's policies and practices and creating an accountability loop back to leadership on implementing DEI activities. This is accomplished in an inclusive way that elevates staff voices.

## 2018 ACCOMPLISHMENTS

The DEI Staff Advisory Committee continued in 2018 with new co-chairs, Leadership Team advisors, and members. Accomplishments in 2018 include:

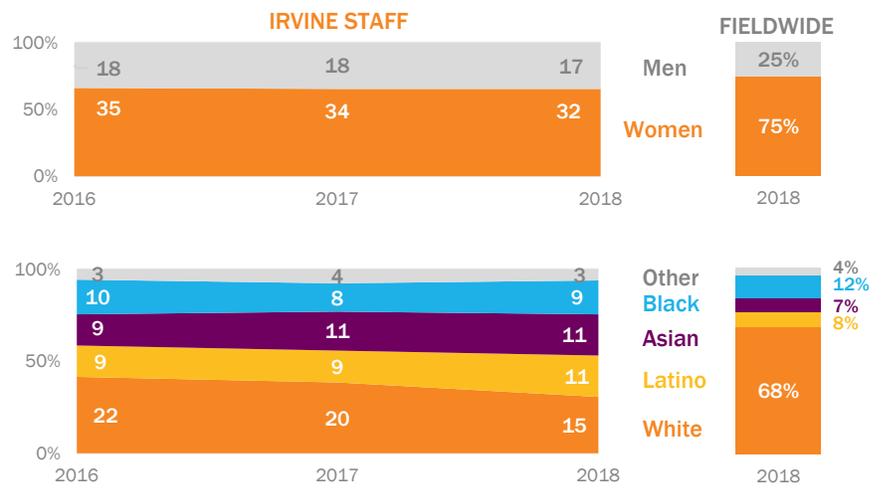
DEI Focus	2018 Achievements
DiaLab*	<ul style="list-style-type: none"><li>Held DiaLabs in Spring and Fall 2018.</li></ul>
DEI Survey	<ul style="list-style-type: none"><li>Launched inaugural DEI survey, which will be repeated each year, with the first year serving as a baseline to measure progress.</li><li>Survey questions focused on staff DEI experiences at Irvine, and results were disaggregated by team, tenure, and location.</li><li>Team discussions were facilitated in partnership with IA&amp;L and the Director of Talent to review results and create action plans if needed.</li></ul>
Organizational Values	<ul style="list-style-type: none"><li>Staff collectively developed a set of core values Irvine currently embodies and named aspirational values to grow into as an organization. In 2019, Irvine will work to operationalize the values internally and externally.</li></ul>

# THE PEOPLE AND CULTURE OF IRVINE

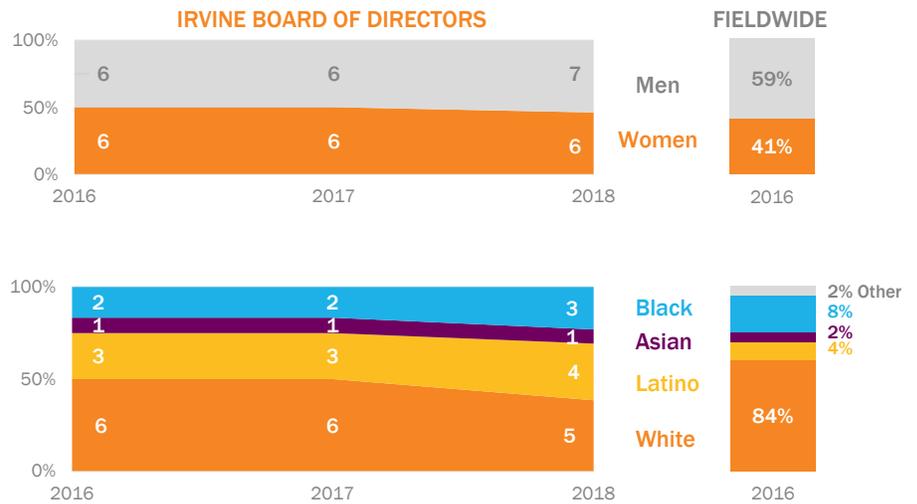
## Staff and Board Demographics

In the tables below, we provide demographic data on Irvine’s board and staff. We continue to benchmark our demographics against our peers, which show that our racial diversity continues to distinguish the Foundation from the broader field of private foundations.

In the past, Irvine identified demographics based on personnel records or by observation. In January 2019, we transitioned to a more progressive method, known as self-identification, where staff and board members were asked to identify their own demographic representation, and that data has been incorporated into the following charts.



Note: Fieldwide data comes from the Council on Foundations, 2018 Grantmakers Salary & Benefits Report. Includes staff members as of December 2018.

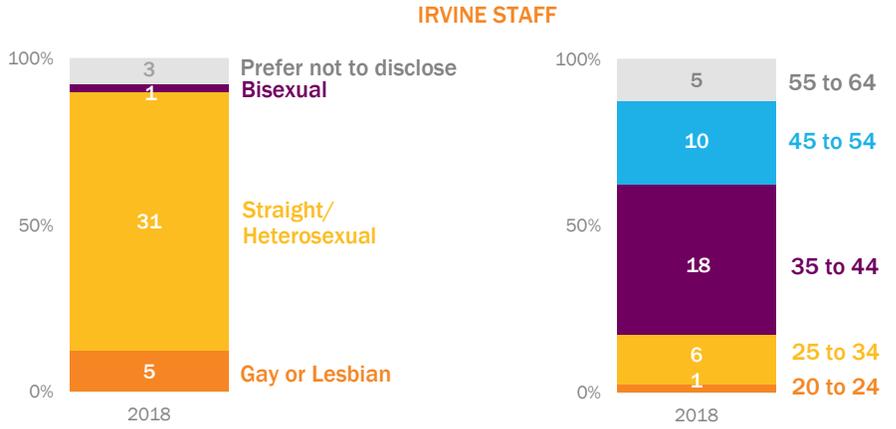


Note: Fieldwide data comes from the Council on Foundations, 2016 Grantmakers Salary & Benefit Report. Includes board members as of December 2018, and includes Irvine’s President and CEO, who is an ex-officio board member.

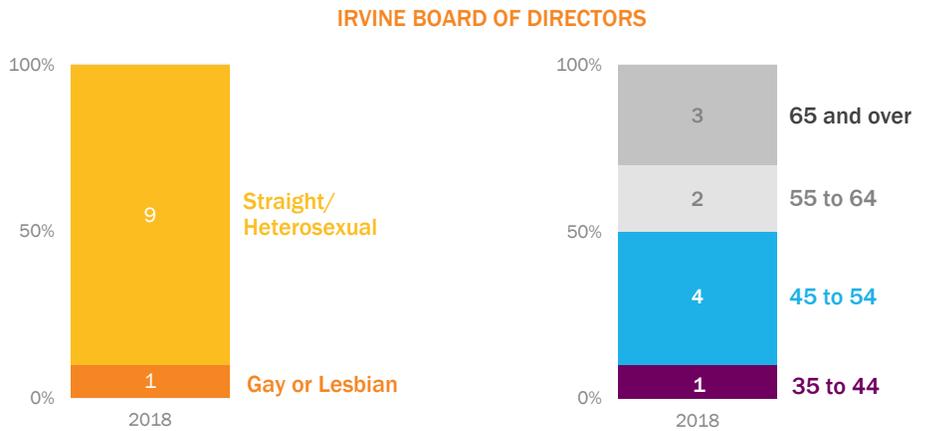
# THE PEOPLE AND CULTURE OF IRVINE

## Staff and Board Demographics

When we transitioned to a self-identification method of data collection, we added demographic categories for age and sexual orientation.



Note: Only responses captured from the self-identification survey are represented above. Includes staff members as of December 2018. No fieldwide data is available for these demographic categories.



Note: Only responses captured from the self-identification survey are represented above. Includes board members as of December 2018, and includes Irvine's President and CEO, who is an ex-officio board member. No fieldwide data is available for these demographic categories.

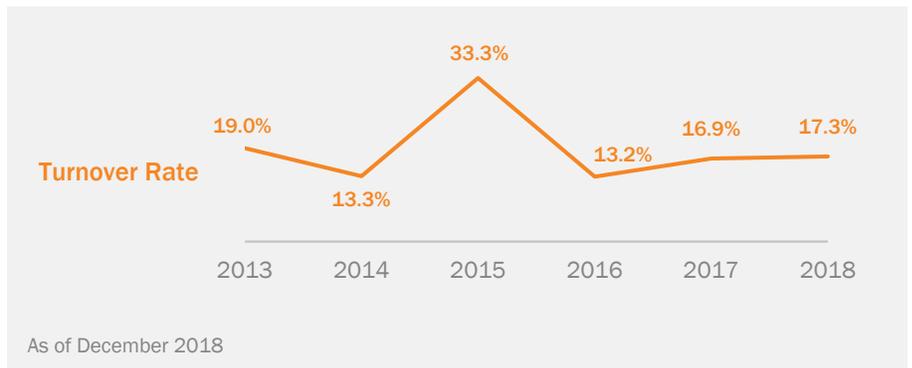
# THE PEOPLE AND CULTURE OF IRVINE

## Staff Headcount and Turnover

The table below shows that we have maintained our staffing levels from 2016, when we saw overall growth from previous years.



The chart below shows that our 17.3 percent staff turnover rate in 2018 is within our normal historical range.



We successfully recruited seven new staff members in 2018. As of December 2018, **12 staff were located in our Los Angeles office, with the remaining 37 in San Francisco.**

