

Background

The James Irvine Foundation is committed to helping under-resourced regions of California through its Priority Regions (PR) initiative. This investment strategy contributes to the Foundation's overarching goal to ensure a *California where all low-wage workers have the power to advance economically*. Specifically, the PR strategy supports communities to expand economic and political opportunities by partnering with local intermediaries and investing in organizations that strengthen *civic engagement, leadership development, and quality and culturally competent media*.

In late 2017, the Board approved an 18-month pilot in the communities of Fresno and Salinas, to test and learn from this strategy. As part of the pilot the Foundation partnered with three regranteeing intermediaries - Central Valley Community Foundation, the Community Foundation for Monterey County, and Latino Community Foundation - to support local grassroots organizations with budgets under \$1 million. By working with these intermediaries, the Foundation extended grantmaking dollars to smaller grassroots organizations that are connected to residents in the communities they serve.

The Irvine Foundation values listening and learning directly from the community and talking to those most impacted to inform strategy.¹ To inform their efforts to deepen and scale the impact of the Priority Region strategy, the Foundation launched a series of listening sessions and research activities in 2019. The literature, data, and discussions with community stakeholders collectively underscored the many ways racial inequities hold back communities of color and hinder economic mobility. In fact, research suggests that equity is a fundamental building block for achieving a thriving economy, and regions that work towards equity may have stronger and more resilient growth.² For the pilot communities of Fresno and Salinas, the consequences of racially-biased systems and policies have created profound socio-economic barriers, particularly for people of color who make up 73% and 86% of the population respectively.³

Listening Session Approach

Goals:

- Convene key partners in Priority Regions to discuss their work supporting civic engagement, leadership development, and economic development
- Explore how communities are working towards inclusive economies through the intersection of racial equity and economic mobility
- Surface learnings and insights from the current Priority Regions pilot to support refinements to the strategy

Attendees:

- One listening session with representatives from 6 community foundations (intermediary partners)
- Three listening sessions with 50+ local, grassroots organizations (subgrantees) in Salinas and Fresno

Key Questions:

- How are communities focusing on racial equity to advance economic mobility, and what barriers are preventing progress?
- What does an inclusive economy look like and how can we get there?
- How can philanthropy support these efforts?

¹ <https://www.cavoices.net/>

² Muna, E., Kim, S., Lee, J., & Ito, J. (2019) *An Equity Profile of Orange County*. By PolicyLink and the Program for Environmental and Regional Equity (PERE) at the University of Southern California https://dornsife.usc.edu/assets/sites/242/docs/Orange_County_Profile_20_Final.pdf

³ US Census Bureau: 2013-2017 American Community Survey 5-year estimates

To better understand the implications and opportunities related to economic mobility in California's most under-resourced communities, the Foundation worked with Engage R+D to facilitate a series of listening sessions in the pilot communities of Salinas and Fresno. These listening sessions were designed to (1) identify community assets and solutions for expanding economic mobility, (2) uncover the barriers, and (3) understand how organizations are exploring and incorporating racial equity to ensure a more equitable and inclusive economy. According to Race Forward, racial equity means race and ethnicity no longer determine a person's socio-economic outcomes. This learning brief summarizes key takeaways and implications from these discussions with community foundations (intermediaries) and grassroots organizations (subgrantees). It is organized around three broad questions:

Racial equity means race and ethnicity no longer determine a person's socio-economic outcomes, and everyone has the opportunity to thrive no matter where they live or where they were born.

1. What are the root causes of economic disparities and the fundamental barriers to economic mobility for low-wage workers in the Priority Regions?
2. What does an inclusive economy look like and how do we get there?
3. In what ways can philanthropy partner with community stakeholders to advance an inclusive economy where everyone has the resources, power, and opportunity to thrive?

Barriers to economic mobility are deeply rooted in racial inequities

Community foundations and grassroots organizations in Fresno and Salinas believe civic engagement and leadership development are critical ingredients to advance economic mobility and address racial inequities that disproportionately impact communities of color. Subgrantees discussed how they are working with residents to build leadership and advocacy skills to ensure they have the knowledge and skills to be civically engaged and empowered. At the same time, both intermediaries and subgrantees acknowledge that open discussions about the existence and consequences of racism is wrought with challenges. While racial equity is front and center in their work, it is not always explicitly named and there is a need to build deeper capacity and openness for crucial conversations about equity and inclusion, particularly within more traditional institutions.

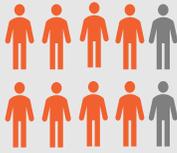
“This is white supremacists’ last stand in California, in the Central Valley. If we don’t win here, I’m scared about what the rest of the United States will look like. We have to win that fight here, which means we need economies of scale for our people”

- Subgrantee

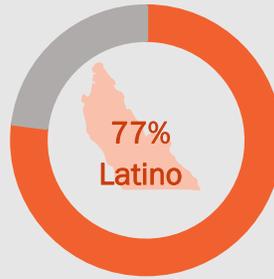


Dialogue about race, racism, and racial equity is a work in progress. There is shared acknowledgement that racism (and the intersection of other “isms”) are the root cause of economic and social disparities. Subgrantees and community foundations recognized the need to promote constructive dialogue and address the consequences of racism, even if it makes people uncomfortable. One subgrantee explained, “We’re never going to get to the bottom of it...racism, sexism, classism, all the *isms* [if] we never deal with the root issues.” Similarly, one community foundation partner shared, “we have the data but what to do is less clear.” One intermediary noted that their foundation talks about diversity, equity, and inclusion but no one is talking about race explicitly, referencing “the dance we do not to say ‘race’.” Another community foundation partner reflected, “How do we embrace and own that ... we talk about DEI [diversity, equity, and inclusion], but we’re not talking about race?” suggesting that “we need to name race and get over white fragility.”

SALINAS DEMOGRAPHICS



People of color (POC) make up 86% of Salinas' population.



Latinos as the largest demographic

Salinas' racial dynamics are rooted in its history as an agricultural hub dependent on immigrant labor.



14% Blacks unemployed vs. 7% Whites unemployed

Blacks face higher unemployment rates



POC are 2 times more likely to live in poverty.

Sources: U.S. Census Bureau: 2013-2017 American Community Survey 5-year estimates & National Equity Atlas.
Note: Due to Salinas' smaller population, certain data sets are unavailable.

Subgrantees agree that there is a need for more open conversations across stakeholders and institutions. One grassroots organization observed that discussions about racism often only happen in certain circles "... in certain networks there's a lot of talk of racial equity, historical context of racism, in the historical context of our city with red lining and all that. That's a lot more common than it used to be especially in the last five years. However, it's still contained in certain initiative work from my lens. Every now and then there's a race panel conversation out in the community but then [the conversation about race] really disappears." While intermediaries and subgrantees are beginning to have more open conversations about the impact of structural racism on economic outcomes, the topic is still taboo in some traditional circles. Partners shared how difficult it still is to have honest and inclusive conversations within the more traditional institutions (e.g., government, education, business industry) where power often lies, which has an impact on possible solutions to persistent economic disparities.



Communities are ripe with emerging leaders, assets, and solutions to bolster the local economy:

Grassroots organizations in Salinas and Fresno are developing leadership and advocacy skills to ensure that more residents are included and contributing to economic development efforts. There was a shared

sentiment about the need to "lift up the voices not heard" and "find the power within," from those community members that have not been "part of the table", especially from youth, farm workers, and women. Leadership development has included efforts to increase awareness and knowledge about economic issues that disproportionately impact people of color and engage residents to develop solutions. They also seek to equip residents with data and information to more confidently participate in decision-making processes (e.g., county board supervisor meetings, talking to state legislatures, school involvement, etc.). Having community voice at these decision-making tables is critical to ensure local residents are able to elevate and influence how local resources need to be distributed.

While there are many barriers to civic engagement and racial equity, communities are ripe with leaders and solutions. One group of subgrantees shared that residents are still in the early phase of the "community engagement spectrum," as residents prioritize their basic needs (low wages, poor transportation) over larger community development efforts. Subgrantees

"We first need to understand what racial equity is [and] what economic mobility is. And when people in our community understand what it is, what it is about, that's when they get involved, that's when they participate and see that it is something that will benefit their family, our community."

- Subgrantee

also stressed that new and emerging community leaders first need to understand what economic mobility is and reimagine their role in the economy. In order to support this, organizations and institutions need to do a better job at talking about economic mobility in a way that is culturally, developmentally, and linguistically appropriate. One partner reflected, “that’s what leads to [people] getting involved, to really see that it’s something that affects them.” Subgrantees stressed that community members need to see themselves as more than stay-at-home moms, agriculture and hospitality workers, or the stigmatized “pregnant teen,” and they have the potential to pursue other careers, opportunities, and goals. And youth of color especially would benefit from seeing adults from similar backgrounds in leadership positions.

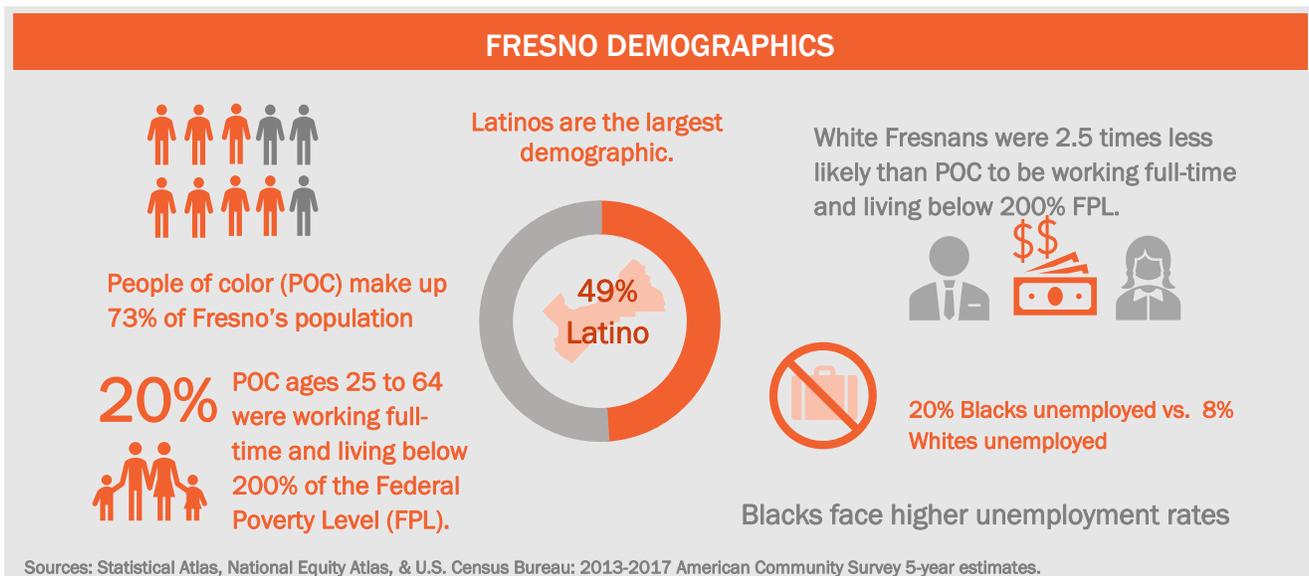


Communities seek to shift narrative, address trauma, and create sense of belonging: Community partners agreed that efforts to advance economic mobility need to include a focus on racial equity and understanding the intergenerational trauma linked to historic and ongoing racism and systems of oppression. They shared the many ways current and historic manifestations of racism — poverty, poor education, mass incarceration of people of color, and other social and political barriers — have impacted their emotional well-being and ability to thrive economically. Additionally, the negative perception of people of color and immigrants has also impacted economic well-being and the ability to advance economically. For example, one grantee shared how current ICE raids have prevented immigrant farm workers in Fresno from going to work out of fear of being deported. “Half of my neighbors didn’t go to work on Sunday. And so, what’s the impact on our farming industry? Impact in the house?” one grantee reflected.

“We need healing...The oppressed oppress, and that is why we [have] been around so many of these tables. Then we walk out, and we are fighting with each other...Culture heals (la cultura cura) is not just a hashtag. Culture is our essence. It’s who we are. And we are unwavering about our culture.”

– Subgrantee

Subgrantees are working to build stronger, economically thriving communities by focusing on strengths rather than deficits and shifting the narrative through storytelling and culturally competent media. Nonetheless, these efforts were described as small in scale. Shifting perception also requires honoring the culture and history of communities of color,



with an emphasis on healing and belonging. One partner spoke about the need to reconnect with one's culture and rebuild the power in Latino communities who drive a significant part of the economy. Given the current divisive rhetoric and polarized political landscape, the need for a more inclusive and unifying narrative feels more urgent than ever.

Foundations are providing funding and support to small grassroots organizations, yet some subgrantees are pushing for more equitable grantmaking practices.

Listening sessions revealed variation across community foundations in their approach to conversations and practices that promote economic mobility and racial equity. Some intermediaries engage community leaders and organizations in their grantmaking decision process, provide technical support to small subgrantees before and during the grant cycle, and even offer applications in Spanish, to build capacity and help ensure that small organizations are able to successfully secure grants. However, some subgrantees described foundations as less accessible to the community and not always “showing up” or taking time to develop authentic trusting relationships. Interactions can feel more transactional, and rigid grant reporting requirements and small grants for short-term projects were noted as barriers. One subgrantee wondered if limited funds reflected a perception that they are not capable of effectively managing a larger grant. One shared, “Community foundations make us do so many things. We just jump through hoops all the time for \$20,000, and we feel like we have to show up every month. It’s too much. I feel like it’s really disrespectful to our organizations.” Another subgrantee reflected on whether larger funders investing in bigger organizations is equitable, noting “sometimes foundations come into our communities and they don’t give money to the small grassroots organization...They want to just go directly to the biggest organization that’s there. I think that’s really an injustice for us. We can’t grow and a lot of the times we won’t exist for very long.”



Several subgrantees called upon community foundations to model a higher standard in practicing equity. Not only should foundations and intermediaries practice equity in their grantmaking, they also need to examine how they engage community partners and how their power as funders may exacerbate inequities. Community foundations do recognize their role as philanthropic partners and are beginning to find ways to infuse more equitable practices. For example, one community foundation described the importance of working with CBOs to “reclaim philanthropy in a way that is very grassroots.” This partner added, “it’s not just about giving resources and saying, ‘go with it.’ It’s really reconnecting with individuals around their self-worth, their capacity to be invested in, and to lead us to the solutions...”

Community Foundations have a unique set of challenges to consider as they practice racial equity in grantmaking.

While intermediaries are beginning to infuse racial equity practices in their grantmaking, it is important to recognize that each have their own organizational culture, history, and internal practices that either promote or serve as barriers to racial equity. As mentioned earlier, having explicit conversations about race is still complicated. For community foundations, this means engaging donors and board members in these difficult conversations. One shared, “we have had conversations between maybe a few people of color, but at a board level, or at an all staff level, we have not talked about race, so how do we look at grant making equitably without talking about race?”

Community foundations have to engage their donors in grantmaking conversations about how they are practicing racial equity, which may be particularly difficult. One intermediary partner reflected on how challenging managing donor relationships can be, and the need to “meet people where they are” with

“The foundations need to trust the organization, that we know what we are doing. It’s not like ‘let me see if you succeed, or what is exactly what you are proposing, or what’s the data. You need to trust that we really know what we are doing.’”

–Subgrantee

the expectation that they may not be ready to accept a new agenda or idea. From a budgeting perspective, some intermediary partners discussed the challenge of restricted dollars, and how that limits investing in certain activities, some of which may not be equity aligned. One intermediary partner explained, “we have endowed funds that have specifically stated, very generous individuals, who are now passed away, who've said, "When I die I want these funds to go to serve animals, so if there's a senior survey organization, or a youth survey organization, sorry those funds can't go to that organization". Yet another community foundation shared the benefit of being able to offer only unrestricted general support with a heavier focus on capacity building. This intermediary described their grantmaking as “trust-based” offering flexible support to grassroots organizations who are in the early stages of work, “we understand that organizations a lot of times get funding that is restricted and really focused in some programming, so all of our grants were unrestricted general support.” The listening sessions with intermediary partners opened the opportunity to share these different experiences, and intermediary partners were open and willing to learn more from each other about how to confront some of these barriers.

Opportunities and Barriers for an Inclusive Economy

The listening sessions provided the opportunity for community foundations and subgrantees to imagine what it would take to create a truly inclusive economy that is driven and informed by a racially and culturally diverse group of residents and grassroots organizations. Five key recommendations emerged from the discussion of barriers and aspirations for the future.

1. Foster diverse and representative leaders and decision-making tables that reflect the community in economic planning

Currently, power and decision-making processes do not reflect nor are inclusive of communities of color. Community partners encouraged greater investment in leadership development to activate civic engagement and power building in the community. Leadership development should include building skills and knowledge about how systems and government work. Leadership development should be “grounded in a culturally and linguistically appropriate way” and institutional leaders should use community insights to make decisions that support the health, well-being and economic mobility of communities of color.

Diverse and representative leaders mean “setting the table” differently to include new voices and ideas in spaces where important decisions are made about economic and industry development. A subgrantee in Salinas discussed how decisions impacting the local economy often exclude those most impacted, and as result mass incarceration and a strong police force are prioritized over parks and other community services. Another subgrantee suggested, “the solution is having people of color at the table. Not just at the table, lead the conversations...more than just an advisory board. Going back to racism, the majority of people who hold power in Fresno are white [...], it's not people of color.” A subgrantee shared a similar sentiment, noting the community members are seldom able to attend forums where important information is being shared because they are at inconvenient hours and don't offer any translation services. “the city, through their developers, is now talking about how they're going to improve that area. But it's only them at the table...the community is not there participating in those forums. Why? Because they are not during adequate hours for families to be present...We're talking about farm workers. Who are farm workers? People who unfortunately don't speak English.

Barriers to an Inclusive Economy

- ❖ Access to basic needs (affordable housing, transportation, childcare, safety, quality education, clean water)
- ❖ Limited economy with low-paying jobs (especially in agriculture, hospitality)
- ❖ Educational opportunities and advancement
- ❖ Economic disinvestment, dislocation, displacement and gentrification, exclusionary policies and a history of redlining
- ❖ Unaddressed and historic trauma in communities of color; current divisive rhetoric and anti-immigrant narrative
- ❖ Economic planning processes have limited community engagement and include only those few individuals and institutions that hold power

Those meetings are in English. They have people there in committees, advisors who don't live in the area. They are people who live in another area and yet are the ones advising on what will happen here."

"The biggest thing is a diverse economy. Monterey County does not have a diverse economy. The powers that be have made it really hard to keep it that way....Hospitality and agriculture make up 65% of all jobs and they don't pay well. A lot of the issues that we are trying to address boils down to people get paid very little...spending 60-70% of income on housing, not having enough time to be part of the democracy."

-Subgrantee

Subgrantees shared specific examples of redevelopment efforts that have both included and excluded community members. One subgrantee highlighted the result of engaging more diverse voices in local initiatives like D.R.I.V.E, a 10-year investment plan to develop a inclusive, vibrant, and sustainable economy for residents in the greater Fresno region. "[The D.R.I.V.E Initiative] was not intended to have any kind of racial undertone originally. But, after diving into DRIVE and looking at capital and everything else, there was no choice...we can't go any further until we at least address that common core, that common denominator that's there." Several subgrantees referenced other local planning decisions that had adverse consequences such as Amazon's expansion and development in the Fresno region. One partner that was part of the advisory board reflected, "I understood they were going to get land because they were going to create these jobs. They created jobs but they are creating a lot of relocations of communities in those areas...89% of the people living in this area are renters." Another shared that, "roads are being destroyed by all their trucks, but they are never going to fix that because the city said, 'no they are creating jobs for us.'"

Subgrantees expressed a need for strong, diverse, and

knowledgeable leaders who are capable and willing to push back against economic development that is harmful to communities of color, such as not creating quality, sustainable jobs for people of color.

2. Identify strategies that incorporate basic needs like housing, transportation, and living conditions

Creating stronger inclusive economies requires addressing social conditions that are related to economic mobility. One key issue in Fresno and Salinas is low-paying jobs and limited opportunities for upward economic mobility and jobs with higher pay. The increasing cost of housing has left residents struggling to meet their basic needs and sustain their current living conditions. The region is also challenged with poor transportation, lack of affordable and high-quality childcare, and access to educational opportunities, which limits residents' ability to fully participate in and thrive in their local economy. Subgrantees urged investments to strengthen the local economy by creating a living wage for all residents.

3. Spur innovation and entrepreneurship

Funding for innovative educational, career, and economic models do not exist in Fresno and Salinas. Both subgrantees and community foundations mentioned the need to invest in education, support entrepreneurship, explore nontraditional occupations, and create career pathways programs so residents (particularly residents of color) have new opportunities with higher paying jobs. One subgrantee highlighted the need for a "trauma informed workforce" model that supports and hires residents who were formerly incarcerated or experiencing trauma as well as investing in organizations that build the basic soft skills needed for residents to survive the job market. Partners advocated for increasing opportunities for residents to start their own businesses and encourage entrepreneurs (and big companies)

to hire locally rather than outsource. Subgrantees stressed the importance of creating a more attractive community so that companies are willing to invest, and residents want to stay in (or return to) Fresno and Salinas. Part of creating a welcoming and thriving community is developing a more diversified economy that includes the jobs of the future, particularly as industries like agriculture become more automated

4. Promote an inclusive asset-based narrative that creates a sense of belonging

Community partners encourage moving towards collectivism vs. individualism, understanding that an inclusive economy requires *everyone* to thrive. It also means “learning and unlearning the ways in which our communities are impacted by systemic oppression and racism.” An important vehicle for promoting an inclusive narrative is culturally competent media. Fresno subgrantees describe their media as “very insular” creating a “specific narrative” about their community. One grantee shared how Fresno gives a “false narrative of scarcity,” adding “Fresno funds law enforcement and incarceration more than almost any other county in our state, and [local officials] have a very deeply bonded relationship that keeps them, and their white supremacy agenda, in power. So, when they tell us there's no money for grocery stores, or roads, or sidewalks, it's because they are putting all of their dollars into criminalizing poverty.” Furthermore, one grantee shared that “ethnic media is an interesting kind of place where things are happening, but they're also very small and do not have a system to really scale and spread.”

A more inclusive narrative not only counters divisive and negative narratives about communities of color but also has the potential to transform perceptions about assets and opportunities for people of color. One grantee explained the need to “deconstruct some of the underlying reasons we don't see ourselves in those roles, in those opportunities, in the context of workforce.” Finally, a more inclusive asset-based community narrative should go beyond building cultural awareness and *promote* “being empathetic and understand[ing] the deeper connectivity to being culturally connected.”

“I would create small business incubators, accelerator programs open to low-income residents and residents of color, immigrants. These incubators and accelerators would be focused on various industries...and work with these residents so that they could be creating jobs on their own terms. Start their own business, employing themselves on their own terms and employing their neighbors, creating their own jobs and income”

- Subgrantee



“The community needs to recognize that when people of color and immigrants thrive, we all thrive.”

- Subgrantee

Implications for Philanthropy and Irvine's Priority Regions Strategy

A central goal of the listening sessions was to solicit honest feedback to inform philanthropic efforts in under-resourced regions. Three key themes and concrete recommendations emerged from these conversations that have the potential to inform and strengthen philanthropic investments, advance economic mobility, and promote racial equity.

1 Convene, connect, and catalyze change: The Irvine Foundation can leverage its statewide platform to convene and connect stakeholders, strengthen partnerships across stakeholders, curate and disseminate knowledge, and promote promising practices across the state. Intermediaries participating in the listening sessions, for example, felt it was a great opportunity to learn and share about different strategies and barriers across the regions. Furthermore, community foundations and subgrantees believe the Foundation can leverage its reputational capital and influence to catalyze economic change in the Priority Regions and beyond. They see the Foundation as a critical partner who can “back up” local efforts and elevate the work in a way to gain broader support and momentum. This also includes sparking new and provocative conversations at the local, state, and national level and using the power of media to lift-up voices from the community. Subgrantees also encourage Irvine to partner more strategically with other foundations doing similar equity work to build greater momentum, not duplicate efforts, and deepen impact.

“I don't want you to change our culture. I want you to be a catalyst for us to make our own change. Use The James Irvine platform. We can't lose with them [Irvine] having our back. We'll stand up against anybody.”

– Subgrantee

2 Continue to build relationships with local communities: Community partners stressed how important it was for Irvine to “show up,” listen, build relationships, and provide ongoing, direct support to intermediaries and subgrantees throughout the grant cycle. As one subgrantee expressed, “we need more of a relationship from the funders. It's easy to give, but not to be there. Be there, come out here.” Another shared their experience with their current intermediary expressing how helpful it has been for them to “show up” noting, “that's how you partner with a community. They don't just show up once and you're done. They come in and they immerse themselves in the community.” Being more present in community helps build trust, transparency, accountability, and greater understanding of local community needs, assets, and opportunities. Engaging more deeply in communities also provides more opportunities to “learn from all sides” and support collaboration across stakeholders to ensure everyone is listening and learning together.

3 Implement bold and innovative grantmaking practices that promote equity: Intermediaries and subgrantees encouraged Irvine to be bold with its strategic investments. The Foundation can provide leadership by modeling equitable grantmaking practices and engaging with communities and stakeholders in authentic ways. Community foundations appreciated the opportunity to engage in peer learning and explore how to infuse an equitable approach and practices. They also recognize that this work requires a shift in organizational culture and increased capacity from all partners. Irvine can work with intermediaries and subgrantees to advance guiding principles, practices, measurable outcomes and indicators of progress that lead to an inclusive economy in which one's race or ethnicity no longer determines their socio-economic outcomes. Subgrantees suggested racial equity trainings and a grantmaking process that promote equity and inclusion and encouraged Irvine to hold intermediary partners accountable to issues of equity and access. This may include developing clear criteria to help identify partners committed to economic mobility and racial equity. Operationally, the Foundation could support and explore more flexible timelines and budgets, general operating support, technical assistance, multi-year commitments, and participatory grantmaking. Strategically, the Foundation should also consider larger investments to support power-building, narrative change, invest directly in grassroots organizations, and other approaches focused on achieving racial equity.

Concluding Remarks and Next Steps

One of the core values of The James Irvine Foundation is to continuously listen to and learn from community stakeholders, particularly at critical inflection points when they seek to assess the effectiveness of their strategies, refresh their thinking, and determine future direction. While this learning brief reflects the point of view of community partners and stakeholders, it provides rich insights about the root causes of economic disparities and what's needed to truly catalyze economic mobility for low-income workers in regions that suffer from chronic disinvestment. The goal is to share these insights more broadly, promote continued dialogue, and use these insights to refine and refresh Irvine Foundation's strategic investments in the Priority Regions. Without the honest candor of community partners and a commitment to bold action, little is likely to change for low-income workers and communities of color in California's under-resourced regions. For more information about the Irvine Foundation's Priority Regions grantmaking, contact Senior Program Officer Jessica Kaczmarek, jkaczmarek@irvine.org.

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A Hopeful Encounter
ACT for Women and Girls
Building Healthy Communities
CBDIO (Centro Binacional para el Desarrollo Indígena Oaxaqueño)
CCAT (Community Center for Arts and Technology)
Central Valley Community Foundation
Chinatown Fresno Foundation
COPA (Communities Organized for Relational POWER in Action)
El Dorado Park CDC
EpiCenter Monterey
Every Neighborhood Partnership
Fathers and Families of San Joaquin
Fresno Barrios Unidos
Girls Inc. of the Central Coast
Invest in Me
Jakara Movement
Latino Commission
Latino Community Foundation
Live Again in Fresno
Lowell CDC
Orange County Community Foundation
The Community Foundation for Monterey County
Mujeres en Acción
PIQE
Sierra Health Foundation
St. Rest CDC
South Kern Sol
South Modesto Partnerships
The Community Foundation (Inland Empire)