

Mobilizing for Our Economy

OUTCOMES OF THE COMMUNITY ECONOMIC
MOBILIZATION INITIATIVE (CEMI)

Year 3 | July 2026

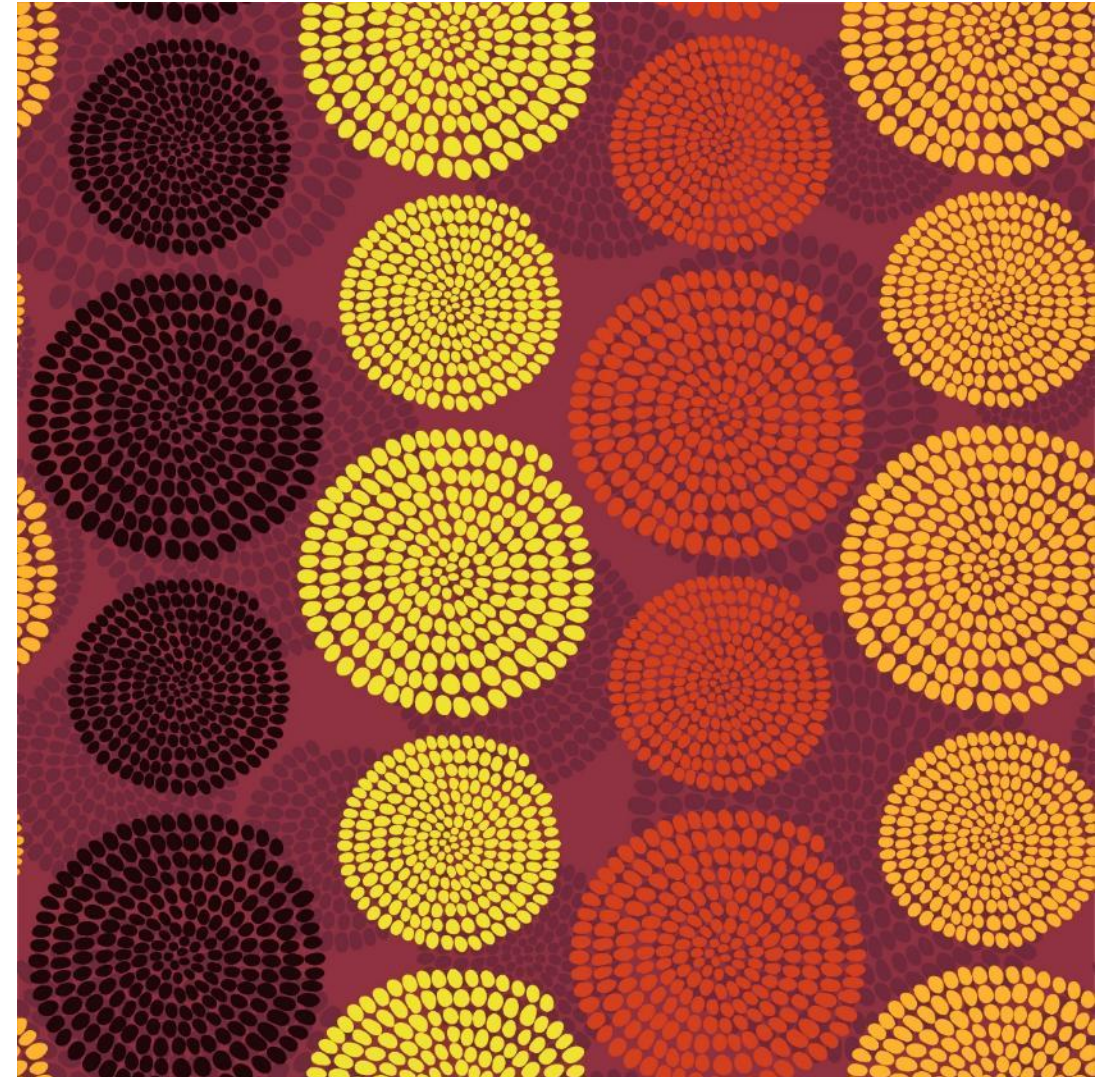
PREPARED BY
Informing Change

PREPARED FOR
The Center at Sierra Health
Foundation



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Introduction

About CEMI & the Center at Sierra Health Foundation

To advance inclusive and equitable economic development and support climate-resiliency, [The Center at Sierra Health Foundation](#) (**The Center**) launched and designed the three-year [Community Economic Mobilization Initiative](#) (CEMI) in 2022. Pronounced “see me!” to acknowledge communities’ desire to be seen and considered, CEMI is funded by a collaborative of donors (**funding partners**) and supports organizations rooted in historically disadvantaged communities (**funded partners**). **Strategic partners** provide technical assistance (TA) and other non-financial support to CEMI and its funded partners.

[Appendix A](#) lists all funded partners, [Appendix B](#) lists all funding and strategic partners, [Appendix C](#) lists funds won by CEMI funded partners in Year 3, and [Appendix D](#) lists funds won by CEMI funded partners in Year 2.

The Center was developed by Sierra Health Foundation as an independent 501(c)(3) nonprofit intermediary. It brings people, ideas, and infrastructure together to create a collective impact. The Center helps communities access proven practices while tapping into their existing resources, knowledge, and creativity to identify strategies for a healthier community.



T H E C E N T E R
at Sierra Health Foundation

About this Evaluation Report

This is the third annual evaluation report for CEMI conducted by Informing Change. The Year 1 report (2024) explored the **experiences and goals** of CEMI's funded partners.¹ The Year 2 report (2025) explored the **strategies** used by CEMI's funded partners and strategic partners.² This Year 3 report explores the **outcomes** of those efforts.

During the third year, we sought to understand the outcomes or changes resulting from the efforts of funded partners and CEMI's contributions to those efforts. We explored the following questions together with The Center and its partners:

- How has CEMI adapted over time, and what influenced this evolution?
- What are the outcomes, intended and unintended, of CEMI?
- What will endure once CEMI grants have concluded?
- How has CEMI strengthened the base of support for equitable economic policy in California?
- How are funded partners influencing inclusive economic development policy in their regions and/or across the state?
- To what extent is CEMI contributing to organizing, advocacy, and other approaches to building and exercising power for equitable and inclusive economic development?



These questions are explored in this report

¹ Organizations that the Sierra Health Foundation and The Center invest in to advance CEMI in their community.

² Collaborators who align their resources, expertise, and efforts to advance CEMI's goal.

About this Evaluation Report (continued)

In prior years, we explored other relevant questions, probing the conceptual underpinnings for the work, its critical elements, and the strategies used by CEMI partners. Our findings from these explorations are discussed in prior reports.

The learning and evaluation questions for the first two years were:

- To what extent are the core components of the CEMI framework implemented as intended? What is adapted and why?
- To what extent is CEMI meeting its intended short-term outcomes?
- In what ways does CEMI continue to evolve and implement its core conceptual framework?
- How has CEMI adapted since the beginning of the initiative?



These questions are explored in the Year 2 report

- What changes are observed in funded partners' capacity, understanding, and access to funding through participation in CEMI?
- What types of organizations are funded through the initiative, and do funds reach communities most impacted by injustice and inequity?



These questions are explored in the Year 1 report

Key Terms

- **BIPOC-led and -serving organizations:** Black, Indigenous, and People of Color-led and serving organizations are those that are led by, and that serve people who identify as part of communities that experience discrimination based on race or ethnicity. “Led by” is defined as holding substantive decision-making positions. “Serving” is defined as BIPOC people being at the heart of the organization’s mission.
- **Capacity-building:** increasing the resources and capabilities of individuals, organizations, or communities to improve efficacy.
- An **inclusive economy** expands opportunities for broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.⁴
- **Power building:** work that supports communities in organizing, advocating, agitating, and gaining power to influence , markets, and society.³
- **Technical assistance (TA):** skill-building opportunities, coaching, or sharing expertise through workshops, one-on-one consultations, training programs, or digital/print media, often to achieve a specific learning outcome or objective.

³ Ito, Pastor, & Thomas. (5 Sept. 2023). “Thinking About the Long Term With Philanthropic Power Building.” Stanford Social Innovation Review.

⁴ Benner & Pastor. (2016). Inclusive Economy Indicators. The Rockefeller Foundation.

Key Terms (continued)

- **Technical Assistance Resource Center Team (TARC):** A CEMI strategic partner with experts from the UC Santa Cruz Institute for Social Transformation, the USC Equity Research Institute, and, during Year 2, PolicyLink. They maintain the [Technical Assistance Resource webpage](#) for CEMI, and offer workshops, consultations, and coaching to funded partners to develop content knowledge, promote peer-to-peer relationships, facilitate community engagement, and ultimately leverage public funding.
- **Funded partner:** Organizations rooted in historically disadvantaged communities that the Sierra Health Foundation and The Center, with the collaboration of funding partners, invest in to advance CEMI in their community.
- **Funding partner:** The collaborative of donors that fund CEMI and advise on funded partner granting. Some CEMI funded partners are donor-designated partners selected by CEMI's funding partners.
- **Strategic partner:** CEMI collaborators who align their resources, expertise, and efforts to advance CEMI's goals. Strategic partners provide technical assistance and other non-financial supports to CEMI and funded partners.



CEMI's Theory of Change

Communities at the Center

Central to **CEMI's theory of change** are the specific communities whose changemaking efforts it supports.

In California, communities that have experienced the most significant forms of economic and political marginalization are often Black, Indigenous, or other People of Color (BIPOC) communities. CEMI believes that rectifying this injustice is not only the right thing to do, but strategic to creating a better California for all. Thus, CEMI supports organizations led by and serving BIPOC people with a broad range of missions related to inclusive economic development and environmental sustainability.

Geographically, CEMI has partners statewide. As it has evolved, its technical assistance has increasingly focused on key regions where strengthening nonprofit infrastructure is critical to addressing pressing challenges. These include the North State and Salton Sea regions, where there are specific opportunities to increase regional coordination and boost civic infrastructure.



Photo courtesy of Pilipino Workers Center of Southern California, a funded partner.



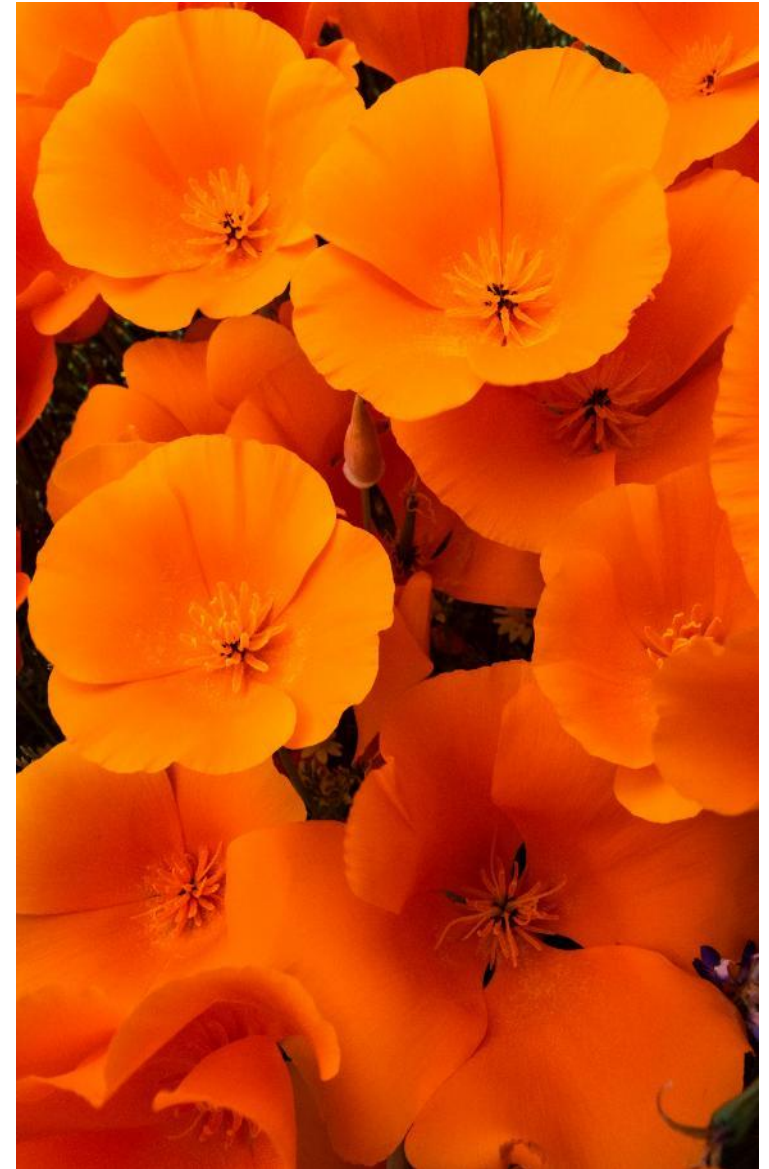
CEMI supports organizations rooted in California communities that have experienced political and economic marginalization and are overburdened by the impacts of pollution and climate change.

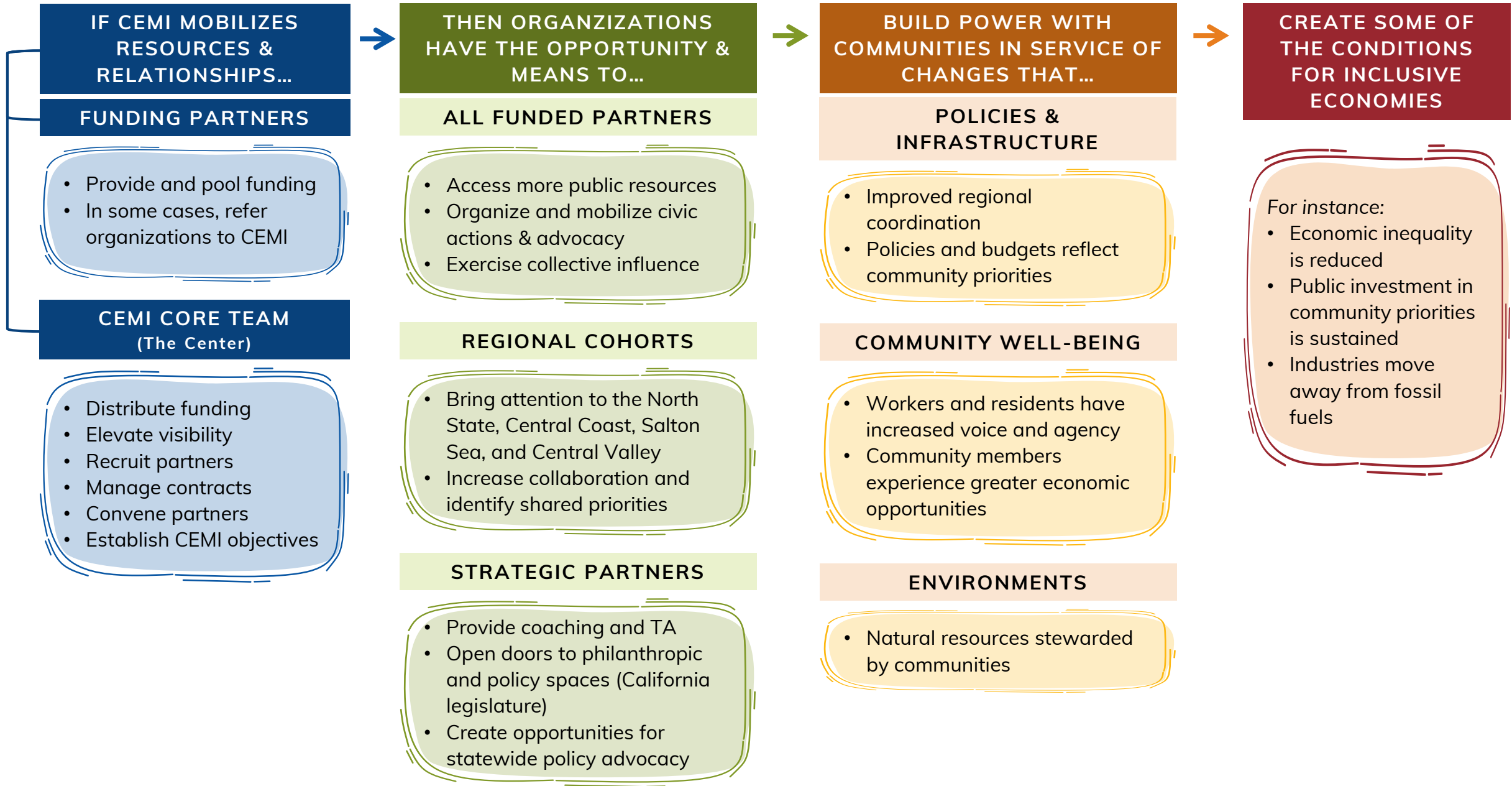
What CEMI Does

CEMI promotes inclusive community economic development for the prosperity and well-being of California communities.

This work is inherently relational: the relationships that CEMI partners have with their communities and the networks they maintain are the foundation for CEMI's theory of change. If CEMI nurtures these relationships—by connecting, supporting, and convening partners—and mobilizes resources to distribute across these networks, then its funded partners have the opportunity and means to build power with their communities. CEMI and its partners use this power to generate economic and environmental outcomes and create the conditions for inclusive, solidarity economies.

During Year 1 of CEMI, Informing Change worked with CEMI to articulate a conceptual framework and a set of intended outcomes. This past year, CEMI and its strategic partners helped evolve this into a full theory of change. A graphic overview and a narrative description of this theory of change are provided on the following pages. The original conceptual framework is available in [Appendix E](#).





How CEMI Promotes Inclusive Community Economic Development



If CEMI mobilizes resources and relationships...

CEMI provides funding, technical assistance, information, and other resources to support funded partners in developing the capacities, infrastructures, and networks to pursue and attract public investments and related pathways to sustainable development within their communities.

Strategic partners support the mobilization and delivery of these resources by opening doors to policy and philanthropic spaces and providing coaching and TA around power building (with communities) and capacity-building (internal organizational capacities).



...Then organizations have the means and opportunities to build power with communities in service of changes that...

In turn, CEMI's funded partners access and mobilize resources and organize and exercise their collective influence. By leveraging their collective voice to influence policymakers, they impact both the quantity and quality of public investments in inclusive community economic development.

CEMI's funded partners pursue public investments to support climate-friendly local economies. Some focus on worker protections or on developing jobs, job training programs, and career pathways, while others have supported community-led environmental efforts (e.g., to reduce the impact of extreme heat on communities or decrease reliance on fossil fuels).



...create some of the conditions of inclusive economies.

As the communities in which funded partners work attract and manage public investments in climate-friendly, inclusive economic development, they generate more and better jobs,⁵ are better equipped to sustainably manage natural resources, and see improvements in health and well-being.

⁵ Better jobs are living-wage jobs that move people away from living paycheck to paycheck and into a place where they can start to build savings and equity.



CEMI Year 3 Overview

Overview of CEMI Funding Awards



Bay Area High Road Manufacturers Initiative. Photo courtesy of Working Partnerships USA, a funded partner.

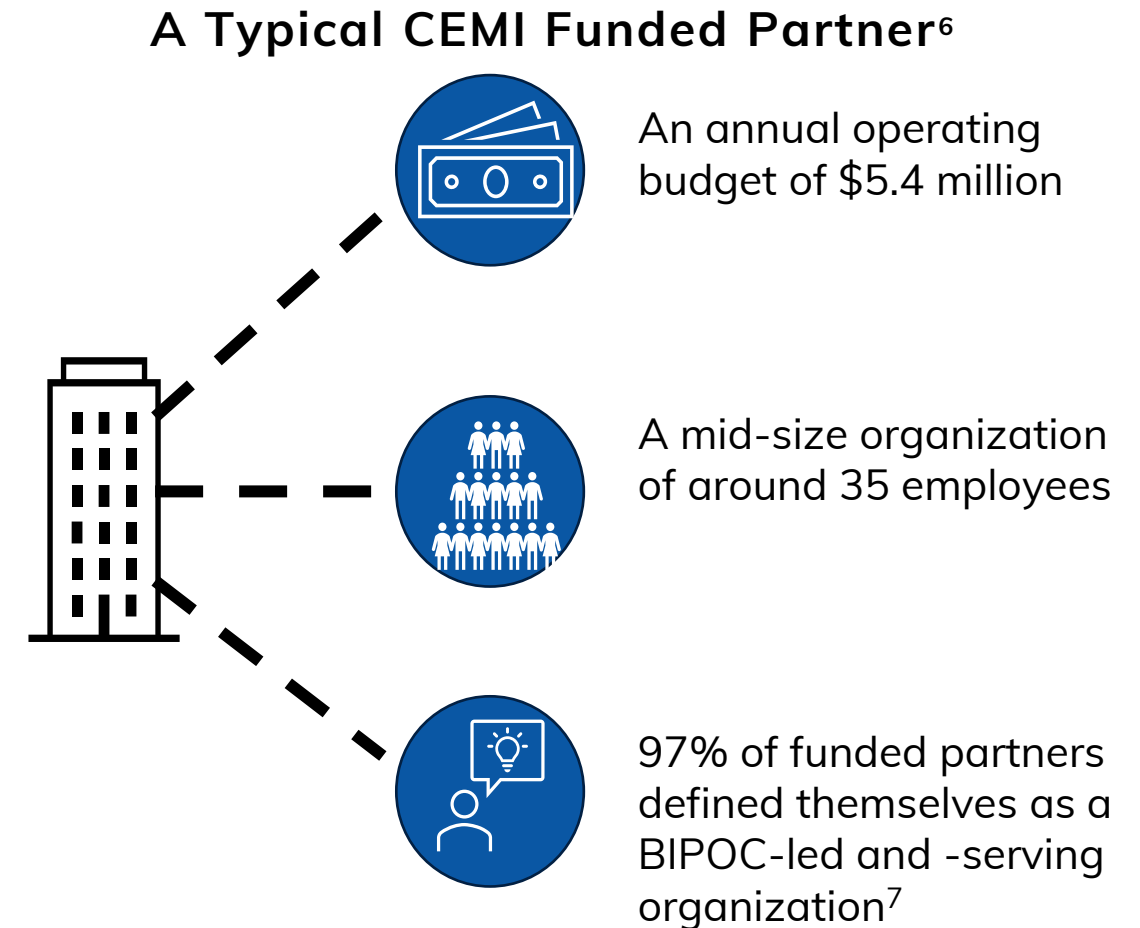
Since 2023, CEMI has awarded **\$15.9 million to 53 funded partners who collectively reach every region of California.**

- The Center awarded over \$14 million to 45 funded partners in Year 1 (2023) and approximately \$1.4 million to an additional 8 funded partners in Year 2 (2024). These awards were provided as flexible support and could be used over a two-year award period, with a median award of approximately \$200,000.
- Of the initial \$15.6 million investment in Years 1 and 2, \$10.8 million was awarded through a donor-designated fund to 24 funded partners, and \$4.8 million was awarded to 29 funded partners through a pooled fund.
- In Year 3 (2025), the Center awarded 32 organizations each with \$10,000 bridge grants, for a total of \$320,000 awarded.
- As of Spring 2026, 44 funded partners remain involved in CEMI.

The Scope & Scale of Funded Partners

CEMI grants supported a range of partners, from organizations with a handful of staff to large institutions. The typical partner is a mid-sized, community-rooted organization, focused locally but acting within networks or coalitions to influence regional and state-level issues.

- Since the initial CEMI grants, the median annual operating budget of funded partners has stayed steady. The median annual operating budget was ~\$5.4 million (n=49) in 2025, a slight increase from the \$5 million median reported for 2023 in the Year 1 survey (n=35).
- During CEMI's first two years, 8 funded partners (15%), with CEMI awards totaling to \$5.5 million, acted as intermediaries by re-granting a portion of their CEMI funding to other organizations. This extended the reach of CEMI dollars.
- CEMI also counts grassroots organizations with staff sizes as small as 5 employees, as well as larger intermediary organizations, coalitions, and community foundations, among its funded partners.
- The map on the next page shows the geographic distribution of direct funded partners.



⁶ A 'typical funded partner' was defined using the median calculation on staff size and operational budget.

⁷ As self-reported from the CEMI Year 1 survey (n=37).



CEMI Year 3 Overview – CEMI Funded Partners by CERF Region

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Statewide

- California Association for Microenterprise Opportunity
- California Calls for Education Fund (Million Voter Project)
- Catalyst California
- Center for Empowered Politics Education Fund
- Community Alliance with Family Farmers
- Organización en California de Lideres Campesinas
- Small Business Majority Foundation, Inc.
- Visión y Compromiso

Bay Area

- 4th Second
- Emerald Cities Collaborative
- Chinese Progressive Association
- East Bay Asian Local Development Corporation
- Friendship House Association of American Indians
- Jewish Vocational & Career Counseling Service (JVS)
- North Bay Jobs with Justice
- Roots Community Health Center
- The Regents of the University of California (UC Berkeley Labor Center)
- Utility Reform Network
- Working Partnerships USA

Redwood Coast

- Two Feathers Native American Family Services

Northern San Joaquin Valley

- San Joaquin Community Foundation
- Stanislaus Equity Partners

Los Angeles County

- AAPI Equity Alliance
- Community Development Technologies
- Flintridge Center
- Los Angeles Black Worker Center
- Los Angeles Brotherhood Crusade, Black United Fund, Inc.
- Pilipino Workers Center of Southern California
- The Anti-Recidivism Coalition

Central Coast

- Action Council of Monterey County, Inc.
- Monterey Bay Economic Partnership

North State

- Oroville Southside Community Improvement Association
- Siskiyou Economic Development Council

Sacramento

- Foundation for California Community Colleges (LAUNCH)
- HUSWEJ (Nisenan Tribe of the Nevada City Rancheria)
- La Familia Counseling Center, Inc.
- Nevada-Sierra Connecting Point Public Authority
- The United Way California Capital Region

Central San Joaquin Valley

- Central Valley Community Foundation
- Neighborhood Industries
- The Regents of the University of California, Merced
- West Fresno Family Resource Center

Kern County

- Dolores Huerta Foundation

Inland Empire

- Alianza Coachella Valley
- Chaffey College Foundation
- Inland Empire Black Worker Center (COPE)
- Inland Empire Community Foundation
- Inland Empire Labor Institute

Southern Border

- City Heights Community Development Corporation
- Comite Civico Del Valle Inc. (Imperial Valley Equity & Justice Coalition)

Orange County

- Community for Innovation, Entrepreneurship and Leadership (CIELO)
- Council on American Islamic Relations, CA
- Hope Builders



Total Grants by Region

CEMI’s original grants were made through two distinct funds, a pooled fund and a donor-designated fund. The differences between these funds, described in the [Year 1 report](#), generally account for the differences in grant sizes (at right, sorted by region and largest median grant).

The source—whether grants came from CEMI’s pooled or donor-designated fund—largely accounts for the differences in regional average grant size, as the donor-designated grants included larger grants to some partners for local re-granting.

CEMI REGION	COUNT	SUM	MINIMUM SIZE	MAXIMUM SIZE	AVERAGE SIZE	MEDIAN
Northern San Joaquin Valley	2	\$2,175,000	\$175,000	\$2,000,000	\$1,087,500	\$1,087,500
Central Coast	2	\$1,050,000	\$100,000	\$950,000	\$525,000	\$525,000
Central San Joaquin Valley	4	\$1,800,000	\$100,000	\$1,000,000	\$450,000	\$350,000
Inland Empire	5	\$1,675,000	\$175,000	\$550,000	\$335,000	\$250,000
Bay Area	11	\$2,000,000	\$75,000	\$300,000	\$181,818	\$200,000
Los Angeles County	7	\$1,300,000	\$100,000	\$250,000	\$185,714	\$200,000
Orange County	3	\$600,000	\$200,000	\$200,000	\$200,000	\$200,000
Kern County	1	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Sacramento	5	\$870,000	\$150,000	\$220,000	\$174,000	\$175,000
Southern Border	2	\$350,000	\$150,000	\$200,000	\$175,000	\$175,000
Statewide	8	\$3,187,746	\$100,000	\$1,500,000	\$398,468	\$175,000
North State	2	\$275,000	\$125,000	\$150,000	\$137,500	\$137,500
Redwood Coast	1	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
TOTALS (all grants)	53	\$15,582,746	\$75,000	\$2,000,000	\$294,014	\$200,000

Year 3 CEMI Strategic Partners

Beyond the grant, CEMI offers technical assistance to funded partners in collaboration with three main strategic partners. TA activities are mutually reinforcing, intended to complement and support each other.



Live Free

Since joining CEMI in Year 2, [Live Free](#) has supported CEMI funded partners' power building efforts, offering 1:1 coaching for leadership and organizations, facilitating regional power building workshops, and coordinating updates and disseminating statewide policy updates pertinent to CEMI partners. Live Free also identifies on-the-ground demonstration projects as a testament to the work and its impact.



NextGen Policy

Since joining CEMI in Year 2, [NextGen Policy](#) has supported policy strategy development and coordinated the Select Committee on Economic Mobility in the California State Legislature.

The Select Committee is chaired by Assemblymember Dr. Joaquin Arambula (D-Fresno) and held its first hearing in April 2026 in Fresno.



Technical Assistance
Resource Center (TARC)

Starting in Year 1 and continuing into Year 3 of CEMI, The Center partnered with the [UC Santa Cruz \(UCSC\) Institute for Social Transformation](#) and the [USC Equity Research Institute](#) to launch an online resource hub, [CEMIResources.org](#), and deliver TA through 1:1 and cohort-based support.

The TARC Team also designed and facilitated the CEMI Convening at UC Davis in October 2025.



CEMI's Outcomes

Overview

Overall, CEMI **largely achieved the outcomes it established as goals at its formation**: increased public funding for its partners, partners achieving their own outcomes related to community economic development and power building, and additional funders giving to CEMI. An early goal related to establishing a statewide advocacy network was modified in Year 2 to strengthen partners' own advocacy and power building efforts.

The **most significant outcomes to which CEMI *directly contributed*** are:

- Increased public funding secured by partners.
- Increased collaborative work among and beyond funded partners.
- Access to philanthropic and policy spaces by CEMI's strategic partners for, and with, funded partners.

The **most significant outcomes that partners reported as *ripple effects*** of CEMI's investments (changes that funded partners observed as resulting from their own efforts, alongside the efforts of others) are:

- Economic outcomes (e.g., people hired, improved job protections, improvements for small businesses).
- Environmental outcomes (e.g., increased public participation in decision-making about natural resources, uptake of sustainability practices, increased access to green energy (solar and wind power)).
- Public health and well-being outcomes (e.g., improved access to health services, more housing, or access to housing).



Direct Outcome #1: Increased Public Funding

Funded partners sought and won more public funding.

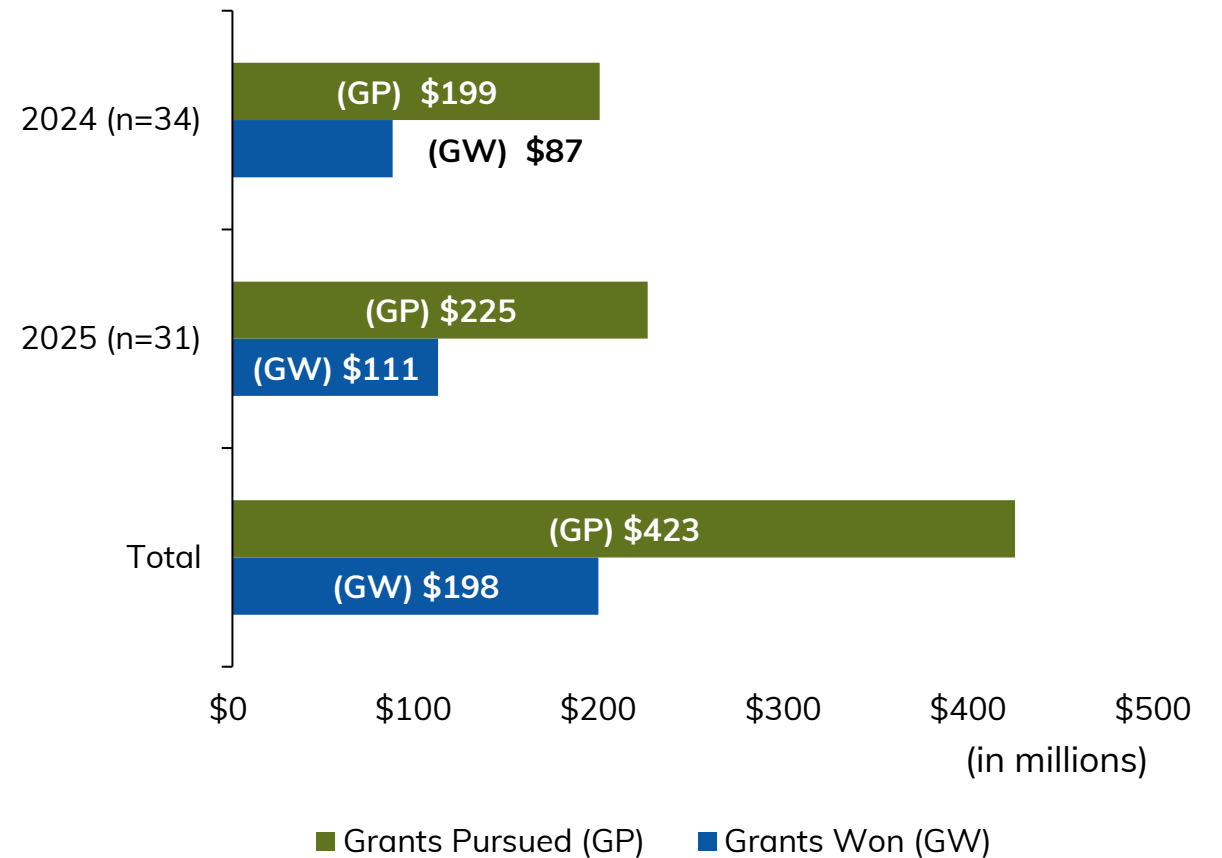
CEMI's blend of supports—funding, technical assistance, network building, and information sharing opportunities—strengthened partners' capacity to pursue and win public grants, especially from California state agencies.

For every \$1 that CEMI invested in grants to funded partners, those partners secured over \$11 in government grants and contracts.

Rounded to the nearest million, partners reported **pursuing 224 grants totaling \$423 million** and winning **134 grants totaling \$198 million** in 2024 and 2025 combined.

- In 2024, 26 funded partners reported that they pursued 64 grants totaling \$199 million and won 50 grants totaling \$87 million⁶.
- In 2025, 31 funded partners reported that they pursued 160 grants totaling \$225 million and won 85 grants totaling \$111 million.

Public Grants Pursued & Won by Funded Partners in 2024 and 2025 (in Millions)



⁶ This number is revised upward from the 2024 figure published in the Year 2 report due to the availability of additional data.

Both public funding applications and awards increased in 2025

The number of partners pursuing public funding grew by 45% during the three years of the CEMI initiative.

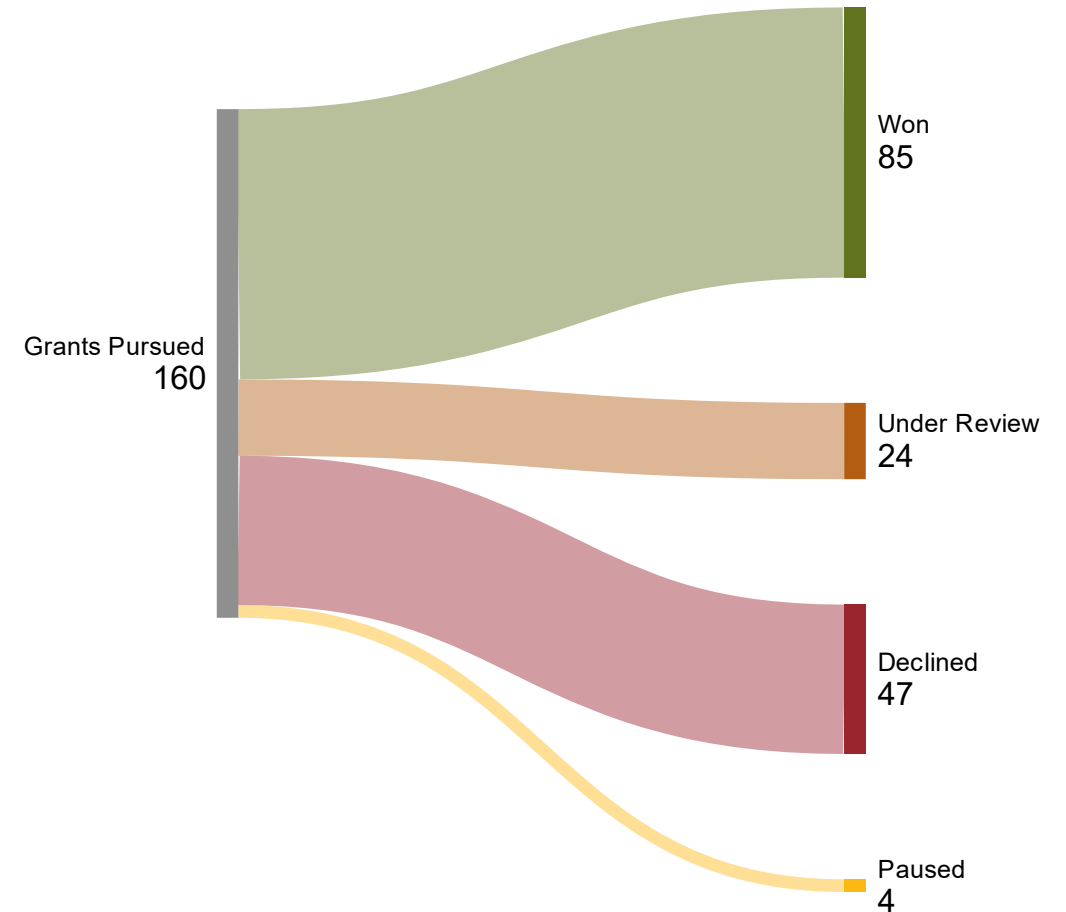
Almost all funded partners (91%) pursued public funding in 2025, compared to 66% in 2023 and 76% in 2024, respectively.⁷

Of the 160 grants from over 80 federal, state, and local agencies that were pursued by funded partners in 2025: 85 were won; 24 are still under review; 47 were declined; and 4 were initially awarded but were paused or canceled related to the funding freezes and clawbacks initiated in 2025 at the federal level.⁸

“CEMI has been one of the most impactful partners I have been involved with. When we apply for funding, it takes a lot of work. With CEMI, we had so much support [for fund development efforts] and still continue to receive it.”

– FUNDED PARTNER

Public Grants Pursued in 2025 by Status
(as of January 2026)



Made at SankeyMATIC.com

⁷ Percentage of the partners who filled out the 2024, 2025, and 2026 funded partner surveys.

⁸ As reported in the 2026 funded partner survey.

Public Funding Pursued in 2025 by the Numbers⁹

CEMI Funded Partners that Pursued Public Funding	31
Number of Public Funding Grant Applications	160
Total \$ Amount Applied For	\$224,566,113
Median \$ Amount Per Application	\$455,245
Average (Mean) \$ Amount Per Application	\$1,430,357
Smallest \$ Amount Applied	\$5,000
Largest \$ Amount Applied For	\$31,437,000

“Before receiving CEMI funding, much of our team’s energy was focused on direct service delivery ... The CEMI grant allowed us to enhance our grant writing capacity and pursue more competitive funding opportunities.”

– LA FAMILIA COUNSELING CENTER

“CEMI helped us get workforce development funding at the Los Angeles County level for our innovative model of training and cooperative development for a low-wage industry, home care, that is helping raise standards of working conditions and compensation in the industry ... We now have more grant writing experience and a track record. [But] we are still trying to break through to receive money from California state workforce development funds.”

– PILIPINO WORKERS CENTER OF SOUTHERN CALIFORNIA

⁹ As reported in the 2026 funded partner survey.

Public Funding Won in 2025 by the Numbers¹⁰

CEMI Funded Partners that Won Public Funding	27
Number of Public Funding Grants Won	85
Total \$ Amount Won	\$111,245,156
Median Grant Size	\$299,425
Average (Mean) Grant Size	\$1,324,347
Smallest Grant Won	\$2,500 ¹¹
Largest Grant Won	\$31,437,000

“We applied for and received a grant from California Jobs First for \$499,000 for a feasibility study for Biomass Recycling to Energy plants in the Sacramento Capital Regional rural counties.

We have been more successful in contract negotiations after attending CEMI meetings and convening.”

– CONNECTING POINT

“With CEMI’s support, we were able to prioritize our internal infrastructure, particularly around data integrity and data management. This investment allowed us to improve how we track outcomes, understand participant needs, and measure the impact of our programs. As a result, we are better positioned to grow sustainably and deliver high-quality support to community members seeking to launch and sustain their businesses.”

- CIELO

¹⁰ As reported in the 2026 funded partner survey.
¹¹ A grantee was awarded \$2,500 of the \$5,000 they applied for, hence the discrepancy between the smallest amount applied for and the smallest amount won.

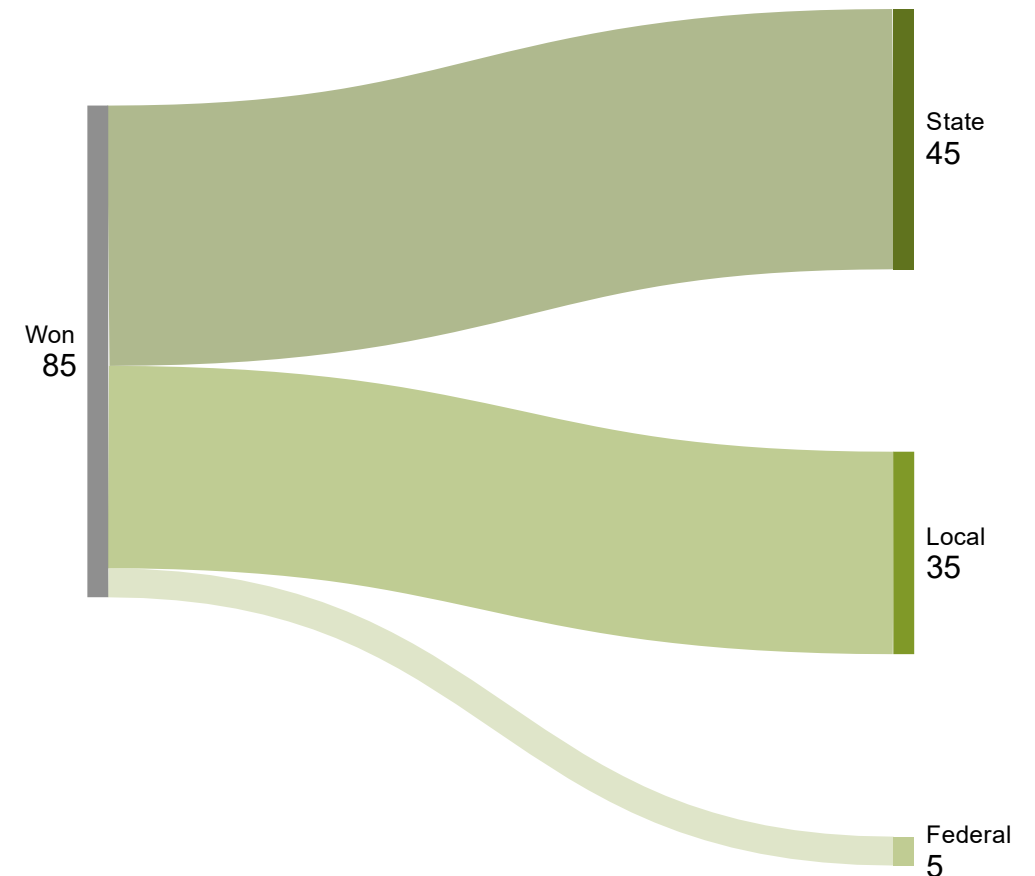
California state agencies were the most significant source of funds.

CEMI funded partners were most successful in pursuing funding from California state sources. Of the 85 public grants won in 2025, the top three sources of new public funding secured by funded partners were the California Department of Industrial Relations (8 grants), California Department of Health Care Services (6 grants), and California Department of Social Services (5 grants).

The top three sources in terms of funding awarded were:

- \$48,071,524.67 from the **California Department of Health Care Services**
- \$37,639,684.00 from the **California Employment Development Department**
- \$25,429,322.62 from the **California Department of Social Services**

Public Grants Won in 2025 to Funded Partners by Government Level



CEMI's Contribution to Public Funding Outcomes



Increased fund development capacity¹²: At least 64% of funded partners used their CEMI grant to hire fund development and grant writing staff or consultants. Beyond the grant itself, CEMI staff and strategic partners supported organizations by suggesting funding sources to 58% of funded partners and answering questions about funding sources or processes to 56% of funded partners. Overall, 88% of funded partners found the technical assistance resources at least somewhat helpful in their efforts to obtain public funds, with at least half rating them very helpful.



Access to advice and coaching¹³: Funded partners lauded the 1:1 and cohort-based coaching provided by the TARC team, as well as the information and guidance offered in those spaces for fund development. As one funded partner noted during the Year 2 evaluation, *“The guidance and information provided through the fund development cohort were incredibly valuable in helping us understand both state-specific and general RFP expectations.”* (Findings from Funded Partner Focus Groups in 2025 and 2026.)



Contribution to collaborative funding applications¹⁴: Notably, CEMI's support helped partners develop collaborative proposals. Approximately a third of grant applications (54 of 160, or 34%) developed by funded partners were done in collaboration with other CEMI funded and non-CEMI funded organizations. These applications sought \$124,750,622 in total funding and were developed by 19 partners, or 61% of those who reported public funding data for 2025. Of these 54 collaborative applications, 32 (59%) were won, accounting for more than one-third of all grants won (32 of 85, or 38%) and bringing in over \$65 million in funding.

¹² As reported in the 2026 funded partner survey.

¹³ Findings from funded partner focus groups in 2025 and 2026.

¹⁴ As reported in the 2026 funded partner survey.

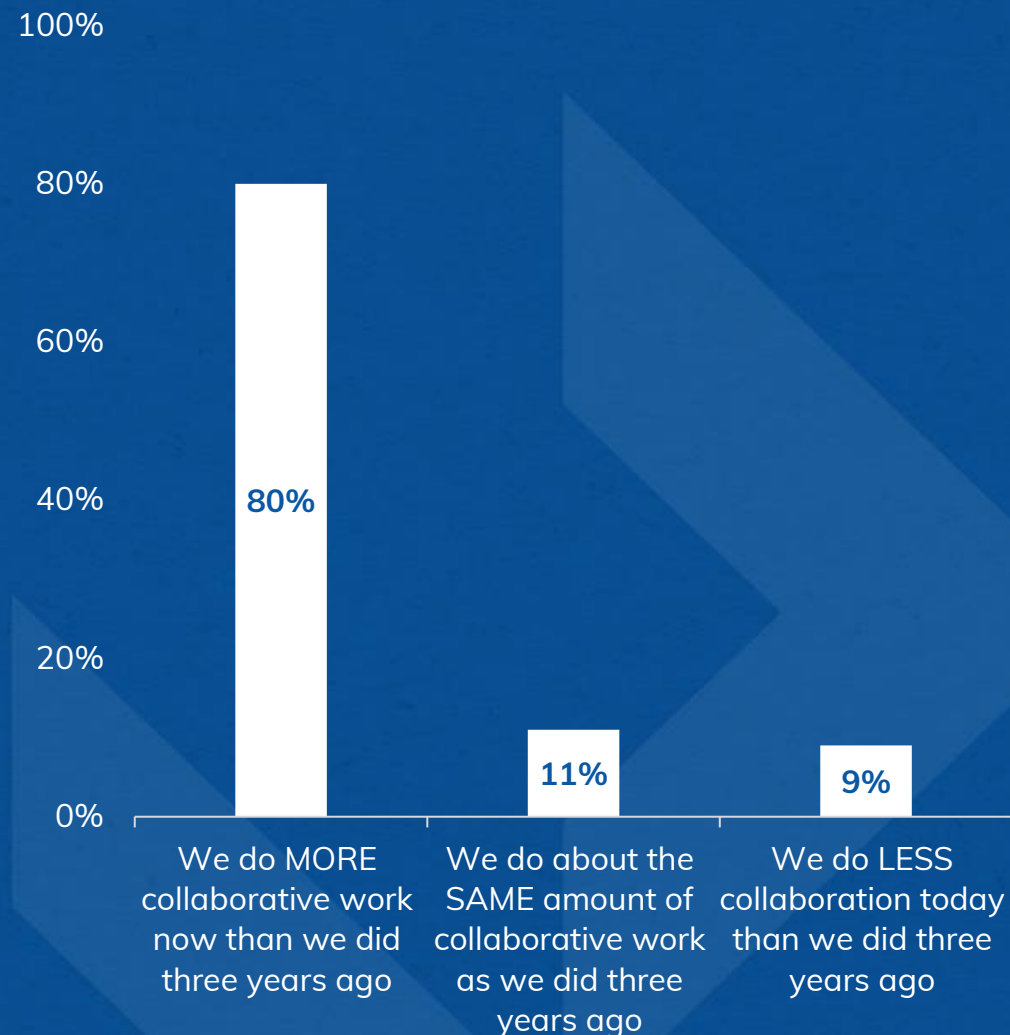


Direct Outcome #2: Increased Collaboration & Collective Action



**80% of funded partners
report working more
collaboratively now
than they did prior to
the start of CEMI**

(n=35)





During CEMI, funded partners increased their collaborative work.

While participating in CEMI involved joint activities for funded partners, such as technical assistance sessions or the CEMI Convening, increased collaboration was not only an activity but also an outcome of CEMI. **80% of funded partners report working more collaboratively now than before CEMI began.** All strategic partners interviewed mentioned the relationships between all actors in the CEMI ecosystem as one of the biggest benefits of the CEMI investment. TA providers noticed that connections were built even through difficult circumstances: across expanded, disconnected geographies; amongst different sectors; and between organizations with limited capacity. In creating space and staff capacity for this work, CEMI laid the groundwork, but funded partners expanded this work on their own, going beyond CEMI-organized activities and developing new collaborations. With support from CEMI's strategic partners, especially the TARC Team, one regional cohort evolved into its own regional collaborative: the **North State Inclusive Economy Collective**.

North State Inclusive Economy Collective

The first of its kind, the Collective is a collaboration of 12 organizations, including several funded partners (in red*):

1. The Black Resiliency Project
2. Community Alliance with Family Farmers (CAFF)*
3. The Hmong Cultural Center
4. HUSWEJ (Nisenan Tribe of the Nevada City Rancheria)*
5. LEADButte
6. Líderes Campesinas*
7. Mechoopda Tribe of Chico Rancheria
8. Nevada-Sierra Connecting Point Public Authority*
9. Northern Valley Catholic Social Services (NVCSS)
10. Oroville Southside Community Improvement Association (OSCIA)*
11. Siskiyou Economic Development Council*
12. UC Davis Labor & Community Center

Together, they act in solidarity to advance inclusive, community-driven economic development across far Northern California, focusing on affordable housing, community-owned assets, and opportunities for low-income workers across 13 counties: Butte, Glenn, Lake, Lassen, Modoc, Plumas, Nevada, Shasta, Sierra, Siskiyou, Tehama, Trinity, and Humboldt.



Increased collaborative work (continued)

Opportunities to come together in cohorts and other common spaces illuminated complementary strengths in program reach, effectiveness, and service delivery mechanisms.

“We've also learned that while we may not always have the same level of resources as larger organizations, we bring meaningful programming, cultural relevance, and deep community relationships. Rather than trying to build everything from scratch, we focus on sharing our programs, aligning strengths, and building upon existing efforts. This approach allows us to maximize impact, avoid duplication, and collectively respond to community needs more effectively.”

– FUNDED PARTNER

“The collaboration of the group together brings so many additional strengths that our small nonprofit doesn't have all by itself.”

– NORTH STATE INCLUSIVE ECONOMY COLLECTIVE MEMBER



Participants at the October 2025 CEMI Convening.
Photo courtesy of The Center at Sierra Health
Foundation.

Partners are orienting their ways of working towards the economic solidarity framework.

Funded partners increasingly use a shared narrative to describe the challenges their individual organizations work on. In part, this is related to the current political climate, as well as to moments over the past three years when partners faced increasing community needs arising from emergencies, such as the 2025 Los Angeles wildfires, necessitating collaboration. Strategic partners' technical assistance, highlighting power building and a solidarity economy through narrative tools and frameworks, supported the emergence of a shared language within the cohort. The context, responding to polycrises, and the frameworks created a baseline understanding for collaborative work.



Photo courtesy of Lideres Campesinas, a funded partner.



“There has been a shift among funded partners from conceptions of community nonprofits as ‘service providers’ to nonprofits as ‘engines of economic and democratic power,’ and from discussing ‘the economy’ to ‘our economy.’”

– CEMI TARC TEAM



Direct Outcome #3: Access to Political & Philanthropic Power

Commitment to Power Building & Advocacy

During Year 3, strategic partners worked to support community organizing and power building across CEMI partners and their communities. Live Free held monthly coaching calls for all partners and in-person all-day power building bootcamps, which were workshops in community organizing skills—including the use of the “Story of Self” methodology—led by Live Free staff and open to both CEMI partners and community leaders in their networks. Partners developed a shared list of legislative priorities to increase awareness of the issues each worked on.

Funded partners reported widespread use of power building tactics in their programs during Year 3 of CEMI.

“Today's training gives me a clearer understanding of what community organizing is and where we need to start.”

– POWER BUILDING BOOTCAMP PARTICIPANT

Power Building Bootcamp – Stockton, CA

One of several organized throughout the state, the Stockton Bootcamp was held on January 31, 2026. It was organized by Live Free CA, a CEMI strategic partner, with support from Live Free USA, their national partner; Faith in the Valley, a five-county coalition of faith leaders from 120 congregations based in Stockton; and Concrete Development, a Stockton nonprofit that blends helping people heal from trauma, reducing economic precarity, and advocacy through grassroots organizing.

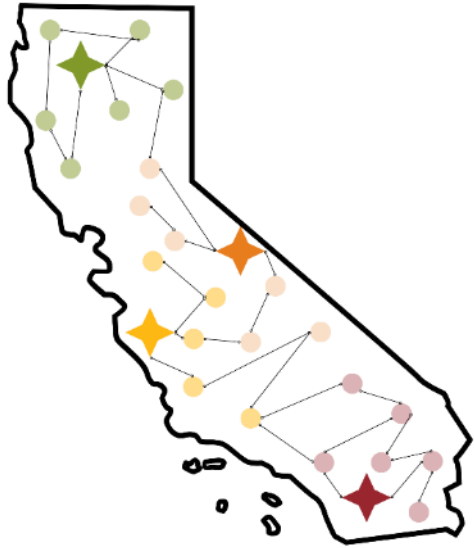
Percentage of Funded Partners Who Use the Following Power Building Tactics

TACTIC	PERCENTAGE
Coalition and network building	89%
Gathering input	81%
Public education	72%
Meeting with legislators	67%
Grassroots organizing and base building	64%
Policy proposal development	64%



Strategic partners connected community organizations and decision-makers, increasing access to political and philanthropic power.

A bridge to the
State Legislature



NextGen Policy provided CEMI funded partners with analyses of the State budget and legislative landscape. They successfully advocated for the creation of the [Select Committee on Community Economic Mobility and Investment](#) chaired by Assemblymember Dr. Joaquin Arambula (D-Fresno), which held its first public hearing on April 2, 2026, where funded partners testified about challenges their communities face and strategies they use to advance economic mobility. Going forward, the Select Committee will identify opportunities to address economic development issues and inform solutions that will support more sustainable growth throughout California.

A bridge to
philanthropy

Working directly with CEMI funded partners and through its engagement with [Northern California Grantmakers \(NCG\)](#), The Center created several funder briefings that took place in different regions of the state. These briefings provided opportunities for funded partners to share their work with other donors and to engage funders in discussions about critical regional issues.

The CEMI
Convening

CEMI's statewide convening, held in October 2025 at UC Davis, brought together over 150 leaders from across CEMI's network to exchange information, connect, and discuss and elevate strategic responses to challenges facing California communities. Representatives of the Governor's Office and from several private and community foundations were in attendance to listen to and join in strategic discussions with CEMI funded partners.



On April 2, 2026, CEMI funded partners testified to the Select Committee on Community Economic Mobility and Investment.



"How can you get agriculture, entrepreneurship, and mental health all in one program? The Sweet Potato Project does that ... These are the types of programs that we need in our community for our kids to be successful."

– YOLANDA RANDALLS
WEST FRESNO FAMILY RESOURCE CENTER



"We've been able to build a shared agenda for inclusive economic development that unites farmers and farmworkers ... We've been able to work on Prop 4 implementation, create regional market opportunities, and develop a new brand."

– MARIA RIDOUTT-OROZCO
COMMUNITY ALLIANCE WITH FAMILY FARMERS (CAFF)



Ripple Effects: Economic, Environmental, Health, & Well-being Outcomes

Economic Infrastructure Outcomes

CEMI funded partners contribute to community development outcomes through a variety of activities and strategies in their region. In the next few sections, we provide examples of those activities along the three areas of change noted in the theory of change: (1) policies and infrastructure, (2) community well-being, and (3) environments. Almost half of funded partners with an entrepreneurship focus built stronger cross-sector coalitions in line with the solidarity economics framework. At least a third of funded partners are developing alternative economic models and exploring ways to foster a more collaborative economic model.



42%

Built stronger networks among entrepreneurs, between businesses, and/or between businesses and government or nonprofits



33%

Helped entrepreneurs start or expand micro or small businesses



25%

Developed or promoted alternative economic models, such as cooperatives, B-corps, etc.

“We were able to use many of the tools and inspirations for projects we initiated during CEMI, such as [Guardian Vital](#), which is a wine label that brings awareness to the farmworkers and, with a QR code, leads consumers to a hub of resources and information...Our work regarding land access and helping current and former farmworkers explore new pathways to farm ownership.”

– LÍDERES CAMPESINAS

Jobs & Industry Outcomes

About half of CEMI funded partners that responded to the survey are working to support community members in getting hired. Partners are also supporting workforce development by encouraging better workplace conditions and policies.



50%

Helped people obtain job training, certifications, or other professional development



44%

Helped people get hired



33%

Received commitments from companies to create jobs or hire from the communities they represent

“One of the biggest accomplishments is the successful implementation of Inland Empire Works Pre-Apprenticeship Program, a pioneering workforce development model created in partnership with a consortium of water/wastewater utilities and community organizations ... It centers community values and dignity, offers wrap-around services, and leverages strong strategic partnerships to address the persistent Black jobs crisis in the Inland Empire. Across three cohorts totaling 32 participants, the program achieved a 95% completion rate. Notably, after the third cohort graduated, nearly 40% secured full-time jobs or internships in the water sector.”

– INLAND EMPIRE BLACK WORKER CENTER

Climate, Energy, & Environment Outcomes

Of the environmental outcomes posed, almost half of funded partners report influencing business practices or industries to have more climate-friendly practices.



42%

Influenced climate-friendly or environmentally sustainable practices by businesses or industries



39%

Increased community input into decision-making processes about natural resources



19%

Created new green spaces or parks, or protected existing green spaces or parks

“With CEMI support, TURN launched Charging Faith to explore how Black churches could lead in the expansion of electric vehicle (EV) charging infrastructure... We consulted and collaborated with five churches in the Bay Area: West Pittsburg Community Church of God, Grace Bible Fellowship, East Bay Church of Religious Science, First Church Berkeley, and True Faith Community Baptist Church. Our connection to these churches allowed us to meet clergy, host conversations, and listen deeply. We saw excitement, skepticism, and a shared commitment to environmental stewardship grounded in faith.

As the project continued, what became clear was that the need isn't just for infrastructure upgrades; it's for information, education, and partnership. We became a more comprehensive conduit for energy literacy, helping churches and communities understand the landscape of available programs from solar and battery storage to energy bill assistance to climate resilience funding opportunities.”

– THE UTILITY REFORM NETWORK (TURN)

Public Health Outcomes

Almost half of funded partners who completed the survey have seen changes in their community directly brought about by their work in CEMI. Changes related to public health and safety can be subjective and wide-ranging. These are changes defined as positive by CEMI partners and defined as related to public health or safety by CEMI partners.



42%

Are seeing positive changes related to public health



25%

Preserved, protected, or constructed housing



22%¹⁵

Are seeing positive changes related to public safety

“CEMI funding enabled us to make major investments in community infrastructure. We acquired properties for permanent supportive housing and urban agriculture and advanced a planning application for a recuperative care housing facility and free community clinic.

These projects reflect our commitment to creating a continuum of care that integrates housing, health, and social services to address community well-being holistically.”

– 4TH SECOND

¹⁵ “We are seeing positive changes related to public safety” was the fourth most selected option. The third most selected option was “None,” chosen by 25% of respondents.



Factors in CEMI's Outcomes:

What Was Supportive & What Hindered Progress



A supportive factor: CEMI's collaborative approach

CEMI created spaces and cultivated practices that foster opportunities for cross-partner engagement and collaboration. Funded partners named physical and virtual spaces that support relationship building, problem-solving, and collective action from the cohort: the technical assistance workshops, regional collaborations, and the October 2025 in-person convenings, among others.

Attendance in these spaces remains high, even in Year 3 of CEMI, with 83% of funded partners reported in attendance at the October 2025 convening. Partners valued the dedicated time and space for collaborating with other funded partners.

Throughout the initiative, the CEMI program team's adaptive and responsive practices met the emerging needs of funded partners, including a desire for collective action at the regional level. Seeing the want—and effectiveness—of regional partnerships, several CEMI TA offerings now include non-CEMI funded partners that work closely with CEMI funded partners.

“The October 2025 CEMI convening was particularly valuable, as it provided opportunities to connect with peer organizations, share information about funding opportunities, and strengthen collaborative relationships.”

– FUNDED PARTNER

“The CEMI North State Collaborative has been a game-changer for us. We've never participated in a group like this.”

– FUNDED PARTNER

CEMI's focus on trust and relationship-building.

Another supportive factor was the way both The Center's CEMI staff and the strategic partner's staff approached CEMI's implementation. Across interviews and survey responses, funded partners consistently expressed that the way CEMI was carried out—from how funds were granted to how The Center and strategic partners listened to them before designing technical assistance programs—positively contributed to their work. Partners noted that The Center's approach to managing CEMI fostered trust, encouraged relationship-building, and enabled adaptation as the political landscape shifted.

"I have participated in regional cohorts before, but never really felt like I knew my cohort individuals as deeply as I do this cohort. The empathy and shared pursuit of goals feel substantially more complete."

– REGIONAL COHORT PARTICIPANT

"The Center earned a lot of trust from me and others at my foundation for being able to manage this kind of initiative well and direct funds to different geographic regions."

– FUNDING PARTNER

"I can clearly see how valuable this investment has been for relationship building. What began as a simple information exchange has, particularly over the last year, grown into a deeper, trust-based collaboration, fostered through regular gatherings and high-quality technical assistance. Because of this, I now feel much more connected to many CEMI partners and have made important inroads toward regional collaboration on projects."

– FUNDED PARTNER

"I appreciate how CEMI evolved to focus on policy education opportunities ... no one else is doing work at a statewide level like CEMI."

– STRATEGIC PARTNER

Political backlash was the most significant hindering factor.

Across interviews, focus groups, and survey responses, funded partners reported that having the federal government act against their goals created significant headwinds. Specifically, a hostile political climate gave rise to:

- Threats to communities by ICE; work was hindered when program participants' liberty was jeopardized.
- Overwhelm of internal systems within funded partners, as they struggled to juggle increased demand for services (for just one example, during cuts to SNAP) and recalibrate organizational priorities.
- Attacks on the language that funded partners use to describe their work, such as the terms “communities of color”, “equity,” or “inclusive economy,” created challenges for funded partners as they grappled with decisions about whether and what to change about the ways they talk with their communities. As one funded partner noted, *“Even the word ‘climate’ is a negative term amongst folks now,”* representative of backlash to their efforts.

This backlash is changing fund development patterns. In 2025, 46% of funded partners decreased or discontinued their pursuit of federal funding, while 67% increased or continued seeking state funding.	How funded partners' efforts changed in 2025 as they pursued public funding (n=35)				
	Public Funding Level	Increased or Continued		Decreased or Discontinued	
		Count	%	Count	%
	Local Sources	18	51%	2	6%
	State Sources	24	67%	1	3%
	Federal Sources	12	34%	16	46%



What's Next?

Insights & Opportunities to Apply Them

Learning from CEMI

Over three years, CEMI has yielded rich learning opportunities for its participants. Some of the most significant insights for The Center and its partners include:

1. Invest early in the backbone infrastructure of collaborative initiatives, providing space for collective engagement.

CEMI has received consistent positive feedback from its funded partners throughout the initiative. Where survey respondents and interviewees offered constructive feedback, it largely focused on ensuring sufficient infrastructure and capacity for CEMI at the Center to ensure smooth communication and grant operations, especially during Year 1 of CEMI. In particular, partners note that it initially took time to staff CEMI (which has since grown to a current three-person team), which slowed initial timelines and limited early communications. Future initiatives can invest early on in their staffing and systems.



Yreka, CA. Photo courtesy of Siskiyou Economic Development Council, a funded partner and North State Inclusive Economy Collective member.

2. Blending funding with strategic advocacy and power building support was a powerful way to bring more resources to communities.

CEMI's total direct grantmaking exceeded \$15 million. These grants, invested by funded partners in their own fund development capacities, helped them collectively secure over \$177 million more in grants from local, state, and federal agencies for their communities.

On its own, this is a significant strategy. Blending it with a range of technical assistance and collective action supports deepened its effectiveness. CEMI's strategic partner, NextGen Policy, helped partners elevate their policy priorities and gain a more nuanced understanding of the California legislative landscape. Access to power building bootcamps with Live Free provided funded partners with an opportunity to refer their own community partners (including faith leaders and other community-based nonprofits) to the trainings, building local organizing capacity.

The combination of strategies means that public funds raised are more likely to support local agendas, and that decision-makers are more aware of the kinds of changes needed to more effectively support inclusive economic development in communities.



Photo courtesy of City Heights Community Development Corporation, a funded partner.

3. Hands-on tailored technical assistance, consistently delivered, was especially helpful.

As evidenced by both the qualitative data from funded partners and the results of long-term regional coalition-building support, CEMI demonstrated that technical assistance with fund development and coalition-building can deliver welcome results.

Multiple TA forms were tested throughout CEMI. Two that funded partners describe as most impactful included:

1. 1:1 coaching delivered during 2024, tailored to partners' goals, related to navigating public funding application and fund management processes.
2. Long-term support for setting up regional coalitions, delivered during 2025 and 2026.

Both were delivered by the TARC Team.



Photo courtesy of Inland Empire Black Worker Center, a funded partner.

Opportunities for CEMI & The Center at Sierra Health Foundation

Future opportunities for The Center at Sierra Health Foundation to apply learnings from three years of CEMI include:

- 1. Continue CEMI's focus on community-driven change in its priority communities:** CEMI embodies The Center's knowledge of the fundamental role of economic stability in health outcomes and its commitment to BIPOC and historically disadvantaged communities. It launched when federal policy created enabling conditions to influence the flow of public funding for equitable economic development. CEMI's theory of change has now been tested and validated. Its coalitions and relationships can be leveraged to achieve state-level change while federal opportunities are blocked, and the need for its model in California communities is clear. As the policy environment continues to shift, CEMI remains a model for supporting community-driven economic development.
- 2. Explore a wider range of resourcing options:** In addition to The Center's efforts to secure funding partnerships, the CEMI network is increasingly well-positioned to leverage its fundraising power to bring new resources into the network. For instance, the North State Inclusive Economy Collective has already begun fundraising independently, and this model may be one piece of the funding puzzle for CEMI going forward. Other pieces for the Center include exploring opportunities to award no-interest loans, supporting its partners in accessing financing through CDFIs when appropriate, and pursuing impact investing opportunities connected to CEMI partners.
- 3. Extend CEMI's model to protect communities:** CEMI communities face dramatic challenges, from steep federal funding cuts for healthcare and basic services to human rights violations of immigrants and other threats to immigrant communities, who make up 28% of Californians (as of October 2024¹⁶). Networks built by CEMI partners, the services they provide, their ability to serve as regional economic engines, and the local power building they engaged in offer protective factors. Looking to the future, California's social sector will face a time that The Center's CEO, Chet Hewitt, calls the "Great Re-Build," during which critical systems will need to be restored and renewed. CEMI's model can be extended to support rebuilding critical social-sector infrastructure on its own or in combination with other initiatives.

¹⁶ [Per the Public Policy Institute of California.](#)

Top Takeaways from CEMI for Other Funders

CEMI's experience also offers important takeaways for other funders of economic and environmental efforts. These include:

- 1. Invest in community-driven strategies:** CEMI has excelled at funding directly into the “Justice40” communities (census tracts with a long history of marginalization and underinvestment) that were its original priority. As reported in Year 1, 84% of partners work in Justice40 communities, and 60% also have their headquarters in those census tracts. Additionally, over 97% of grantee partners are led by and serve BIPOC communities throughout California. The Center's approach to its work, the staff who managed CEMI, the relationships they built, and the work of the organizations they supported all ensured that CEMI grants backed strategies driven by these communities, accruing benefits to those communities.
- 2. Invest in fund development capacities:** While CEMI awarded its grants in flexible support, it encouraged proposals from organizations that were interested in developing their capacity to seek and manage public funds, and we know from our Year 3 reporting that all partners engaged in some activities related to this kind of capacity-building (whether using funds to invest in this function or participating in related technical assistance). This investment delivered a high ROI, enabling partners to successfully pursue, win, and manage millions more in funding.
- 3. Focus technical assistance on creating opportunities that open doors to power:** Funder-provided technical assistance is not always welcomed by grantees. It can vary in usefulness and may add a time burden on grantees. What made CEMI's technical assistance more valuable to its partners was, first, that they were consulted on the content and format for the technical assistance before it was designed, and second, that multiple aspects of the assistance involved increasing partners' access to key decision-making spaces. Strategic partners who provided technical assistance didn't try to change how funded partners approached their work. Instead, they shared knowledge and access that was useful to funded partners, including access to policymakers and funders.



Methods

Year 3 Evaluation Methods

This report summarizes findings from the January 2025 to Spring 2026 period.

These findings are informed by data collected through four primary methods (grant report review, a survey, focus groups, and interviews). These methods were supported by check-ins with CEMI staff, attendance and observation of strategic partner briefings, review of grant reports and strategic partner documents, and attendance and observation at multiple events, including the October 2025 CEMI convening.

In selecting and implementing these methods, we prioritized the following principles:

- **Learning:** The approach is developmental; the primary use of data is to inform learning and continuous adaptation.
- **Equity & Power:** The methods apply an equity lens and address power dynamics in funding relationships.
- **Balanced Participation:** We intentionally selected methods that create opportunities for partners to share their perspectives and experiences, which are at the heart of this assessment. We also acknowledged that the time of funded partners was impacted, so we gathered only the minimum data needed to explore the evaluation question.

January 2026

Funded Partner Survey

34 of 44 funded partners completed the survey (77% response rate), with 3 partners providing partial responses); 31 of 44 partners completed the public funding sheets (70% response rate).

February 2026

Two Funded Partner Focus Groups

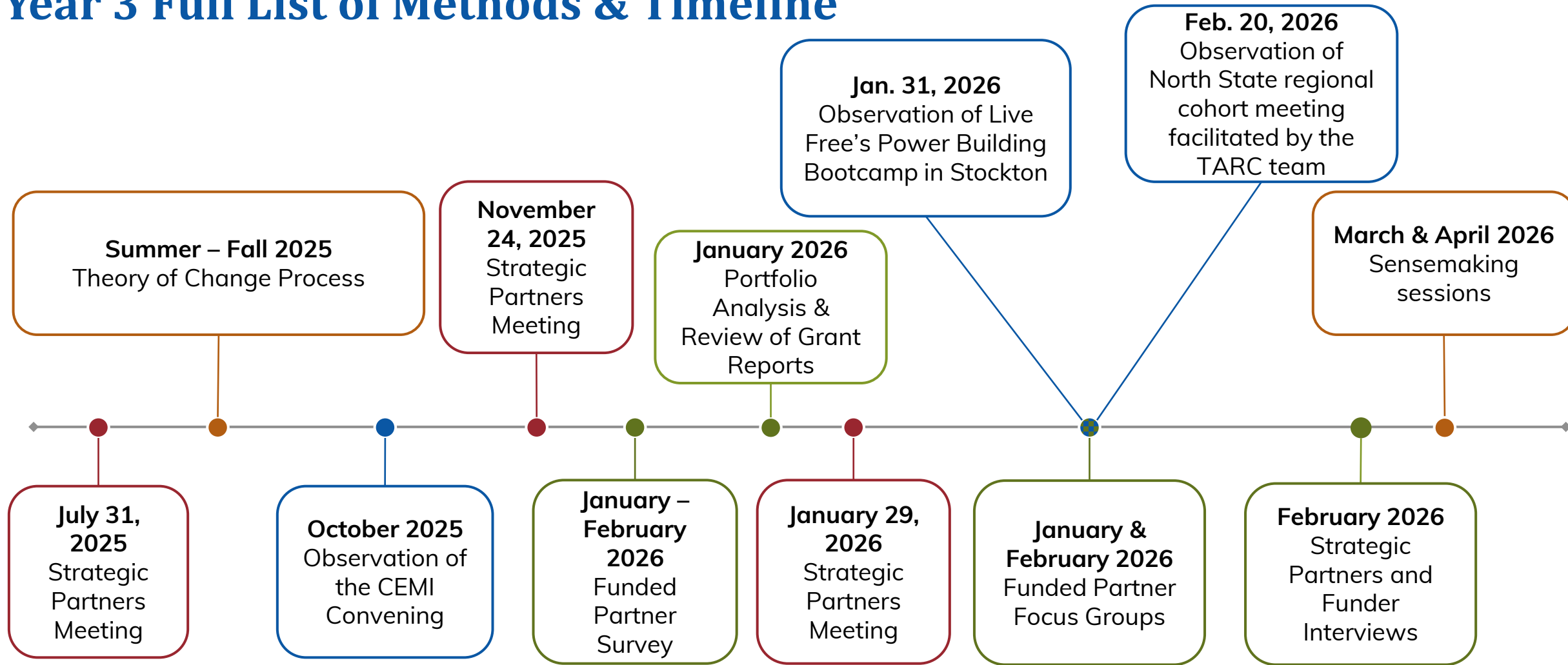
A total of 23 people participated in two focus groups, one held in-person in Stockton (15 people) and one held virtually with representatives of 8 partners from the North State region.

March 2026

Funder & Strategic Partner Interviews

With staff at 3 strategic partners and 3 funding partners.

Year 3 Full List of Methods & Timeline



- ❖ Informing Change data collection activity
- ❖ Internal activities with CEMI or strategic partners

- ❖ Strategic partner meetings
- ❖ Observations of events or key activities



Acknowledgments

We are grateful to the following organization representatives for the insights and experiences they shared in focus groups or interviews:

Interviewees

- **Azucena Beltran-Serrano**, UC Santa Cruz Institute for Social Transformation
- **Chris Benner**, UC Santa Cruz Institute for Social Transformation
- **Teresa Gonzalez**, Live Free USA
- **Erika Katske**, UC Santa Cruz Institute for Social Transformation
- **Judi Lopez**, The California Endowment
- **Arnold Sowell**, NextGen Policy
- **Lul Tesfai**, The James Irvine Foundation
- **Richard Vezina**, Blue Shield of California Foundation

Focus Groups

Thank you to all 24 people who gifted us with their time during our focus groups! While not a complete list, we want to acknowledge the participation of the following organizations:

- | | |
|---|--|
| • Black Resiliency Project | • Northern Valley Catholic Social Services (Redding) |
| • Community Alliance of Family Farmers | • North Valley Community Foundation |
| • Connecting Point | • Oroville Southside Community Improvement Association |
| • First Unitarian Universalist Church of Stockton | • Rival Collective |
| • Hmong Cultural Center of Butte County | • Siskiyou Economic Development Council |
| • HUSWEJ (Nisenan Tribe of the Nevada City Rancheria) | • The City of Stockton |
| • Líderes Campesinas | • University of California Davis Labor & Global Migration Center |
| • Mechoopda Indian Tribe of Chico Rancheria | |

The following team at Informing Change conducted this assessment and prepared this report:

- **Michael P. Arnold, PhD**, Partner & Executive Director
- **Caitlin Stanton**, Director
- **Ayenna Cagaanan**, Associate
- **Emily Medica**, Research Assistant
- **Johnny Du**, Writer/Editor, provided production and editing support.

The following staff at The Center at Sierra Health Foundation guided this assessment and contributed to this report:

- **Maurice Samuels**, Managing Director of Learning & Evaluation
- **Elaine Lander**, Senior Learning & Evaluation Officer
- **Kendra Lewis**, Managing Director of Community Economic Development
- **Anna Jen**, Program Officer
- **Mone't Green**, Program Associate
- **Chet P. Hewitt**, Chief Executive Officer
- **Kaying Hang**, President



Appendices

Appendix A: Previous & Current CEMI Funded Partners

POOLED FUND	DONOR-DESIGNATED FUND
• 4th Second • AAPI Equity Alliance • Alianza Coachella Valley • CA Healthy Nail Salon Collaborative • California Association for Microenterprise Opportunity • California Heritage: Indigenous Research Project • Center for Empowered Politics Education Fund • CIELO - Community for Innovation, Entrepreneurship, Leadership & Opportunities • City Heights Community Development Corporation • Comite Civico Del Valle, Inc. • Community Alliance for Family Farmers • Community Development Technologies Center • Council on American-Islamic Relations, California • Dolores Huerta Foundation • East Bay Asian Local Development Corporation • Emerald Cities • Friendship House Association of American Indians • Imperial Valley Equity & Justice Coalition • La Familia Counseling Center, Inc. • Líderes Campesinas • Monterey Bay Economic Partnership • Neighborhood Industries • Nevada-Sierra Connecting Point Public Authority • Oroville Southside Community Improvement Association • Roots Community Health Center • Siskiyou County Job Council • Stanislaus Equity Partners • The United Way California Capital Region (UWCCR) • Two Feathers Native American Family Services • Utility Reform Network • West Fresno Family Resource Center	• Action Council of Monterey County, Inc. • California Calls for Education Fund (Million Voter Project) • California Catalyst • Central Valley Community Foundation • Chaffey College Foundation • Chinese Progressive Association • Community Foundation of San Joaquin • Flintridge Center • Inland Empire Black Worker Center (COPE) • Inland Empire Community Foundation • Inland Empire Labor Institute • Jewish Vocational & Career Counseling Service (JVS) • LAUNCH (Foundation for California Community Colleges) • Los Angeles Black Worker Center (Southern California Black Worker Hub for Regional Organizing) • Los Angeles Brotherhood Crusade, Black United Fund, Inc. • North Bay Jobs with Justice • Pilipino Workers Center of Southern California • Small Business Majority Foundation, Inc. • Taller San Jose Hope Builders • The Anti-Recidivism Coalition • The Regents of the University of California (UC Berkeley Labor Center) • The Regents of the University of California, Merced • Visión y Compromiso • Working Partnerships USA

Appendix B: Previous & Current CEMI Funding & Strategic Partners

POOLED FUND FUNDING PARTNERS (AWARD)	DONOR-DESIGNATED FUND FUNDING PARTNERS (AWARD)	STRATEGIC PARTNERS (YEARS OF ENGAGEMENT)
TOTAL: \$7.06 million • The Blue Shield of California Foundation (\$400,000) • The California Endowment (\$765,000) • The California Wellness Foundation (\$650,000) • Chan Zuckerberg Initiative (\$500,000) • The David and Lucile Packard Foundation (\$400,000) • The James Irvine Foundation (\$2 million) • Sierra Health Foundation (\$2.32 million) • US Bank Foundation (\$25,000)	TOTAL: \$10.765 million • The California Endowment (\$765,000) • The James Irvine Foundation (\$10 million)	• The Equity Research Institute at USC (3) • The Institute for Social Transformation at UC Santa Cruz (3) • Informing Change (3) • Live Free (2) • NextGen Policy (2) • Northern California Grantmakers (2) • PolicyLink (3)

Appendix C: List of Funds Won (January 2025 – January 2026) (1/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
4th Second	\$1,456,778.74	Path CITED Round 4	California Department of Health Care Services (DHCS)	
4th Second	\$40,000	Opioid and stimulant use disorder prevention and education for communities of color	California Department of Health Care Services (DHCS)	
AAPI Equity Alliance	\$715,000	LA vs. Hate Rapid Response Network	Los Angeles County – Commission on Human Relations	17 subgrantees
AAPI Equity Alliance	\$176,000	LA Office of Violence Prevention Strategic Plan	Los Angeles County – Department of Public Health	
Anti-Recidivism Coalition	\$4,650,600	Credible Messengers Pre-Dispo Boys (2025-2027)	Los Angeles County – Department of Youth Development (DYD)	
Anti-Recidivism Coalition	\$1,173,000	Credible Messengers Girls and Gender Expansive Youth	Los Angeles County – Department of Youth Development (DYD)	
Anti-Recidivism Coalition	\$166,593	LA Rise: 11.0 (2025-2026)	Los Angeles County – Department of Economic Opportunity	
Anti-Recidivism Coalition	\$50,000	Youth Detention Facility (2025-2026)	Sacramento County – Probation Department	

Appendix C: List of Funds Won (January 2025 – January 2026) (2/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
California Association for Microenterprise Opportunity (CAMEO Network)	\$3,300,000	SSBCI-TA Grant	California Office of the Small Business Advocate (CalOSBA)	
California Association for Microenterprise Opportunity (CAMEO Network)	\$125,000	Stanislaus CDFI grant	Stanislaus County Workforce Development Agency	
CA Healthy Nail Salon Collaborative	\$500,000	CA Workplace Outreach Project (CWOP)	California Department of Industrial Relations (DIR)	
Chinese Progressive Association	\$500,000	CA Workplace Outreach Project	California Department of Industrial Relations (DIR)	
CIELO (Community for Innovation, Entrepreneurship, Leadership & Opportunities)	\$350,000	Childcare Business Incubator	First 5 Orange County	SBDC
CIELO (Community for Innovation, Entrepreneurship, Leadership & Opportunities)	\$250,000	CA Jobs First, Catalyst Grant CIELO Cares - childcare business accelerator, network directory, and back-office support	California Jobs First	First 5 Orange County
City Heights Community Development Corporation	\$705,000	CWOP (2026/2027)	California Department of Industrial Relations (DIR)	
Community Alliance with Family Farmers	\$999,883	Biologically Integrated Farming Systems Program	California Department of Food and Agriculture (CDFA)	

Appendix C: List of Funds Won (January 2025 – January 2026) (3/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Community Development Technologies Center (CDTech)	\$850,169	Public Allies AmeriCorps Contract	AmeriCorps	Public Allies National Office, primary contractor
Community Development Technologies Center (CDTech)	\$167,588.61	CJF - Catalyst Grant	California Jobs First	GRID Alternatives LA – primary recipient
Community Development Technologies Center (CDTech)	\$100,000	Community Development Block Grant	Los Angeles County Development Authority (LACDA)	County Supervisor 2 Office
Community Development Technologies Center (CDTech)	\$60,000	LADWP Community Partnership Grant	City of Los Angeles – Department of Water & Power (LADWP)	
Community Development Technologies Center (CDTech)	\$35,000	LISC LA HUD Section 4 (2024-2025)	U.S. Department of Housing and Urban Development (HUD)	LISC LA as intermediary
Connecting Point	\$499,780	California Jobs First-Sacramento Area counties	Valley Vision	
Council on American-Islamic Relations	\$23,791,549	Afghan Legal Services Project (Program Administrator)	California Department of Social Services (CDSS)	
Council on American-Islamic Relations	\$759,000.00	Afghan Legal Services Project (Legal Services)	California Department of Social Services (CDSS)	
Council on American-Islamic Relations	\$595,200	Afghan Legal Services Project (Legal Services)	California Department of Social Services (CDSS)	

Appendix C: List of Funds Won (January 2025 – January 2026) (4/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Council on American-Islamic Relations	\$443,875	Detained Representation	California Department of Social Services (CDSS)	
Council on American-Islamic Relations	\$126,926	Removal Defense	California Department of Social Services (CDSS)	
Council on American-Islamic Relations	\$5,000	CA vs Hate Consultant Services	California Civil Rights Department (CRD)	
Friendship House Association of American Indians	\$31,437,000	Behavioral Health Infrastructure Bond Act of 2024	California Department of Health Care Services (DHCS)	Native American Health Center
Friendship House Association of American Indians	\$14,500,000	Prop A RFI Victims and Survivors Housing	San Francisco Mayor's Office of Housing and Community Development (MOHCD)	The Confederated Villages of Lisjan
Friendship House Association of American Indians	\$133,000	Community Challenges Grant	City of San Francisco	Roots of Success
HUŠWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$3,200,000	Sustainable Agricultural Lands Conservation Grant	California Strategic Growth Council (SGC)	Bear Yuba Land Trust
HUŠWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$996,282.82	Elevate Youth SUDP: Cohort 7 Standard Track	California Department of Health Care Services (DHCS)	
HUŠWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$744,000	California Jobs First Tribal Investment	Multiple – State	
HUŠWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$298,850	SOR 4 Tribal and Urban Indian Community Defined Best Practices	California Department of Health Care Services (DHCS)	

Appendix C: List of Funds Won (January 2025 – January 2026) (5/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$100,000	Sierra Nevada Conservancy Augmentation Grant	Sierra Nevada Conservancy (SNC)	Sierra Streams Institute
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$92,700	MHSA Round 3	Nevada County – Health & Human Services Agency	
Imperial Valley Equity & Justice Coalition	\$500,000	Extreme Heat and Community Resilience Program (2025-2027)	California Governor's Office of Land Use and Climate Innovation	Comite Civico Del Valle
Imperial Valley Equity & Justice Coalition	\$50,000	Arts in California Parks	Multiple – State	The Becoming Project; City of Calipatria
Inland Empire Black Worker Center	\$580,000	California Worker Outreach Project	California Department of Industrial Relations (DIR)	SoCal Black Worker Hub
Jewish Vocational & Career Counseling Service (JVS)	\$300,000	Bay Area Jobs First, Sector Investment Coordinator Proposal (BAJF SIC HC	All Homes	
La Familia Counseling Center, Inc.	\$400,000	Expanded Subsidized Employment (ESE)	Sacramento Employment and Training Agency (SETA)	
La Familia Counseling Center, Inc.	\$150,000	Community Outreach and Enrollment	California Office of Community Partnerships and Strategic Communications (OCPSC)	
Líderes Campesinas	\$1,400,000	California Worker Outreach Project 5.0/6.0	California Department of Industrial Relations (DIR)	UC Merced, Department of Industrial Relations

Appendix C: List of Funds Won (January 2025 – January 2026) (6/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Líderes Campesinas	\$500,000	Farmworker Women's Sexual Assault and Domestic Violence (FW) Program	California Governor's Office of Emergency Services (Cal OES)	
Líderes Campesinas	\$455,245.25	Lideres Campesinas' Co-op Farming and Land Stewardship Farmworker Women-Led Farming Project	Kern Coalition	Kern Coalition, Kern Community College District
Líderes Campesinas	\$401,113	BLOOM: Breast cancer risk Literacy & Outreach for Organized farmworker Mobilization	University of California	Breast Cancer Prevention Partners, UC San Diego, California Nurses for Environmental Health and Justice
Líderes Campesinas	\$89,923	Thrive Inland SoCal Catalyst Program Youth Leadership in Clean Energy and Sustainable Agriculture	Thrive Inland SoCal	Alianza Nacional de Campesinas, Pitzer College
Líderes Campesinas	\$65,000	Project MILPA	California Employment Development Department (EDD)	Mixteco Indigena Community Organizing Project, Central Coast Alliance United for a Sustainable Economy (CAUSE)

Appendix C: List of Funds Won (January 2025 – January 2026) (7/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Líderes Campesinas	\$32,000	Frontline Worker Education and Advocacy Collaborative	California Governor's Office of Land Use and Climate Innovation	Sonoma County Community Organizations Active in Disaster, Corazon Healdsburg, Centro Laboral de Graton, La Familia Sana, Lideres Campesinas, Raizes Collective, UC Berkeley
Líderes Campesinas	\$5,000	Public Education and Outreach to Vulnerable Populations Ventura County Voluntary Organizations Active in Disaster	Ventura County Voluntary Organizations in Active Disaster (VCVOAD)	Interface
North Bay Jobs with Justice	\$908,581	California Jobs First - Catalyst Grant	Multiple – Local	TERA, OAEC, Resilience Force, All Hands Ecology
Oroville Southside Community Improvement Association	\$200,000	Family Resource Center	Butte County	
Pilipino Workers Center of Southern California	\$1,000,000	High-Road Training Partnership Fund	Los Angeles County – Department of Economic Opportunity	
Pilipino Workers Center of Southern California	\$610,000	California Workplace Outreach Project	California Department of Industrial Relations (DIR)	
Pilipino Workers Center of Southern California	\$130,475	Council Member Directed Cultural Funds (CD-13)	City of Los Angeles	

Appendix C: List of Funds Won (January 2025 – January 2026) (8/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Pilipino Workers Center of Southern California	\$70,400	TEAM & CHANGES	California Public Utilities Commission (CPUC)	
Pilipino Workers Center of Southern California	\$70,400	TEAM & CHANGES	California Public Utilities Commission (CPUC)	
Pilipino Workers Center of Southern California	\$25,569	Renter Protection and Homelessness Prevention	Los Angeles County – Affordable Housing Solutions Agency (LACAHS)	Asian American and Pacific Islander Collaborative, Little Tokyo Services Center (lead)
Siskiyou County Job Council (Siskiyou Economic Development)	\$900,000	California Jobs First (Implementation R1)	California Employment Development Department (EDD)	
Siskiyou County Job Council (Siskiyou Economic Development)	\$240,000	California Jobs First (Catalyst)	California Employment Development Department (EDD)	
Siskiyou County Job Council (Siskiyou Economic Development)	\$224,940	Rural Business Development Grant (RBDG)	US Department of Agriculture (USDA)	
Siskiyou County Job Council (Siskiyou Economic Development)	\$35,000	Cal Recycle (RMDZ)	California's Department of Resources Recycling and Recovery (CalRecycle)	
Stanislaus Equity Partners	\$1,910,000	ESE Program Grant	California Employment Development Department (EDD)	Faith Home Teen Challenge, R3

Appendix C: List of Funds Won (January 2025 – January 2026) (9/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Stanislaus Equity Partners	\$82,500	TAP 2025-26	California Office of the Small Business Advocate (CalOSBA)	
Stanislaus Equity Partners	\$48,000	North Valley Thrive Catalyst Fund	North Valley Thrive Catalyst Fund	
Stanislaus Equity Partners	\$20,000	Stanislaus County Workforce Development	Stanislaus County - Workforce Development	
Two Feathers Native American Family Services	\$500,000	Youth Community Access	California Natural Resources Agency	
Two Feathers Native American Family Services	\$500,000	Youth Opioid Response	US Department of Health and Human Services (DHHS)	
Two Feathers Native American Family Services	\$300,000	Tribal and Urban Indian Community Defined Best Practices	California Department of Health Care Services (DHCS)	
Two Feathers Native American Family Services	\$160,000	Native Youth Suicide Prevention	Substance Abuse and Mental Health Services Administration (SAMHSA)	
Visión y Compromiso	\$1,500,000	Pillar 1-CHWs	California Department of Health Care Access and Information (HCAI)	13 CBOs
Visión y Compromiso	\$750,000	Listos	California Governor's Office of Emergency Services (Cal OES)	

Appendix C: List of Funds Won (Jan. 2025 – Jan. 2026) (10/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Visión y Compromiso	\$435,000	Catalyst Project (CA Jobs First)	Kern Coalition	Prospera (cooperativas), evaluator
Visión y Compromiso	\$220,000	Problem gambling (UCLA intermediary)	California Department of Public Health (CDPH)	
Visión y Compromiso	\$200,000	CA Workers Outreach Project (CWOP) Activator	California Department of Industrial Relations (DIR)	
Visión y Compromiso	\$100,000	Community Resiliency grants	Madera County DPH	
Visión y Compromiso	\$50,000	NA	Los Angeles Public Library	Cell-Ed (intermediary)
Visión y Compromiso	\$45,000	Family Caregiver Support Services	San Bernardino County - Department of Aging and Adult Services	
Visión y Compromiso	\$15,000	Community Change Agenda Grant Program	First 5 LA	
Visión y Compromiso	\$2,500	Bay Area Regional Conference sponsorship	Bay Area Air Quality Management District (BAAQMD)	
Working Partnerships USA	\$500,000	Equal Representation in Construction Apprenticeship (ERiCA) Round 2	California Department of Industrial Relations (DIR)	San Mateo County Union Community Alliance
Working Partnerships USA	\$382,633	Santa Clara Family Health Plan	Santa Clara County	

Appendix C: List of Funds Won (Jan. 2025 – Jan. 2026) (11/11)

FUNDED PARTNER	AMOUNT WON	GRANT NAME	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Working Partnerships USA	\$152,252	CalFRESH Employment & Training (CFET)	Santa Clara County	
Working Partnerships USA	* dependent on outcomes	Employment Training Panel	Employment Training Panel (ETP)	Working Partnerships USA is a subgrantee

Appendix D*: List of Funds Won (as of January 2025) (1/5)

FUNDED PARTNER	AMOUNT WON	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Anti-Recidivism Coalition	\$2,610,861	California Workforce Development Board	
Anti-Recidivism Coalition	\$750,000	California Workforce Development Board	
Anti-Recidivism Coalition	\$675,502	California Office of Youth & Community	
Anti-Recidivism Coalition	\$216,840	California Natural Resources Agency	
Brotherhood Crusade	\$1,500,000	California Board of Corrections	Emmada Mental Health, Mothers in Action, Nash Radio
Brotherhood Crusade	\$1,200,000	State of California Community Reinvestment	Emmada Mental Health, AC Green Foundation, Game Changers
California Association for Microenterprise Opportunity (CAMEO Network)	\$3,360,000	California Office of Small Business Advocates	
City Heights Community Development Corporation	\$300,000	California Department of Industrial Relations	Vecinos con Recursos Promotoras
City Heights Community Development Corporation	\$300,000	California Office of Community Partnerships & Strategic Communications (OCPSC)	Vecinos con Recursos Promotoras
City Heights Community Development Corporation	\$215,000	Community Development Block Grant ; City of San Diego	

* **Appendix D** reveals the status of grants at a point in time, January 2025, for the funded partners who completed the survey (67% of funded partners). Since that time, additional grants may have been won, and, due to a hostile federal government, we believe that a few have been frozen or canceled.

Appendix D: List of Funds Won (as of January 2025) (2/5)

FUNDED PARTNER	AMOUNT WON	FUNDING SOURCE	COLLABORATORS (if a joint submission)
City Heights Community Development Corporation	\$45,000	Local Initiatives Support Corp.	
Connecting Point	\$3,012,976	Nevada County Workforce Development	
Connecting Point	\$250,000	Placer County	
Connecting Point	\$137,484	Homeless Resources Council of the Sierra	
Connecting Point	\$53,039	Nevada County Coordinated Entry	
Council on American-Islamic Relations	\$1,048,670	California Department of Social Services	
EBALDC	\$2,000,000	US Department of Transportation	
EBALDC	\$296,498	Alameda Alliance for Health	
EBALDC	\$160,000	California Department of Financial Protection & Innovation	
Foundation for CA Community Colleges	\$1,300,000	California Department of Industrial Relations	CA Family Life Center, AMR
Foundation for CA Community Colleges	\$623,167	California Department of Industrial Relations	
Friendship House Association of American Indians	\$20,000,000	EPA Community Change Grant	

Appendix D: List of Funds Won (as of January 2025) (3/5)

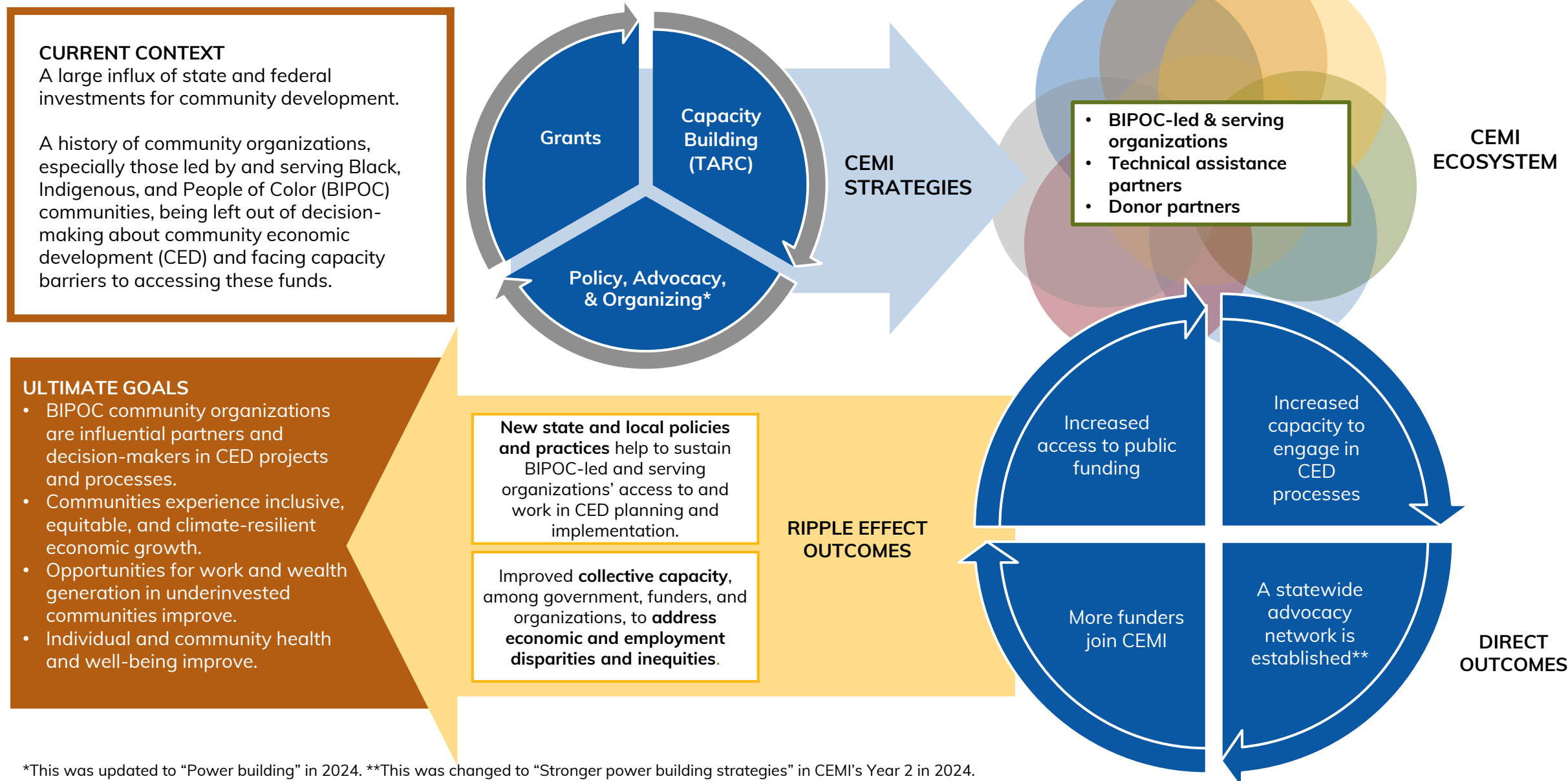
FUNDED PARTNER	AMOUNT WON	FUNDING SOURCE	COLLABORATORS (if a joint submission)
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$375,000	California Workforce Development Department	Sierra Institute
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$250,000	Regional Forest & Fire Capacity Program	
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$157,000	California Wildlife Conservancy Board	Point Blue Conservation Science
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$100,000	Sierra Nevada Conservancy	
HUŚWEJ (Nisenan Tribe of the Nevada City Rancheria)	\$100,000	Yuba River Water Agency	
Inland Empire Black Worker Center	\$210,000	California Department of Industrial Relations	
Inland Empire Community Foundation	\$19,000,000	California Jobs First	Inland Empire Labor Institute
Inland Empire Community Foundation	\$5,000,000	California Community College Chancellor's Office	
North Bay Jobs with Justice	\$898,765	California Employment Development Department	
San Joaquin Community Foundation	\$5,000,000	CalFire	
San Joaquin Community Foundation	\$2,500,000	California Delta Conservancy	Delta Sculling Center

Appendix D: List of Funds Won (as of January 2025) (4/5)

FUNDED PARTNER	AMOUNT WON	FUNDING SOURCE	COLLABORATORS (if a joint submission)
San Joaquin Community Foundation	\$1,500,000	CalFire	
San Joaquin Community Foundation	\$117,000	San Joaquin County Chamber of Commerce	
Siskiyou County Job Council (Siskiyou Economic Development)	\$1,000,000	California Catalyst	
Siskiyou County Job Council (Siskiyou Economic Development)	\$280,000	California Catalyst	
Stanislaus Equity Partners	\$96,000	California Office of Small Business Advocates	
Taller San Jose Hope Builders	\$449,294	California Employment Development Department	City of Anaheim
Visión y Compromiso	\$1,000,000	California Office of Emergency Services (LISTOS)	
Visión y Compromiso	\$570,000	California Jobs First (S2J2)	
Visión y Compromiso	\$500,000	California Office of Community Partnerships & Strategic Communications (OCPSC)	
Visión y Compromiso	\$250,000	California Department of Developmental Services	
Visión y Compromiso	\$250,000	California Office of Land Use & Climate Innovation	

Appendix D: List of Funds Won (as of January 2025) (5/5)

FUNDED PARTNER	AMOUNT WON	FUNDING SOURCE	COLLABORATORS (if a joint submission)
West Fresno Family Resource Center	\$400,000	California Department of Health Care Services	
West Fresno Family Resource Center	\$150,000	California Office of Community Partnerships & Strategic Communications (OCPSC)	
Working Partnerships USA	\$3,872,000	California Workforce Development Board	Tradeswomen, Inc., San Mateo County Union Community Alliance
Working Partnerships USA	\$1,500,000	City of San Francisco / California Employment Development Department	BlueGreen Alliance, UC Berkeley Labor Center, New Energy Nexis, CA Fed. of Labor Unions
Working Partnerships USA	\$877,724	County of Santa Clara	PAWIS, Prosperity Lab, Vietnamese American Roundtable, Enterprise Foundation, Step Forward, Mountain View Day Workers Center
Working Partnerships USA	\$210,000	California Workforce Development Board	San Mateo County Union Community Alliance





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