

Community Economic Mobilization Initiative (CEMI)

YEAR 2 REPORT

July 2025

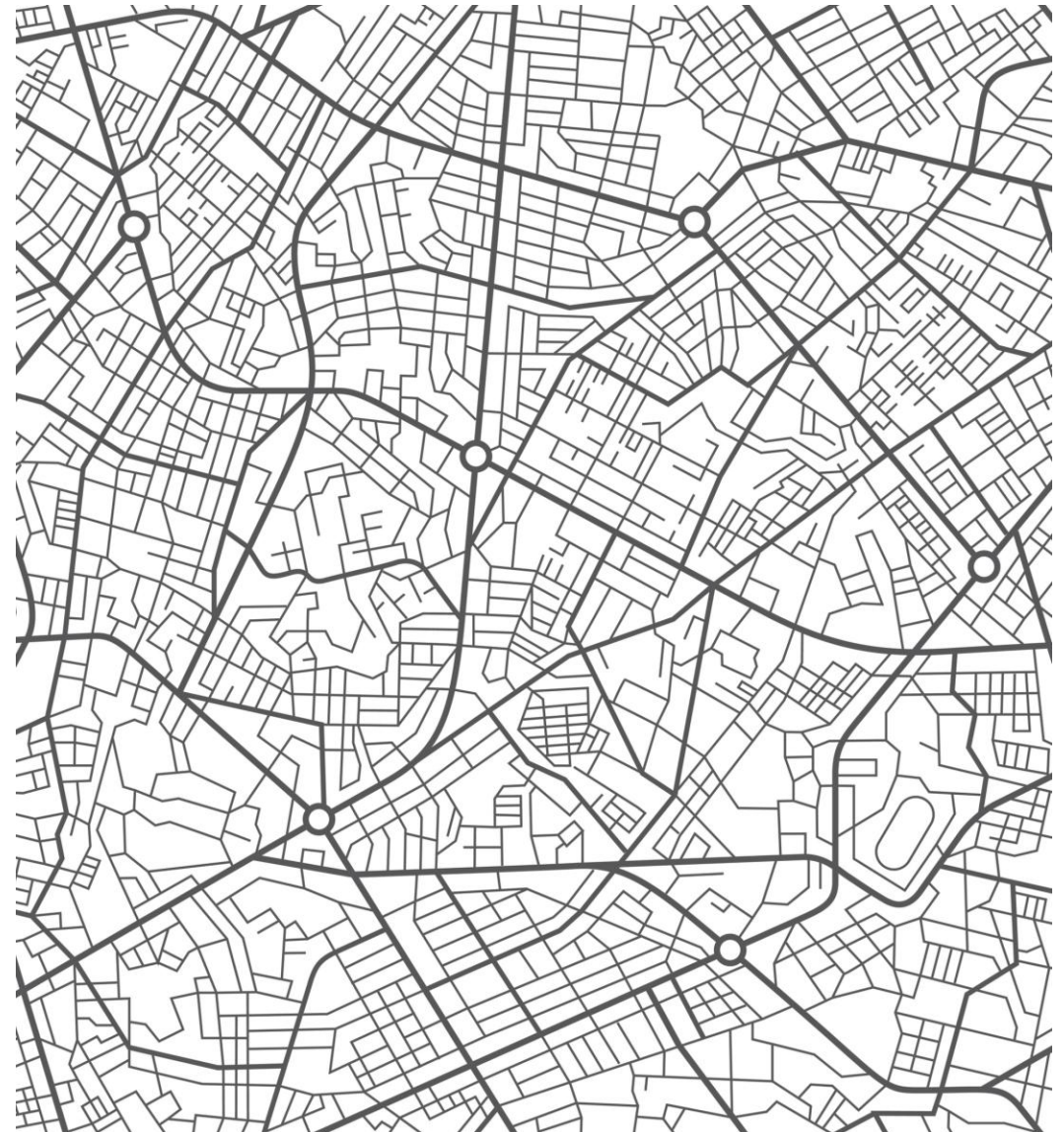
PREPARED BY
Informing Change

PREPARED FOR
The Center at Sierra Health
Foundation



Table of Contents

PAGE	SECTION
3	<u>Introduction</u>
9	<u>CEMI's Conceptual Framework</u>
13	<u>CEMI Overview</u>
19	<u>CEMI's Results</u>
20	<u>Progress on Direct Outcomes</u>
27	<u>CEMI's Contribution to Direct Outcomes</u>
31	<u>Partners' CEMI Experience</u>
38	<u>Power Building for Inclusive Economies</u>
45	<u>Looking Ahead</u>
49	<u>Acknowledgments</u>
52	<u>Appendices</u>
53	<u>A: Funded Partners</u>
54	<u>B: Funding & Strategic Partners</u>
55	<u>C: Intermediaries</u>
56	<u>D: Subawardees</u>
57	<u>E: List of Awards Won (as of January 2025)</u>





Introduction

About CEMI

To advance inclusive and equitable economic development and support climate-resiliency, The Center at Sierra Health Foundation (**The Center**) launched the 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 a growing list of organizations (**funded partners**). **Strategic partners** provide technical assistance (**TA**) and other non-financial support to CEMI and its funded partners. The Center manages funded partners’ contracts, facilitates communication and information sharing among funded and strategic partners, and raises funds for the initiative. CEMI advances more inclusive economies in California by strengthening organizations rooted in historically disadvantaged communities to secure and influence public funds for economic and environmental benefit.

Appendix A lists all funded partners. **Appendix B** lists all funding and strategic partners.

About This Report

This report summarizes findings and recommendations from an evaluation of CEMI’s work from January 2024 to January 2025. A [prior report](#) focused on CEMI’s work from August 2022 to December 2023. While this report documents substantive progress in efforts to secure public resources for inclusive economic development, it also acknowledges the challenges these communities now face. As of May 2025, the current federal administration has introduced barriers and rollbacks threatening the work of building a more inclusive economy in California. Some CEMI-funded partners have had previously awarded federal funding rescinded. The Justice40 guidance developed by the Biden administration, which indexed data on poverty, health, and environmental threats to identify priority communities for federal investments, has been discontinued. The increased threats to the safety and dignity of immigrants are likely to further harm California’s economy, which depends on immigrants as workers, producers, consumers, and taxpayers.

Key Terms

- **Technical assistance:** 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.
- **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.
- **TA Team & TARC:** a CEMI strategic partner with experts from the Institute for Social Transformation at UC Santa Cruz, the Equity Research Institute at USC, and PolicyLink. They maintain the Technical Assistance Resource Center 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.
- **Power building:** work that supports communities in organizing, advocating, agitating, and gaining power to influence government, markets, and society*.
- An **inclusive economy** expands opportunities for broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being**.

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

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

Evaluation Questions (1 of 2)

The learning and evaluation component of CEMI explores the following questions:

- To what extent are the core components of the CEMI framework implemented as intended? What is adapted and why?
- What types of organizations are funded through the initiative, and do funds reach communities most impacted by injustice and inequity?
- What changes are observed in funded partners' capacity, understanding, and access to funding through participation in CEMI?
- 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 1 report



These questions are explored in this, the Year 2 report

Evaluation Questions (2 of 2)

Looking ahead, there is much to continue to explore. Evaluation questions that we have, but have not yet answered include:

- What are we collectively learning about what it takes to build power for an inclusive economy?
- What are the unintended consequences of CEMI?
- What do organizations believe will endure once their grant has ended?
- How are CEMI and its partners strengthening 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 will be explored in the Year 3 report; stay tuned!

Year 2 Evaluation Methods

Three primary methods (survey, focus groups, and interviews) were used during the second year of learning and evaluation activities. We also had the opportunity to observe CEMI’s funder briefing in February 2025. 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 and Power:** The methods apply an equity lens and attend to issues of 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 funded partners’ time was impacted, thus only gathered the minimum needed data to explore the evaluation question.

January – February 2025

Funded Partner Survey

35 partners (22 Pooled Fund and 13 Donor Designated Fund) completed the survey for a 66% response rate

February 2025

Funded Partner Focus Groups

(2 groups with a total of 9 funded partner staff)

March 2025

Interviews with Staff at 5 strategic partner organizations

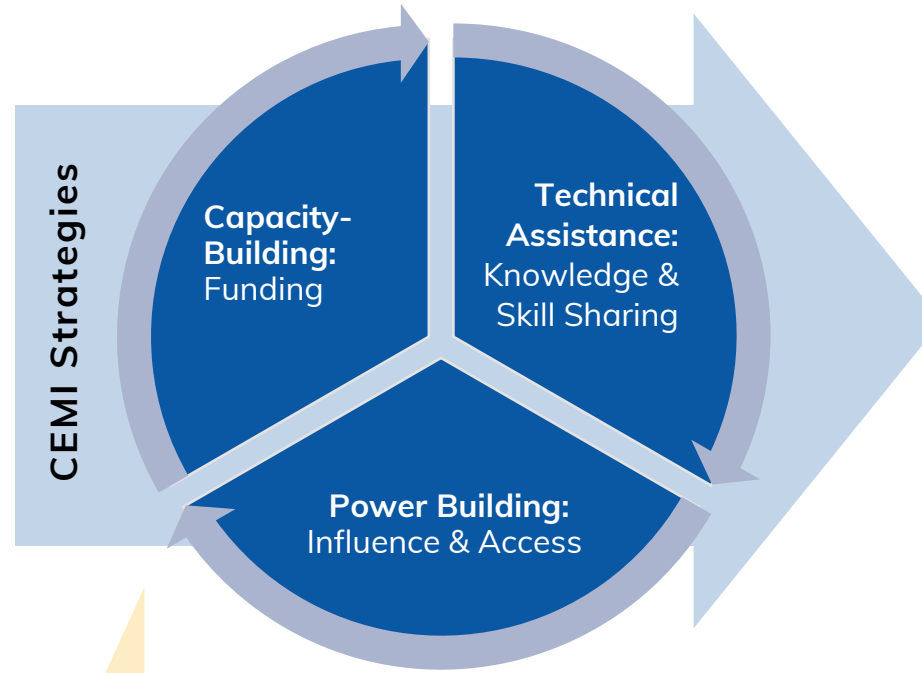


CEMI's Conceptual Framework

(Updated for 2025)

A Changing Context

CEMI initially responded to an influx of federal funding to the State, helping to ensure this funding reached diverse communities. As COVID-era funding has ended and with political change, many long-standing federal programs have been gutted. CEMI and its funding partners have shifted their focus to state and local funding streams and the efforts to develop them.



CEMI Strategies

New state and local policies and practices help to sustain BIPOC-led and -serving organizations' access to and work in economic development within their communities.

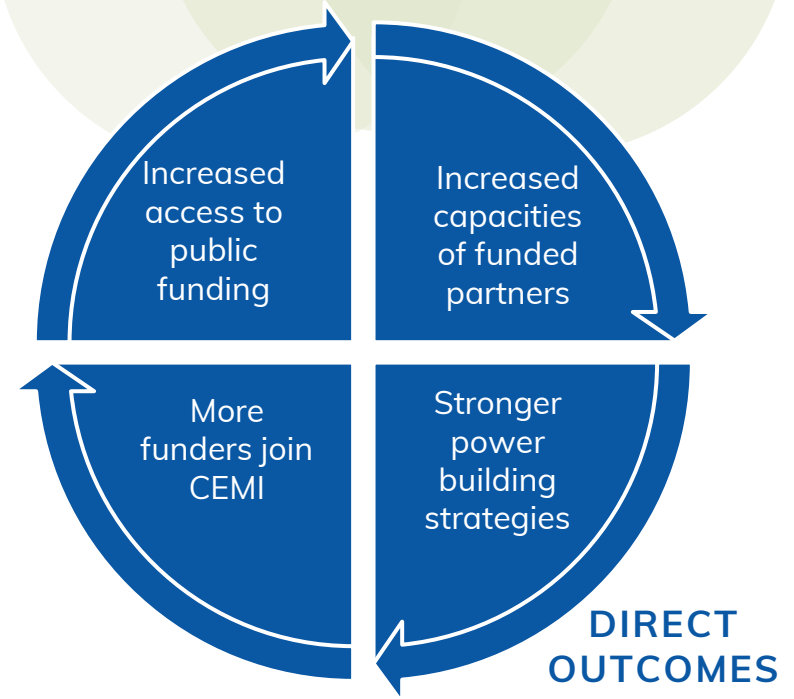
Improved **collective capacity** among government, funders, and organizations to **address economic and employment disparities and inequities**.

Ripple Effect Outcomes



CEMI Community

- Communities across California
- Funded partners: BIPOC-led and -serving organizations
- Strategic partners
- Funding partners



DIRECT OUTCOMES

Ultimate Goals

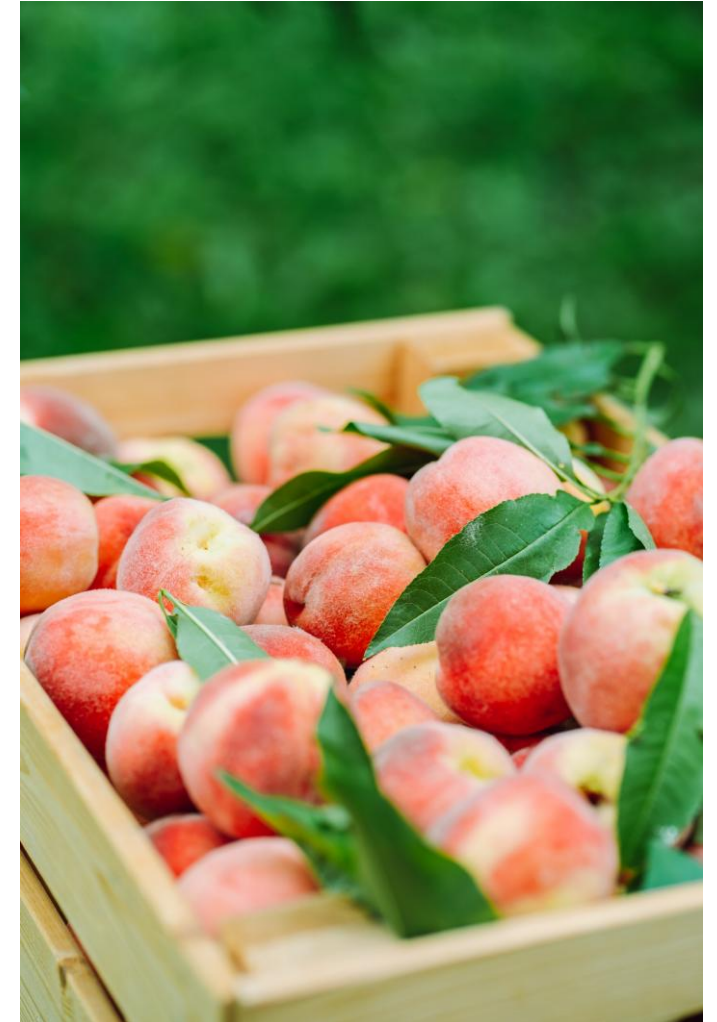
- BIPOC community organizations are influential partners and players in economic development decision-making.
- Communities experience inclusive, equitable, and climate-resilient economic growth.
- Opportunities for work and wealth generation in underinvested communities improve.
- Individual and community health and well-being improve.

Evolving the Framework: What Hasn't Changed

CEMI's Conceptual Framework (prior page) outlines its goals, strategies, and expected outcomes. While this framework has evolved from the version included in the Year 1 report, many elements remain:

- CEMI's north star of inclusive community economic development remains steadfast.
- Its commitment to providing technical assistance and other strategic support alongside flexible grant dollars holds.
- CEMI has not wavered in its focus on supporting BIPOC-led and -serving organizations, "Justice40 Communities" (communities in California that are politically and economically marginalized and overburdened by the impacts of pollution and climate change), and organizations led by and constituted for the people of those communities, despite the federal government's elimination of its own Justice40* objective.
- There has been little change in the type of organization funded. Funded partners continue to range in size but are generally moderately sized organizations. Their median annual operating budget is \$5.3 million, and the median organization staff is 35 employees.

We discuss changes to the Conceptual Framework on the next slide.



* **Justice40** refers to the goal of directing 40% of the overall benefits of certain Federal climate, clean energy, affordable and sustainable housing, and other investments flow to disadvantaged communities that are marginalized by underinvestment and overburdened by pollution.

Evolving the Framework: What Has Changed

As CEMI has enacted, assessed, reflected on, and adapted its strategies, its approach has also evolved to include:

- **Shifting the advocacy strategy to a power building strategy.** Policy advocacy, including forming a statewide advocacy network, was envisioned as a core strategy when CEMI was launched. Over time, it became clear that the work of CEMI's funded partners aligned more strongly with a power building strategy, which is broader and more inclusive of grassroots organizing efforts. CEMI retains a connection to state-level advocacy work through its strategic partnership with NextGen Policy in Sacramento.
- **Responding to funded partners' assessments of ongoing capacity needs.** CEMI's funding strategy shifted from one-time support to capacity-building for the long haul. CEMI was initially envisioned as an intervention to help nonprofits leverage the influx of COVID-19 pandemic-era federal relief funds such as the American Rescue Plan Act (**ARPA**), the Inflation Reduction Act, and Justice40. However, our Year 1 report captured a thinking shift among funded partners and CEMI staff alike who had come to see CEMI as critical to a broader, longer-term shift in moving economic decision-making power to communities.
- **Increased emphasis on local and state funding streams.** As federal funding programs through the EPA, Department of Health and Human Services, and others have been decimated, building capacities for partnership with state agencies and county governments has become the priority for CEMI.
- **Shifts in technical assistance design:** The TA Team (UCSC, USC ERI, and PolicyLink) shifted from delivering TA through thematic learning tracks to a regional cohort model. The addition of strategic partners increased the capacity to support partners with policy, advocacy, and power building tactics.



CEMI Overview

CEMI by the Numbers: Funded Partners



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

Over two years, **CEMI has awarded \$15.5 million in grants to 53 funded partners who collectively reach every region of California.**

- CEMI granted over \$14 million to 45 funded partners in Year 1 (2023), and approximately \$1.4 million was granted to an additional eight funded partners in Year 2 (2024).
- In Year 2, the following eight organizations joined as funded partners resourced by the pooled fund: Catalyst California, Community Alliance for Family Farmers, East Bay Asian Local Development Corporation, Emerald Cities, Monterey Bay Economic Partnership, Neighborhood Industries, Siskiyou County Job Council, and Two Feathers Native American Family Services.

Of the 53 funded partners, eight (15%) report acting as intermediaries by re-granting a portion of their CEMI funding to other organizations.

Appendix C lists intermediary organizations, and **Appendix D** lists their sub-grantees.

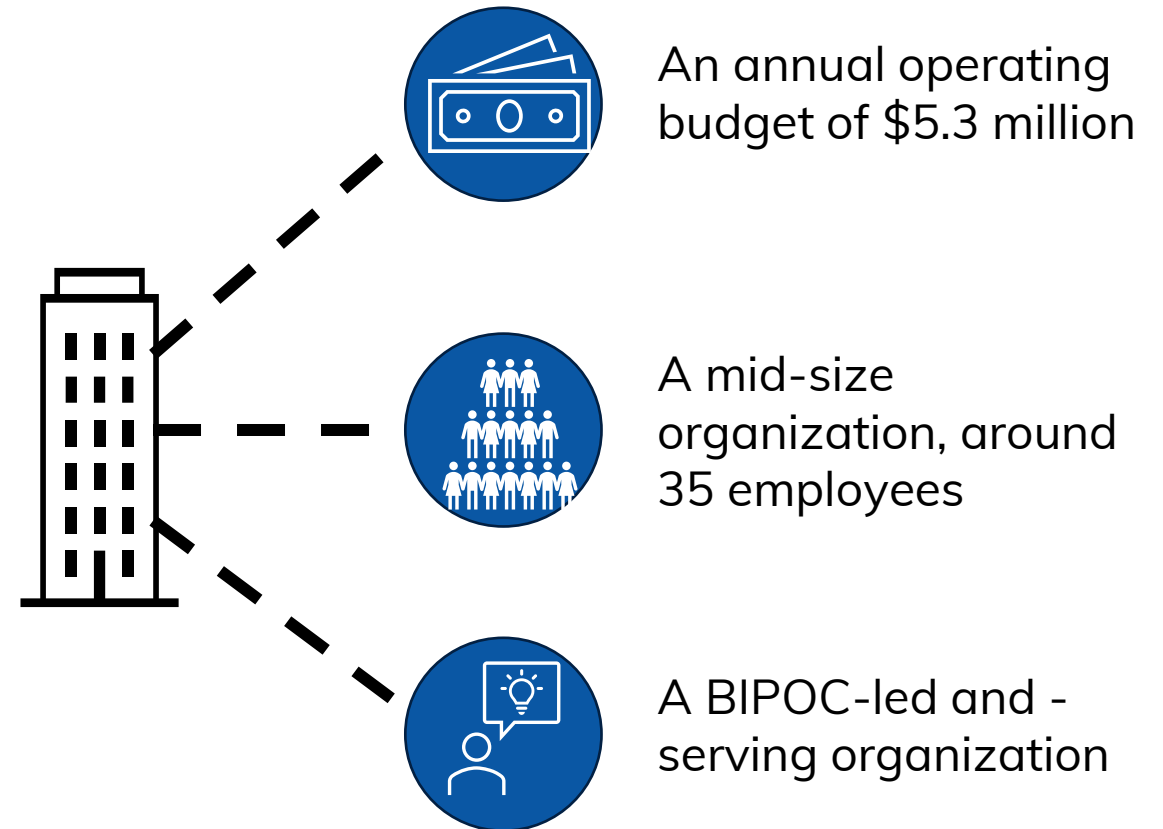
CEMI by the Numbers: Typical Funded Partner

As described on page 11, a typical funded partner* is a mid-size organization (around 35 employees) with an annual operating budget of approximately \$5.3 million.

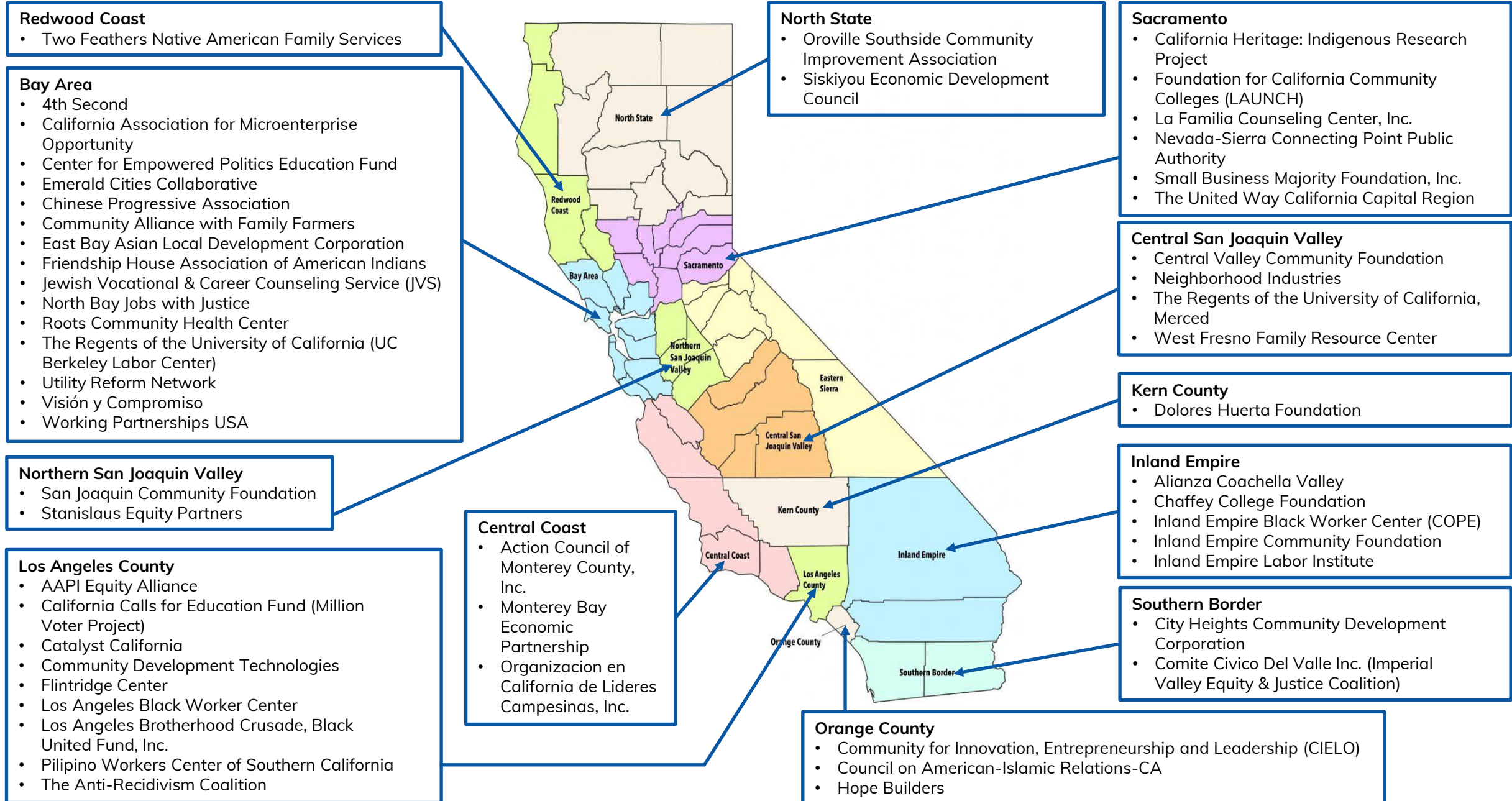
CEMI also counts smaller grassroots organizations with staff sizes as small as 5 employees and larger intermediary organizations, coalitions, and community foundations among its funded partners.

The map on the following page lists funded partners grouped by region.

A Typical CEMI Funded Partner



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



CEMI by the Numbers: Funding Partners

- Grants to funded partners were resourced by **funding** partners through a **Pooled Fund** and a **Donor-Designated Fund**.
 - The Pooled Fund creates a fund that is distributed by the CEMI staff at The Center using an open application process.
 - Donor-Designated Fund contributors recommend organizations to The Center for grants.
- In Year 2, the US Bank Foundation became the newest funding partner resourcing the Pooled Fund, and the California Endowment joined the Donor-Designated Fund.

POOLED FUND DONORS	DONOR-DESIGNATED FUND DONORS
<ul style="list-style-type: none"> • The Blue Shield of California Foundation • The California Wellness Foundation • Chan Zuckerberg Initiative • The David and Lucile Packard Foundation • The James Irvine Foundation • Sierra Health Foundation • US Bank Foundation 	<ul style="list-style-type: none"> • The California Endowment • The James Irvine Foundation

CEMI by the Numbers: Strategic Partners

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



The TA Team: The Center partnered with the Institute for Social Transformation at UC Santa Cruz, the Equity Research Institute at USC, and PolicyLink to launch an online resource hub (CEMIResources.org) and deliver TA through learning tracks. This combination of resources, group sessions, and 1:1 coaching strengthens partners' knowledge of government systems and processes and data access and use.

New strategic partners: Live Free, NextGen Policy, and Northern California Grantmakers deliver TA to funded partners and the CEMI team as a whole.

- Live Free leads cohort workshops and provides 1:1 coaching on power building.
- NextGen Policy supports policy strategy development and is championing a Select Committee on Economic Mobility in the California State Legislature.
- Northern California Grantmakers connects CEMI to philanthropic partners, advises on resource development strategy, and provides donor education.



CEMI's Results



Progress on Direct Outcomes

Funded partners are securing public resources and growing community economies.

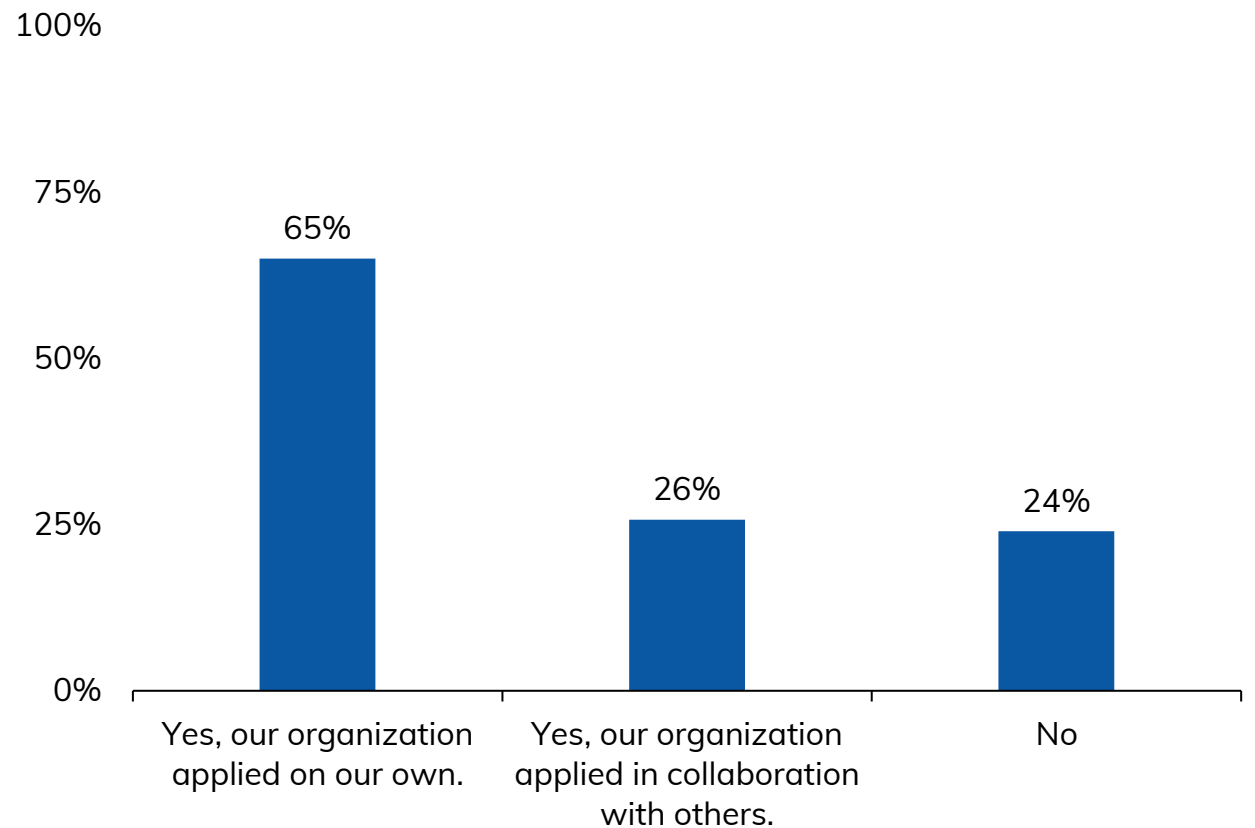
Most partners are pursuing public funding.

Since receiving their CEMI grant, 77% of funded partners have pursued public funding, including 26% that applied in collaboration with other organizations (**Exhibit 1**). Some organizations that have not pursued public funding are newer funded partners whose grant involvement started in the last six months of Year 2.

In the following pages, we provide data on public funding pursued and won, examples of grants pursued, and what partners learned from those experiences.

EXHIBIT 1

Since receiving your CEMI grant, has your organization applied for public funding?*
(n=34)



* Percentages add up to more than 100% due to rounding and because 15% of respondents selected both 'Yes' responses.

Funded partners are seeking and winning public funding.

- Since the start of their CEMI grant, funded partners have pursued 67 public grants and contracts for \$176.5 million of public funding and have been awarded \$66.4 million. This chart reveals the status of grants at a point in time, January 2025, for the funded partners who completed the survey (67% of funded partners). Several grants are still in process or frozen as of the survey.
- Funded partners pursue a wide range of opportunities. Grants were sought across all levels of government (city, county, state, and federal) and various agencies. **Appendix E** includes a table of all funds won by partners as of the January 2025 partner survey. Two notes on the Appendix:
 - Partners that did not complete the survey may have won additional grants that were not captured here.
 - Some previously won funds may be at risk in the current political climate.

	AMOUNT & COUNT OF PUBLIC FUNDING PURSUED		AMOUNT, COUNT, % OF PUBLIC FUNDING AWARDED (AS OF JANUARY 2025 SURVEY)*			
Donor-Designated Fund	\$66,371,294	26 grants	\$48,327,950	73%	22 grants	85%
Pooled Fund	\$110,155,734	41 grants	\$18,059,870	16%	29 grants	70%
TOTAL	\$176,527,028	67 grants	\$66,387,820	38%	51 grants	76%

* One "N/A" response has been excluded from the total here.

Examples of Grants Won*

01

CA Department of Industrial Relations

[Inland Empire Black Worker Center \(IEBWC\)](#) pursued a \$150,000 grant and ultimately received \$210,000 through the California Department of Industrial Relations' [California Workplace Outreach Project \(CWOP\)](#). CWOP's mission is to provide funding for "comprehensive access to education on workers' rights and safety, and benefits for workers who suffer work-related injuries or illnesses." IEBWC used these funds to host workshops focusing on workplace protections, job readiness, and rights education, empowering Black workers with the knowledge they need to navigate labor challenges.

02

CA Employment Development Department

[Working Partnerships](#) has pursued state and regional funding opportunities on its own and as part of coalitions. A grant of \$1.5 million secured in collaboration with BlueGreen Alliance, UC Berkeley Labor Center, and New Energy Nexus, among others, from the California Employment Development Department (**EDD**), and a grant of \$1.5 million from the County of Santa Clara developed with Prosperity Lab, Vietnamese American Roundtable, and the Day Workers Center of Mountain View, among others, are building the skills and power of low-income workers, tenants, and residents to advance campaigns that make real change in their everyday lives.

03

CA Office of Planning & Research

[Visión y Compromiso](#) pursued a \$250,000 California Governor's Office of Planning and Research (**OPR**) [Extreme Heat grant](#). This program funds and supports local, regional, and tribal efforts to reduce the impacts of extreme heat. The Extreme Heat and Community Resilience Program coordinates the state's efforts to address extreme heat and the urban heat island effect. Visión y Compromiso will use the funds to support environmental health and justice efforts (e.g., extreme heat, asthma).

* Change stories shared in survey and focus group responses.

Challenges in Pursuing Public Funding

In pursuing these grants, funded partners name new and similar difficulties to previous conversations on the public funding application processes, including:

Staff and organizational capacity to pursue and implement all compliance procedures required for a federal grant

“Unfortunately, we didn't succeed in submitting [the grant application] because of technical difficulties. It was a huge disappointment, but I share it as a learning because some of the support that organizations like us need in accessing bigger public funds is technical in nature (e.g., grant-writing, back office structure, and capacity-building for applications, contracting, grant administration, compliance).”

Competition against larger, well-resourced organizations

“The process for applying for public funding is daunting and complex and takes a considerable amount of time. CEMI's funding was helpful in that it allowed us to contract with a grant writer who assisted with a number of grants; but only two were successful. The competition to apply for public funding is fierce. A small nonprofit like ours must compete with large multi-million dollar agencies and institutions that have sizable grant-writing teams or departments.”

Frozen funding

“The public funding has not been received. Now that there is a freeze on public funding, it is unclear whether this grant will be awarded.”

Contributions to Community Economies

In Year 2, we explored how CEMI's funded partners contribute to inclusive economic development in their communities.

- 79% of funded partners (n=34) surveyed report that CEMI funds enable them to implement community economic development efforts.
- Activities vary widely by partner, including workforce and career pathway development programs, micro- and small business assistance, pre-apprenticeships and apprenticeships, protecting worker wellness and improving working conditions, providing personal finance information and tools, and collaborative local and regional green building and infrastructure projects.
- Through the focus groups, we learned that, for some CEMI-funded partners, expanding economic development to make it more inclusive means explicitly focusing on people on the fringes of the economy, including workers in low-wage positions, opportunity youth (young people not currently working or in school), and adults without high school diplomas.

“Our participation with CEMI influenced our decision to create a small business services advisory committee, where we bring together board members and people from our community. CEMI’s support enabled us to double, or maybe triple, the number of small business owners and entrepreneurs who participate in our cohorts.”

– Stanislaus Equity Partners (Funded Partner)

“Our focus since CEMI has been on the ‘lower-end’ market ... We want to lift up from the bottom, not trickle down from the top. We’ve been working with disadvantaged people in rural areas who haven’t graduated high school. We have a subsidized employment program where we employ individuals to get job skills training and place them into manufacturing jobs.”

– Connecting Point (Funded Partner)

CEMI funded partners grow local economies.

CEMI's funded partners are growing local economies in inclusive and climate-friendly ways.

- The West Fresno Family Resource Center used some of its CEMI support to expand the **Sweet Potato Project**, an agricultural and entrepreneurship education program for youth rooted in African American culture that offers hands-on learning experiences in business, culinary, marketing, and farming skills. The project promotes agricultural literacy and skill development, including healthy decision-making, life skills, and mental health awareness, tailored to meet the specific needs of Southwest Fresno minority youth and their families in the 93706-zip code.
- In Los Angeles, **Visión y Compromiso** supports the professionalization of the workforce of *promotoras* (or community health workers) through training, leadership development, and advocacy. Valuing work like this—caring and connecting work—expands the economy by making it more inclusive.
- In the San Francisco Bay Area, Working Partnerships USA supports the **Bay Area High Road Manufacturing Initiative** to help the Bay Area's manufacturing sector grow in a way that centers equity, job quality, climate resilience, and worker/community voice. This will increase access to middle-income jobs and improve low-wage manufacturing jobs. The first steps involved using research and landscape analysis to develop codes of conduct guiding three high-impact pilot projects: technical assistance to employers to support high-road implementation of public funds, cultivating high-road battery manufacturing in Contra Costa and Alameda, and improving high-road outcomes in South Bay and Peninsula manufacturing.



The Sweet Potato Project, Fresno



CEMI's Contribution to Direct Outcomes

CEMI contributes to funded partners' progress in three ways.

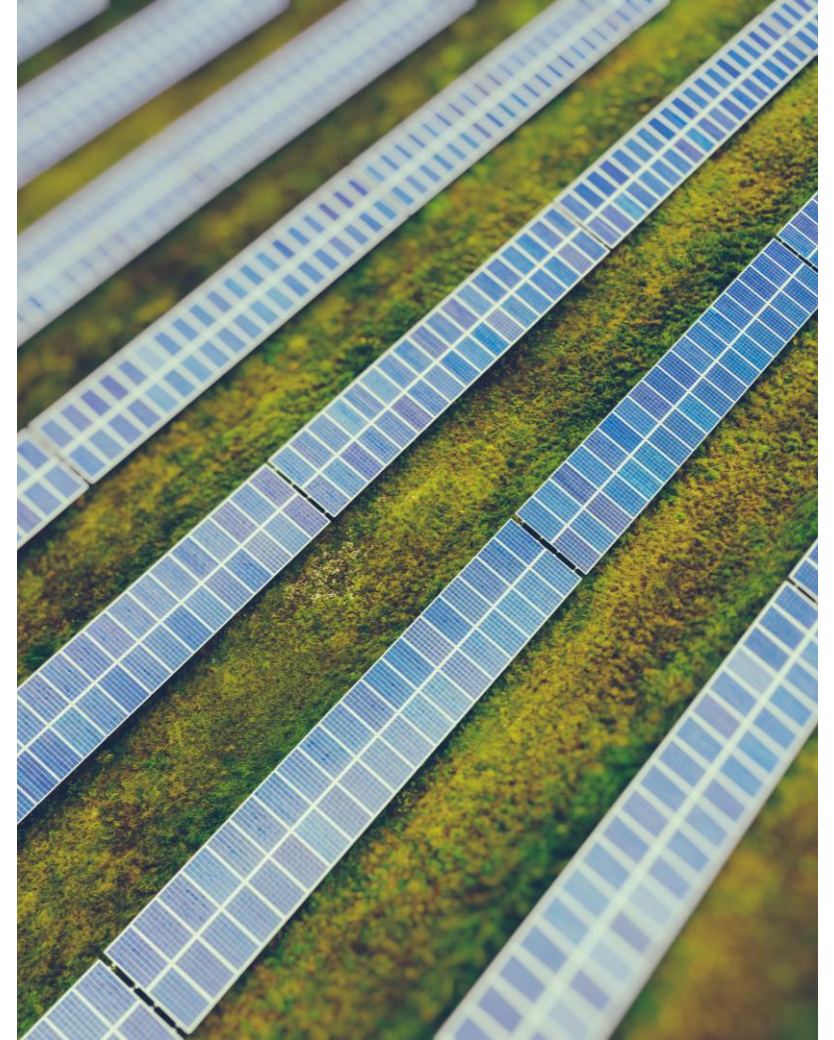
How CEMI Contributes to Progress

Thus far, we have described the progress being made toward CEMI's intended outcomes of increasing the public funding that reaches its funded partners and expanding their capacities to grow economies through efforts to make those economies more inclusive and climate-friendly.

Funded partners say CEMI contributes to this progress in three ways. These are:

- 1. Changes in perspective:** Funded partners say CEMI impacts them by helping them re-imagine what is possible for their organization.
- 2. Increased know-how and know-who:** Funded partners shared concrete examples of gaining new knowledge or capacity that helps them access more public funding.
- 3. Having the CEMI seal of approval:** Some funded partners find that receiving the CEMI grant conferred validation of their efforts that others respect.

In the following pages, we explore what these look like in practice.



CEMI's Contribution in Depth

01

Changes in perspective

Funded partners say CEMI's financial support and the coaching they received shifted their understanding of what is possible for their organizations and encouraged them to pursue larger funding awards or sources they hadn't previously considered.

- *"CEMI has been most helpful in inspiring us to think bigger ... We're playing in a different league now."*
- *"We applied for the EPA Community Change Grant and California Jobs First, both larger amounts of money and larger agencies than before. That was due to being in CEMI and participating in the TA cohort and having that level of application normalized for us, like, 'We can do that. It's possible for us. It's achievable.'"*

02

Increased know-how and know-who

CEMI helped partners add capacity through staff or consultants, especially in grant writing. The TA helped partners make connections and gain knowledge useful to them in pursuing public funding. Within TA programming, the fund development and data tracks are the most frequently cited supportive elements named by partners in the focus groups and survey.

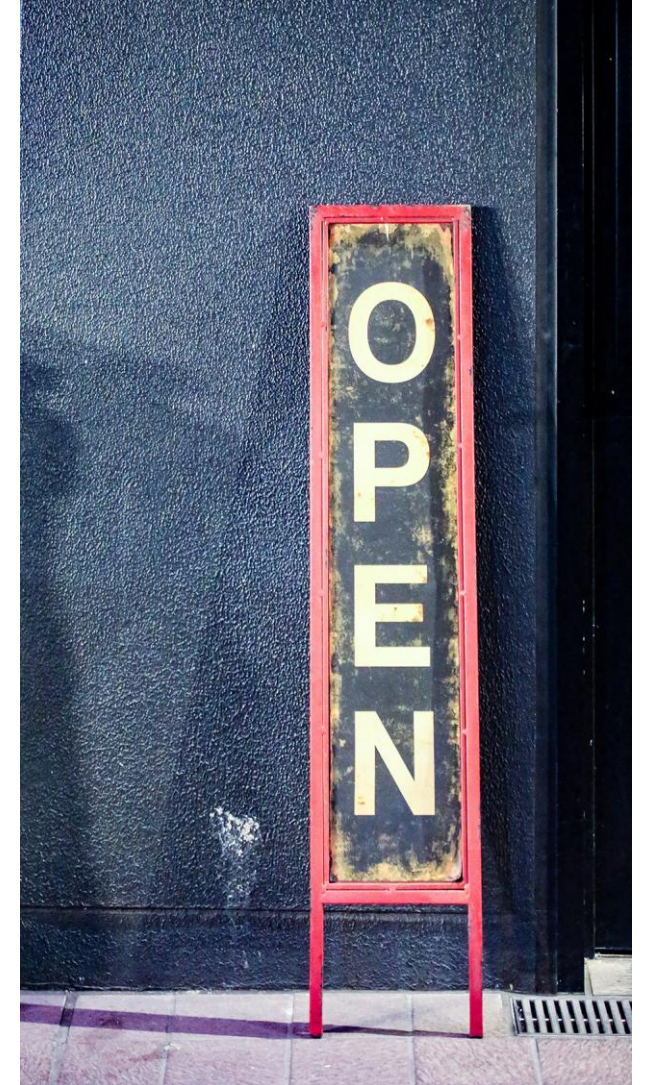
- *"Since joining CEMI, we re-evaluated our approach to applying for county funds. We created a more data-driven approach ... and got larger contracts than we had before. This kind of data analysis is something we learned from the TA data track and was very, very useful."*
- *"The CEMI fund development TA track is where I learned more about what resources are out there. The one-on-ones about fund development with Erika Katske were super helpful."*

CEMI's Contribution in Depth

03 Having the CEMI seal of approval

Receiving CEMI funds conferred a “seal of approval” that helped partners pursue other resources. In a few cases, CEMI also took actions such as providing a letter of reference to support an application that further validated partners' work.

- *“We applied for state and federal funding through the Small Business Administration. We received it, I believe, because we wrote in the application that we got CEMI funding, which gave us points (in the application review process).”*
- *“Applying for public funding requires significant planning, demonstrating program effectiveness, and leveraging existing funding. CEMI funding was instrumental in this process. It provided credibility and validation of our work.”*





Partners' CEMI Experience

Partners approve of the job The Center is doing in managing CEMI; they continue to desire increased communication.

CEMI continuously strengthens program implementation.

In the Year 1 Report, we documented that CEMI succeeded in developing trusting relationships with its funded and funding partners and that the way in which CEMI implemented its work reflected its values. This year, we found that The Center further improved in the marks that funded partners give it related to responsiveness and relationship-building. The Center's decision to add a Fresno-based staff person undoubtedly contributed to this uptick by increasing its capacity to serve funded partners. While partners continue to ask CEMI to improve its communications' frequency and clarity, they are positive overall in the feedback they share.

Funded partners also express appreciation for the technical assistance offered alongside grants, especially those offerings related to data collection, use, analysis, and fund development, which were provided by the TA Team. Our Year 1 Report and the TA Team's own evaluation generated feedback about the kinds of TA most helpful to partners. Over the past year, the TA Team integrated this feedback to develop an approach for regional and project development-focused cohorts. This has further tailored the TA to partners' needs, allowing them to engage in peer-to-peer support and work together on joint advocacy opportunities.

In Year 2, CEMI expanded from three to six strategic partners, increasing advocacy and power building capacity in its network by bringing Live Free, NextGen Policy, and Northern California Grantmakers on board ([page 18](#)).

Funded partners report a highly positive experience.

Year over year, funders partners continue to rate CEMI highly on its interactions with them. Adding staff capacity at The Center during Year 2 has improved partners' ratings of The Center's responsiveness.



EXHIBIT 2

“The application process for CEMI took a reasonable amount of time and effort for the size of the grant.”

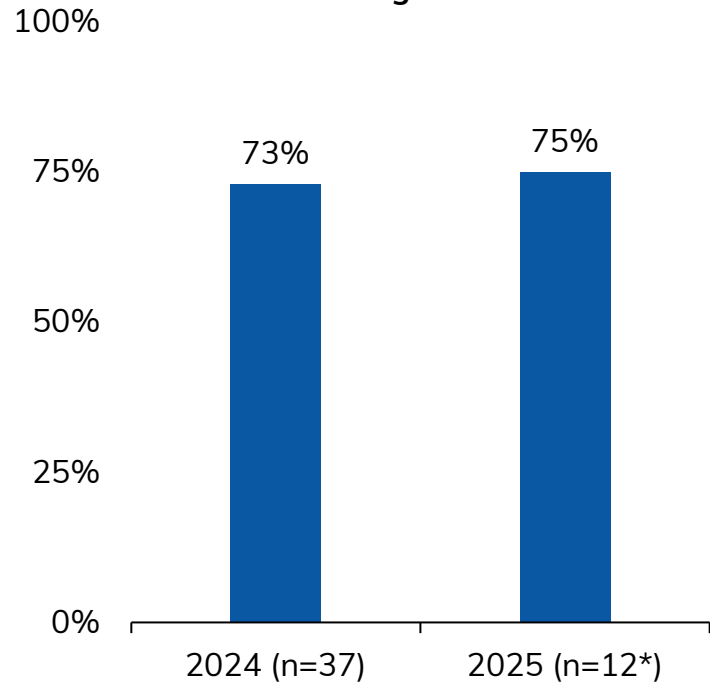


EXHIBIT 3

“I know who to reach out to at Sierra Health Foundation for questions I have about CEMI or our grant.”

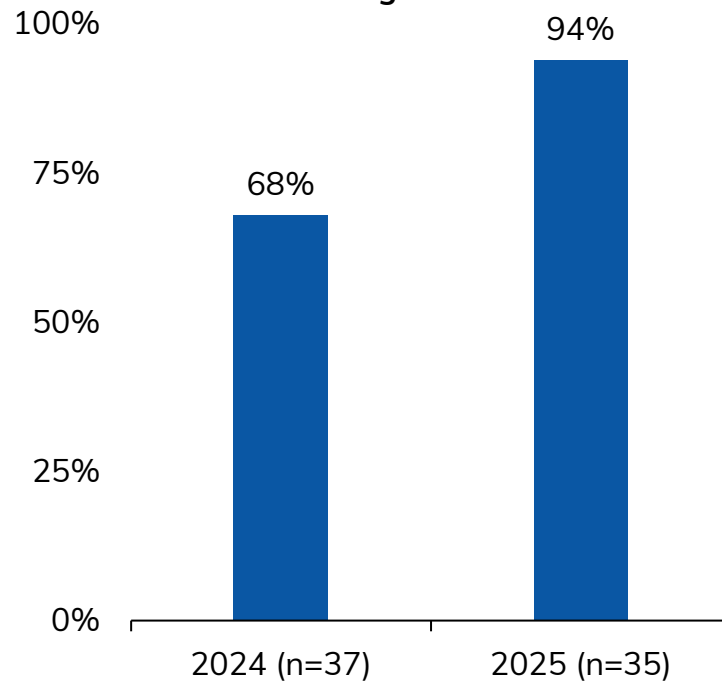
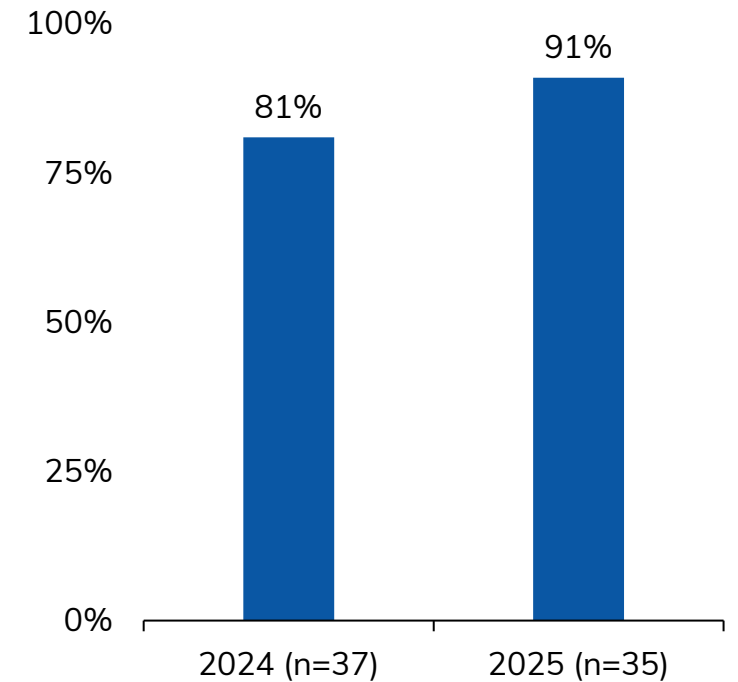


EXHIBIT 4

“Staff at The Center are responsive to our emails or other efforts to contact them.”



■ % of funded partners who chose "Agree"

* In 2025, this question was only posed to partners in their first year of work with CEMI, resulting in a lower "n."

Feedback on the Experience of Working with CEMI

Partners value the people who are part of CEMI, but some ask for greater clarity, and some find it challenging to navigate or make time for all the resources available through CEMI. This is largely consistent with the kinds of feedback shared during the first year of evaluation activities with CEMI.

Praise for CEMI	Areas where CEMI can continue to grow
<ul style="list-style-type: none"> • <i>“CEMI has always been receptive and willing to provide guidance.”</i> • <i>“Even when there was a delay on award disbursement, CEMI’s Program Officer kept us informed as the process worked out and we received the funds before the close of our fiscal year.”</i> • <i>“The TA team has been great. Our organization knows and feels known by them.”</i> 	<ul style="list-style-type: none"> • <i>“For some of the trainings and meetings, we are still unclear about the purpose of them, and what they are leading to.”</i> • <i>“We are not sure if the CEMI cohorts are a place for us to learn or share our expertise.”</i> • <i>“We faced challenges in fully participating in CEMI activities and offerings due to our organization’s busy period, deadlines, and capacity limitations.”</i>

Feedback on Technical Assistance Content

Funded partners frequently discuss the TA support in focus groups and survey responses, underscoring it as a core component of the CEMI experience. Overall, **funded partners value the TA provided**, especially when more tailored to their organizations' individual needs or related to fund development or data use. The 1:1 consultations provided by UCSC's Erika Katske from the TA Team were popular and described as valuable to funded partner efforts to pursue public funding. The Center's efforts to organize regional coalitions and meetups are also valued.

- *“CEMI helped us develop templates and guidelines for applying for funding.”*
- *“The guidance and information provided through the fund development cohort were incredibly valuable in helping us understand both state-specific and general RFP expectations. The instructions on best practices for crafting strong proposals gave us a clearer understanding of how to structure our applications, meet key requirements, and align our projects with funders' goals. This support greatly improved our ability to navigate the complexities of the application process, ensuring that our submissions were both compelling and aligned with funding priorities.”*
- *“We enjoy being a part of the newly-formed North State CEMI coalition of grantees to build stronger relationships and an advocacy platform.”*

Strategic partners affirm the CEMI model.

Strategic partners see the CEMI model as effective in delivering a more inclusive and effective framework for community economic development, sparking positive changes for communities, and as a model for other funders to emulate. Overall, they see The Center as excelling at managing CEMI.

Strategic partners support CEMI's aims by enhancing CEMI's linkages to government and philanthropic power. For instance, Northern California Grantmakers produced a funder briefing for CEMI in February 2025 that was hosted by the James Irvine Foundation, while NextGen Policy successfully proposed a Select Committee on Economic Mobility within the California State Legislature to provide a forum for inquiry into economic justice issues, including those of concern to CEMI's funded partners.

Strategic partners listen to CEMI organizations and adapt programming as they go. In one case, Live Free completed a listening tour with partners before developing its power building work. The TA team adapted their efforts based on partner feedback, pivoting in Year 2 to offer three regional cohorts (North State, Salton Sea Region, and Central Coast) and one Project Development Cohort for groups that wanted specific coaching for developing a piece of work.

"We like to do our work listening to folks from the community and uplifting their voices into the decision-making process."

– NextGen Policy (Strategic Partner)

What Strategic Partners are Learning

Strategic partners see this work as an opportunity to learn about power building in action, not only to guide it. They find value in holistic and multifaceted work and don't feel a need to create a narrow container or definition for it.

- *"One of CEMI's strengths is that we have different ways of understanding power and different things we might emphasize in that process ... We don't want to impose one kind of definition of power that everyone's got to align to."*

Strategic partners lift up their ongoing learning about the importance of relationship-building with funded partners and the investment of time that practice requires.

- *"The first chunk of our work was really just building relationships."*

Working with the sheer number and diversity (particularly in terms of geography and context, organization size, and organization type) of funded partners can pose a challenge, but strategic partners also see this as a learning opportunity.

- *"Within CEMI, we have service providers, community foundations, organizing and power building groups, and advocacy groups. It's a very large swath of people, which makes our job really hard. Still, it's also a huge opportunity to think about the idea of economic ecosystems, to consider 'What role do different organizations play in inclusive economic development?'"*



Power Building for Inclusive Economies

CEMI's funded partners use power building to advance inclusive economic development.

Almost all CEMI funded partners use a power building approach.

All but one funded partner (34 of 35, 97%) who responded to our survey questions about power building say they are engaged in some form of power building. Most describe it as inherent to their organizational activities and mission, rather than a stand-alone tactic or program.

Funded partners think about power building in different ways. While there is no single common definition, common themes occur in the way that partners describe their power building efforts. These are not mutually exclusive and include that power building **is relational, amplifies the voices** of those often not heard in society, brings those voices into **decision-making spaces**, and **spreads and redistributes access to knowledge, funding, and other resources**. Several funded partners also mention **leadership development** as a component of power building, linking concepts of individual leadership skills to community empowerment.

- *“For Small Business Majority, ‘power building’ means equipping small business owners, particularly those from underserved communities, with the knowledge, resources, and networks needed to ‘take action,’ which can look different depending on the small business owner we are working with. For some small business owners, ‘power building’ is the work we do to prepare a small business owner to advocate for themselves at all levels of government.”*
- *“‘Power building’ refers to empowering Black Workers by strengthening their collective voice, leadership, and influence within their workplaces and communities. It means providing workers with the knowledge, resources, and support necessary to assert their rights, advocate for fair treatment, and take action to improve their economic, social, and political conditions.”*

Power building is relational.

Many funded partners see power building as **inherently relational, grounded in community, and/or collective**. They describe power building as collaborating or partnering with other organizations, working in coalitions, or building relationships.

- *“For Neighborhood Industries, ‘power building’ means strengthening its organizational capacity, expanding its impact through community-focused initiatives, and fostering collaboration to empower individuals, drive systemic change, and create sustainable economic opportunities.”*
- *“[‘Power building’] means learning, educating, joining coalitions to mobilize together in the fight for equity and justice on so many fronts from land access, land back, racial justice, and more.”*
- *“‘Power building’ means developing and leveraging relationships to advance our goals. For us, this means building relationships in the arenas of workforce development in support of economic opportunity; criminal justice in support of equity and opportunity.”*

Relatedly, funded partners **appreciated CEMI’s role in bringing them together for collaboration and relationship-building**. They hoped the effort and similar ones would continue, as these partnerships were especially important to power building work.

- *“We appreciate CEMI’s encouragement to support CHIRP to continue coming out of its shell and joining coalitions with other orgs who share needs and priorities. We enjoy being a part of the newly-formed North State CEMI coalition of grantees to build stronger relationships and an advocacy platform, and we’re increasingly understanding the work of Live Free and the opportunity to tell a bigger story and further our collective goals by joining forces.”*

Power building makes decision-making more inclusive.

Many funded partners distinguish power building from other types of support by the explicit desire to **shift decision-making power and agency** to those most impacted. In some cases, this can mean **amplifying voices** otherwise less likely to be heard, especially in terms of influencing policy or legislation, by gathering testimony, bringing speakers to public comment sessions, and involving communities in identifying legislative priorities.

- *“[Power building is] shifting power to those we serve and the systems they operate.”*
- *“We engage in power building through our Credible Messenger model, which empowers our formerly incarcerated staff through their life experiences to design and offer feedback on our programming.”*
- *“Power building means empowering promotoras to own their voices and work collectively to build strength. It is realized when promotoras discover and claim their voice, enabling them to advocate effectively for themselves, their families, and ultimately create positive change through more equitable policies that benefit the entire community.”*
- *“Each year, we conduct an active listening process to identify the priorities from our community, and work with our community-led Policy Committee to identify opportunities or challenges, and our staff work to effect or implement those... For example, land access and affordability are significant issues for our community of farmers. We heard this and worked to pressure the state to create an Ag Land Equity Task Force.”*
- *“CEMI is supporting the East Bay Asian Local Development Corporation (EBALDC) to center power building as we reimagine sustainable, place-based community development. Through ongoing thought partnership and technical assistance from LiveFree California, EBALDC is investing in capacity-building and infrastructure to be in deeper relationship with residents... This approach ensures our place-based community development coalesces around what people care about most.”*

Power building redistributes resources.

Several funded partners described their power building activities as involving **moving resources, especially money, to those with less access.** Examples included applying for big grants as part of a coalition and securing new investments in communities from government or philanthropy.

- *“For us, power building is about supporting the education, resource development, investment, and leadership of organizations and coalitions involved in equity-focused systems change work in our area.”*
- *“We were able to regrant \$500,000 in capacity-building dollars to 14 organizations and \$900,000 in project pre-development funds to eight organizations, supporting community wealth-building.”*



Power building is utilized in the service of equity.

Many funded partners mentioned **equity in their definitions of power building**, with many stating that addressing inequities is central to both their work and their power building activities. Several funded partners specifically used the term “**systemic**” or “**transformational**” to describe the scale of inequities and change that they try to address through power building, distinguishing this type of work from direct services to specific individuals or organizations.

- *“Power building is expanding power and fully understanding its connection with inequities that exist in the community that our agency serves.”*
- *“Power building is about equipping, mobilizing, and amplifying the voices of historically marginalized communities to drive systemic change. It goes beyond direct services to address the root causes of inequities by shifting power into the hands of the people most impacted by systemic barriers.”*
- *“We collaborate with local organizations, policymakers, and residents to address systemic challenges, ensuring a unified approach to community development. By building these peer networks, we strengthen community ties and create lasting support systems that empower individuals beyond our direct services.”*
- *“Ultimately, power building for IEBWC involves not only addressing immediate workplace issues but also working toward long-term, transformative change that enables Black Workers to thrive and participate fully in shaping policies and practices that impact their lives.”*

Needs for Supporting Power Building Efforts

Funded partners that participated in our survey and focus groups name several supports that could enhance or increase the power building aspects of their work. One area requested was for additional TA related to policy advocacy and practices around collecting and sharing data. Current offerings to funded partners from Live Free and the TA Team that focus on project-specific support, organizing strategies, and power building coaching may help address these requests.

- *“We would love more trainings and insight into how to shift policy and advocacy.”*
- *“More instruction in step-by-step procedures and examples of how it has worked for other organizations.”*

Funded partners also emphasize the resource-intensive nature of power building work. They discussed the tension between wanting to devote time and resources to long-term movement building and needing to address more immediate needs like direct service provision, operational responsibilities, and specific funding and policy issues. Therefore, **more funding and other tangible resources** might allow funded partners to devote more capacity to the power building components of their missions.

- *“The Center can support with resources such as learning opportunities for our staff and communities, as well as grant fund opportunities.”*

Funded partners also desire **future opportunities for collaboration**.

- *“The Center can support our cohort by continuing to provide resources and opportunities for collaboration. Additionally, we appreciate all connections to other organizations looking to advance the building of community power.”*



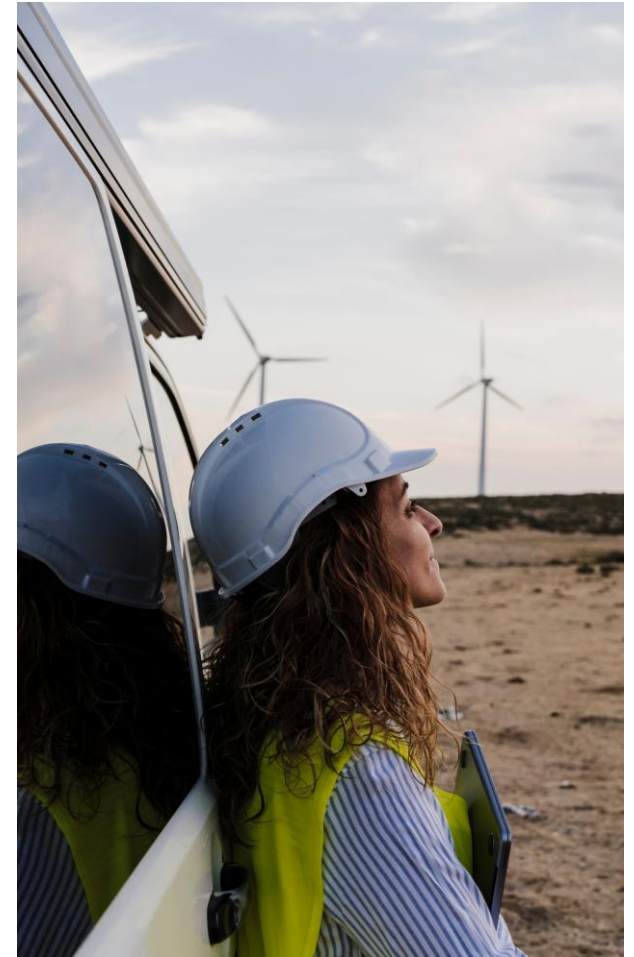
Looking Ahead

Opportunities for CEMI

Adapting & Fighting Back in Challenging Times

Given the uncertainty and anxiety generated by a federal government currently using its funding and regulation powers to attack civil society, CEMI's emphasis on strengthening the capacity of a field of organizations to uplift community-based, inclusive economies that incorporate environmental safeguards is more crucial than ever. To adapt and fortify its partners during these turbulent times, CEMI and its funders can:

- Support funded partners as they pivot to state and local public funding sources or fight efforts to claw back previously awarded funding by the federal government.
- Continue to incorporate and support power building tactics and policy priorities as they emerge from funded partners in collaboration with strategic partners such as Live Free and Next Gen Policy.
- Continue to model power sharing. As an intermediary, CEMI models a mechanism for its own funders to devolve some of their decision-making power. CEMI has extended this by providing larger partners the opportunity to regrant to other organizations in their community and by developing capacity-building support with partner input.
- Continue integrating an ecosystem-aware approach and adopting shifts in practice that better connect to place-based strategies (e.g., the move to a regional cohort model for TA delivery).
- Explore opportunities to better understand the CEMI ecosystem and the assets it contains, even within hostile political or challenging economic contexts.



Additional Opportunities Going Forward

To support funded partners with common challenges related to managing government grants and contracts, **strategic partners can** identify opportunities such as:

- Financial planning guidance to help partners plan for the need to front-fund (since the government pays by reimbursement) and avoid or fill the budget holes left by unfunded mandates or technical requirements.
- Coaching on internal and external coordination in executing grants (internal as in multiple regional offices collaborating on a statewide grant or with external partners to implement jointly held funding).

The Center can:

- Improve **communication frequency and clarity**, setting expectations in advance, and sharing feedback even when it's not positive.
- Offer more **connection points and opportunities for coordination** between the strategic partners.
- **Explore a strategic partnership with a community development financing institution (CDFI)** to further strengthen funded partners' financial management capacities, including opportunities to leverage loans for community development projects.

The Center and its partners (funder, funded, strategic) can:

- Identify opportunities to define policy and advocacy priorities that will protect or lower barriers to public funding and elevate the importance of nonprofits as economic development partners.
- Explore and more clearly define its intermediate-term goals with input from all partners, now that its short-term outcomes are being met.

Learning Opportunities Going Forward

There are also several areas of inquiry that will be useful to explore in Year 3. These are emerging issues where the course of action is still uncertain, as well as those related to changing contexts for the work that are worth exploring further. In the coming year, CEMI can explore two essential learning questions:

- 1. What will it take to ensure that a long-lasting financial infrastructure for inclusive economic development work exists and is accessible to BIPOC-led and serving community organizations in California?**
 - Consider the roles that different funding mechanisms (public, private, corporate, grants, loans, land taxes, program and mission-related investments, etc.) play and what is needed to strengthen their availability and accessibility to community organizations.
 - Consider which community capacities to access these mechanisms have been successfully built by CEMI and which would benefit from further attention going forward.
 - Consider future financing scenarios for the above, including CEMI's exit strategy and the best way to position partners for success.
- 2. To what extent and in what ways has CEMI helped its partners to strengthen their capacity to develop relationships, networks, and collaborations and to exert influence through those in service of their missions and communities?**
 - This question concerns CEMI's approach to and effectiveness in strengthening power building work. Using Marshall Ganz's definition of power, power is influence created through interdependence.
 - Consider how CEMI's status as an "intermediary" (aka fundraiser/grant-maker/relationship broker/knowledge gatherer/messaging amplifier) influenced this.



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- **Chris Benner**, UC Santa Cruz Institute for Social Transformation
- **Charisse Bremond**, Los Angeles Brotherhood Crusade, Black United Fund, Inc
- **Keoki Burbank**, Two Feathers Native American Family Services
- **Melissa Charles**, PolicyLink
- **Julian Cuevas**, PolicyLink
- **Tonya Dowse**, Siskiyou Count Economic Development
- **Lupe Garcia**, PolicyLink
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- **Maria Hernandez**, Stanislaus Equity Partners
- **Erika Katske**, UC Santa Cruz Institute for Social Transformation
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- **Arnold Sowell**, NextGen Policy
- **Brian Weinberger**, NextGen Policy

This report was prepared by the following team at Informing Change:

- Michael Arnold, Partner & Co-Executive Director
- Caitlin Stanton, Associate Director
- Rebekah Blume, Associate
- Ayenna Cagaanan, Associate



Appendices

Appendix A: Funded Partners

POOLED FUND

- 4th Second
- AAPI Equity Alliance
- Alianza Coachella Valley
- 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
- La Familia Counseling Center, Inc.
- Líderes Campesinas
- Monterey Bay Economic Partnership
- Neighborhood Industries
- Nevada-Sierra Connecting Point Public Authority
- Organizacion en California de Lideres Campesinas, Inc.
- 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

DONOR-DESIGNATED FUND

- 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: Funding & Strategic Partners

FUNDING PARTNERS (POOLED FUND)	FUNDING PARTNERS (DONOR-DESIGNATED FUND)	STRATEGIC PARTNERS
<ul style="list-style-type: none"> • The Blue Shield of California Foundation • The California Wellness Foundation • Chan Zuckerberg Initiative • The David and Lucile Packard Foundation • The James Irvine Foundation • Sierra Health Foundation • US Bank Foundation 	<ul style="list-style-type: none"> • The California Endowment • The James Irvine Foundation 	<ul style="list-style-type: none"> • The Equity Research Institute at USC • The Institute for Social Transformation at UC Santa Cruz • Live Free • NextGen Policy • Northern California Grantmakers • PolicyLink

Appendix C: Intermediaries

INTERMEDIARIES

- Action Council of Monterey County, Inc.
- CA Association for Microenterprise Opportunity (CAMEO)
- Central Valley Community Foundation
- Chinese Progressive Action
- Community Alliance with Family Farmers
- Community Foundation of San Joaquin (San Joaquin Community Foundation)
- Friendship House Association of American Indians
- The Regents of the University of California, Merced (UC Merced Labor Center)

Appendix D: Subawardees

SUBAWARDEES

- | | |
|---|--|
| <ul style="list-style-type: none"> • Alisal Family Resource Center • Alliance San Diego • Arcata Economic development Corporation DBA North Edge • Black Urban Farmers Association • Building Healthy Communities Monterey County • California Rural Legal Assistance Foundation • Center on Policy Initiatives • Center on Race, Poverty & the Environment • Central Valley Empowerment Alliance • Centro de Abogacia de la Comunidad • Chinese Progressive Association • CHISPA: We Build Neighborhoods • CNC Education Fund • Communities Organized for COPA • Community Coalition • Community Foundation for Monterey County • County of Monterey Health Department • Cultura y Arte Nativa de las Americas' (CANA) CLECHA (San Francisco) • Delta Sculling Center • Dolores Huerta Foundation • East Bay Alliance for a Sustainable Economy • El Pajaro Community Development Corporation • Faith in the Valley • First 5 Monterey County • Fresno Building Healthy Communities • Fresno Interdenominational Refugee Ministries • Friends Outside • Hartnell College • Health Happens Here • ICA Fund • Immigrants Are LA | <ul style="list-style-type: none"> • Inland Empire United • Inner City Struggle • Khmer Girls in Action • Kitchen Table Advisors • LA Community Action Network • LAANE • Little Manila Rising • MCSC WBC • Micro Enterprise Collaborative of Inland Southern California • Mission Economic Development Corporation • Monterey Bay Central Labor Council • Monterey County Office of Education • Oakland Rising • OC Action • Pacific Community Ventures • Parents by Choice • Power California • Reimagine LA • Restore the Delta • Sac ACT • San Joaquin Arts Council • SCOPE • The Coalition of Homeless Services Providers • United Way Monterey County • Valley Onward • Valley Voices • Ventures • West Business Development Center • West Modesto Community Collaborative • Working Partnerships USA |
|---|--|

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

FUNDED PARTNER	AWARD AMOUNT	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Anti-Recidivism Coalition	\$216,840	CA Natural Resources Agency	
Anti-Recidivism Coalition	\$675,502	CA Office of Youth & Community	
Anti-Recidivism Coalition	\$750,000	CA Workforce Development Board	
Anti-Recidivism Coalition	\$2,610,861	CA Workforce Development Board	
Brotherhood Crusade	\$1,500,000	CA Board of Corrections	Emmada Mental Health, Mothers in Action, Nash Radio
Brotherhood Crusade	\$1,200,000	State of CA Community Reinvestment	Emmada Mental Health, AC Green Foundation, Game Changers
CAMEO Network	\$3,360,000	CA Office of Small Business Advocates	
CHIRP	\$157,000	CA Wildlife Conservancy Board	Point Blue Conservation Science
CHIRP	\$375,000	CA Workforce Development Dept.	Sierra Institute
CHIRP	\$250,000	Regional Forest & Fire Capacity Program	
CHIRP	\$100,000	Sierra Nevada Conservancy	
CHIRP	\$100,000	Yuba River Water Agency	
City Heights Community Dev. Corp.	\$300,000	CA Dept. of Industrial Relations	Vecinos con Recursos Promotoras

* Appendix E 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 E: List of Funds Won (as of January 2025) (2 of 5)

FUNDED PARTNER	AWARD AMOUNT	FUNDING SOURCE	COLLABORATORS (if a joint submission)
City Heights Community Dev. Corp.	\$300,000	CA Office of Community Partnerships & Strategic Communications (OCPSC)	Vecinos con Recursos Promotoras
City Heights Community Dev. Corp.	\$215,000	City of San Diego	
City Heights Community Dev. Corp.	\$45,000	Local Initiatives Support Corp.	
Connecting Point	\$137,484	Homeless Resources Council of the Sierra	
Connecting Point	\$53,039	Nevada County Coordinated Entry	
Connecting Point	\$3,012,976	Nevada County Workforce Development	
Connecting Point	\$250,000	Placer County	
Council on American-Islamic Relations	\$1,048,670	CA Dept. of Social Services	
EBALDC	\$296,498	Alameda Alliance for Health	
EBALDC	\$160,000	CA Dept. of Financial Protection & Innovation	
EBALDC	\$2,000,000	US Dept. of Transportation	
Foundation for CA Community Colleges	\$623,167	CA Dept. of Industrial Relations	

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

FUNDED PARTNER	AWARD AMOUNT	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Foundation for CA Community Colleges	\$1,300,000	CA Dept. of Industrial Relations	CA Family Life Center, AMR
Friendship House	\$20,000,000	EPA Community Change Grant	
Inland Empire Black Worker Center	\$210,000	CA Dept. of Industrial Relations	
Inland Empire Community Foundation	\$5,000,000	CA Community College Chancellor's Office	
Inland Empire Community Foundation	\$19,000,000	CA Jobs First	Inland Empire Labor Institute
North Bay Jobs with Justice	\$898,765	CA Employment Development Dept.	
San Joaquin Community Foundation	\$2,500,000	CA Delta Conservancy	Delta Sculling Center
San Joaquin Community Foundation	\$5,000,000	CalFire	
San Joaquin Community Foundation	\$1,500,000	CalFire	
San Joaquin Community Foundation	\$117,000	San Joaquin County Chamber of Commerce	

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

FUNDED PARTNER	AWARD AMOUNT	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Siskiyou County Economic Development	\$1,000,000	CA Catalyst	
Stanislaus Equity Partners	\$96,000	CA Office of Small Business Advocates	
Taller San Jose Hope Builders	\$449,294	CA Employment Development Dept. (EDD)	City of Anaheim
Visión y Compromiso	\$250,000	CA Dept. of Developmental Services	
Visión y Compromiso	\$570,000	CA Jobs First (S2J2)	
Visión y Compromiso	\$500,000	CA Office of Community Partnerships & Strategic Communications (OCPSC)	
Visión y Compromiso	\$1,000,000	CA Office of Emergency Services (LISTOS)	
Visión y Compromiso	\$250,000	CA Office of Land Use & Climate Innovation	
West Fresno Family Resource Center	\$400,000	CA Dept. of Health Care Services	
West Fresno Family Resource Center	\$150,000	CA Office of Community Partnerships & Strategic Communications (OCPSC)	

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

FUNDED PARTNER	AWARD AMOUNT	FUNDING SOURCE	COLLABORATORS (if a joint submission)
Working Partnerships USA	\$3,872,000	CA Workforce Development Board	Tradeswomen, Inc., San Mateo County Union Community Alliance
Working Partnerships USA	\$210,000	CA Workforce Development Board	San Mateo County Union Community Alliance
Working Partnerships USA	\$1,500,000	City of San Francisco / California EDD	BlueGreen Alliance, UC Berkeley Labor Center, New Energy Nexus, 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

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360 22nd Street

Suite 730

Oakland, CA 94612

510.665.6100

informingchange.com

