Landscape of Philanthropic Efforts to Ensure Equitable Access to Public Funds in California

Project Purpose and Goals

Over the past two years, significant public investments through federal and state funding streams targeting climate, infrastructure, economic development, public benefits, housing and more have become available to communities in California. Recognizing this once-in-a-generation influx in public resources, as well as the resource and capacity strain that communities have faced after nearly three years of COVID-19 pandemic response, the California philanthropic sector has quickly mobilized to invest in efforts that can support grassroots organizations and local governments across the state with the technical assistance and capacity building support they need to access public dollars, thereby ensuring an equitable recovery and distribution of resources.

Organizations within the state, such as the Strategic Growth Council, have also recognized this need and have been providing technical assistance and capacity building grants and programs and support to state agencies, CBOs, and local governments for years. Meanwhile, Governor Newsom's Executive Order N-16-22 last year directed state agencies to "embed equity analysis and considerations in their mission, policies and practices," including how funds are allocated and distributed.

More than ever, there is cross-sectoral alignment on the need to respond with quick, flexible, and strategic investments that can make technical assistance and capacity building available to communities that need support applying and implementing what could be transformative public investments for their residents. While many philanthropies have already funded technical assistance and capacity building efforts to support access to funds, meeting the urgent need has resulted in a lack of coordination within philanthropy.

There is now an opportunity to map the emerging ecosystem of funders and intermediaries (i.e. organizations, projects, funds, initiatives, collaboratives) funded by philanthropy to support equitable access to public funds through strategies like technical assistance and capacity building, in order to inform a more coordinated philanthropic approach that can maximize existing resources and lead to better outcomes for Californians.

Starting in January, 2023 the Freedman Consulting team has led an effort to landscape the aforementioned ecosystem with the following goals:

1. **Defining and mapping** current philanthropically funded efforts to ensure that communities have equitable access to public funds.
2. **Documenting common philanthropic investments and gaps** that, if addressed, could help maximize impact.
3. **Identifying considerations for improved coordination** and collaboration within the philanthropic sector.

This document provides a summary of findings through the landscaping process.

Scope and Audience

The scope of this landscape is California-specific and focused on philanthropic investments toward equitable access to public funds through intermediary organizations that provide technical assistance, capacity building, or power building services to communities (CBOs or local/tribal governments). This landscape primarily maps statewide efforts, and also includes relevant national and regional efforts that emerged through stakeholder interviews or research. The map is not meant to provide a comprehensive or exhaustive list of efforts at the regional or local level.

A total of 24 stakeholders, including 20 funders, 3 intermediaries, and 4 government entities, were interviewed in order to identify the range and types of organizations, projects, initiatives, and funds in the ecosystem (i.e. intermediaries or providers) working to ensure equitable access to public funds for California communities. Finally,

while this analysis may be useful to multiple audiences, the findings and suggestions herein are most applicable to philanthropic grantmaking foundations.

Defining Terms and Funding Strategies

Stakeholders underlined the need for alignment on definitions of the terms *technical assistance* and *capacity building* and what they mean when put into practice. Funders often used those terms interchangeably when describing their funding strategies. However, funders often ascribed varying definitions to these terms, and attributed varying types of services that their grantee intermediaries provide communities. Additionally, the term *power building* was used consistently by funders when describing a funding strategy to support connectivity, partnership, and coalition building at the local/community level in relation to equitable access to public funds.

Drawing from interviews and research, we have suggested working definitions for these terms when used to describe funding strategies that the philanthropic sector uses in relation to equitable access to public funds efforts.

The suggested definitions below align with the state of California's definitions (see here and here). While the state does not use the term *power building,* its definition for *capacity building* includes similar components.

a. **Technical Assistance (TA):** refers to targeted support that an organization (e.g. CBOs, government entities) receives which provides an immediate resource (time, skills, tools, data) to help close an immediate gap in knowledge or capacity (e.g. federal grant availability and eligibility, ability to submit application on time).

  i. Examples of TA: grant writing; data tools and analysis; research; one-on-one skilled consultation services; evaluation and reporting assistance; public fund eligibility assessments.
  ii. Implementation: TA can, and is often, outsourced to a third party to meet immediate and specific needs of a project, organization, coalition, or partnership (e.g., hiring a grant writer to help complete an application for an infrastructure project). Providing TA is most effective as a short-term strategy and solution for targeted goals and projects. With more time, organizations can participate in training and access resources at will to build their own internal technical expertise.

b. **Capacity Building (CB):** refers to the process of strengthening an organization's (CBOs, government entities) leadership, management, workforce, and skills by building internal expertise, knowledge, and ability to effectively navigate, access, and utilize resources on its own.

  i. Example of Capacity Building: leadership training; functional workshops (communications, finance, management, state and budget process training); toolkits and best practices documents; additional CBO staff.
  ii. Implementation: CB is implemented at the organization level (CBOs, government entities). It can be provided to an organization directly by a funder through general operating support, a third party, or self-implemented through use of existing resources. Funding for CB often comes in the form of general operating support. CB is an ongoing process that leadership and staff of a recipient organization must be active participants in.

c. **Power Building (PB):** refers to the process of strengthening local/regional *networks* through coordination and relationship building among CBOs, local government, and community more broadly to effectively and equitably advocate for, plan, and implement public resources, policies, and projects.

      i.   <u>Examples</u>: access to social capital (e.g. through convenings and boards), facilitation of relationships and partnerships within and across sectors, leadership development of community advocates, policy and budget development and advocacy training, tools, and research.

      ii.   <u>Implementation</u>: PB is implemented at, at least, the community level (e.g. city) and it is an ongoing process that requires deep coordination and commitment (time, skills, resources) across organizations or a network of individuals (e.g. activists) working toward a common long-term goal.

Each of these support strategies are critical building blocks that together, stack up to the goal of achieving **community readiness** to equitably advocate for, plan, access, and implement public funds and opportunities.

4.   **Community Readiness:** a term commonly used within public health that refers to the degree to which a community is prepared to take action on a particular issue, problem, or opportunity. In the context of this landscape mapping, we use *community readiness* to refer to the opportunity of maximizing public funds across funding streams.

In practice, TA, capacity building, and power building supports are often intertwined, and funders and/or intermediaries may not segment their grants or services by these categories. We offer these working definitions for clarity and consistency in this summary report, and acknowledge that they are not universal or definitive descriptions.

Map of Efforts to Support Equitable Access to Public Funds

This section includes a map of the philanthropically funded organizations, funds, initiatives, projects, collaboratives, and other types of efforts that together we refer to as the *intermediaries* that are providing technical assistance, capacity building, or power building services and products to CBOs and local governments.

Please reference the linked Intermediary Map here.

The map linked above identifies **33 distinct intermediary organizations** that are deploying services and products across California aimed at equipping and supporting communities (CBOs and local governments) to access state and federal public funds. Of these intermediaries, **23 are philanthropically funded** and/or administered while **8 are state funded** and/or administered; of those, **2 are supported by both philanthropy and the state**.

33 Intermediaries

23 Intermediaries funded by philanthropy   **10** Intermediaries funded by government

The map provides key details for each intermediary identified, and is organized by the key components below:

- **Funding Entity:** indicates the primary entity providing financial support for the intermediary, provider, or program to operate, which can include one or both of:
  - Philanthropic
  - Government - State

- **Target Geographic Focus:** indicates the region(s) within California where an intermediary *intends* to offer and deliver services in. The regions used in this analysis align with the state-defined CERF regions, for consistency and ease of comparison.

- **Target Recipients:** indicates the *intended* recipients of, or the participants in, the services and products that intermediaries offer (i.e. technical assistance, capacity building, and power building). Based on our research, recipients of these services are categorized as follows:
  - CBOs
  - CBOs - Leaders/Advocates
  - Local Government - Cities
  - Local Government - Counties
  - State Government - Agencies
  - Tribal Governments

- **Primary Support Strategy:** relying on the suggested definitions above, each intermediary is tagged with the primary support that they offer to communities: technical assistance, capacity building, and/or power building.

- **Service Details:** includes details and examples of the services and products that are available to communities (CBOs and local governments) through each intermediary. Examples of services provided through each support strategy include:

  - **Technical Assistance (TA)**: grant writing, project development support, evaluation, public fund navigation, eligibility assessments

  - **Capacity Building (CB):** supports/resources to better equip organizations and their staff, e.g. trainings and webinars, data analysis and reports, peer learning structures, mentorship and coaching, toolkits and guides

  - **Power Building (PB)**: services that foster relationship and skills development to scale impact, i.e. cross-sectoral collaboration, partnership development, advocacy, policy and/or communications training, community engagement, regional coordination

Figure 1: Intermediary Map Preview (View full map here)

Project Name	Lead/Housing Organization(s)	Funding Entity	Target G...	Target Recipients	Primary Support...	Service Details
Accelerator For America	• Accelerator For America	Philanthropic	National	Local Government - Cities	Technical Assistance ...	• TA: grant application assistance, grant identification, consultations on project and application preparation
Accessing Recovery Funds - Equitable Recovery Initiative	• Center for Nonprofit Management • BDO FMA • California Community Foundation	Philanthropic	Los Angeles ...	CBOs	Technical Assistance ... Capacity Building (CB)	• TA: grant writing support, public funds navigation and identification,training, project management • CB: financial training and coaching, strategic planning, relationship and coalition building, regranting
Affordable Housing and Sustainable Communities Technical Assistance (TA) Program	• California Strategic Growth Council	Government - State	Statewide	Local Government - Cities Local Government - Cou... CBOs Tribal Governments	Technical Assistance ...	• TA: grant writing • CB: workshops and best practices

Analysis: Points of Alignment and Key Investment Gaps

Throughout this mapping exercise, stakeholders consistently voiced a concern that a lack of philanthropic coordination could be resulting in duplication of community readiness efforts to increase equitable access to public

funds and, worse, that it could be unintentionally reinforcing inequities in access to them. The results of this landscape analysis validate those concerns, and the section below summarizes our findings of philanthropic gaps and common investments in community readiness efforts.

We drilled down on three factors to determine gaps in philanthropic investment, namely: geography, support strategy (technical assistance, capacity building, and power building), and targeted recipients. To get a sense of the scope of support, we also summarized the publicly available financial information and provided conservative estimates to the best of our knowledge.

Points of Alignment

1. **Philanthropy is committed to meeting the needs of this moment.** Though this work (ensuring equitable access to public funds) is challenging and complex, there is agreement among philanthropy in California that a different funder coordination strategy is necessary in order to meet the needs and opportunities presented by large scale public funds. Funders across geographies and issue areas recognize that philanthropic dollars can be leveraged to maximize access to all types of public funding streams. As one funder notes, "whatever kind of funder you are, we all want the government to work better to respond to community needs. There are building blocks that [philanthropy] can support in order to [help government] work better." Critically, funders are also eager to support and meaningfully partner with state and local government stakeholders, and recognize the importance of cross-sectoral partnership to ensure the successful unlocking of public funds now and in the future. This commitment is evidenced by the level of philanthropic investment across the state. Based on publicly available financial data and information gathered from interviews, we estimate that philanthropic investments across the identified intermediaries who provide community readiness supports to California communities total over $58 million over the past 2 years[1].

2. **State government has demonstrated commitment to supporting community readiness.** California state leaders, including Governor Newsom, departments, and agencies have also demonstrated commitment to this moment through legislation, an executive order calling for embedded equity across agencies, and developing programs and clear guidelines for productive community readiness support. The state is also actively seeking to leverage the public-private partnership infrastructure that has strengthened cross-sectoral trust and relationships over the past four years to meet this moment. The state's commitment is evidenced by its financial investment of over $30 million in community readiness efforts and programs[2].

3. **Philanthropy is supporting both CBOs and local governments.** There is recognition among philanthropy and within the state that fostering collaborative relationships between CBOs and local government (cities and counties) is critical to successfully draw down public dollars toward impactful projects. Despite the gaps highlighted in the next section, the landscape revealed that as a whole, the identified intermediaries offer similar levels of support to CBOs and local governments, including supporting partnership development between the two. Specifically, 36% of intermediaries offer their technical assistance, capacity and power building services to

[1] This estimate excludes national providers and funds that have additional grantmaking goals, such as the San Joaquin Valley Health Fund, as we are unable to discern the funding amounts allocated specifically toward community readiness.
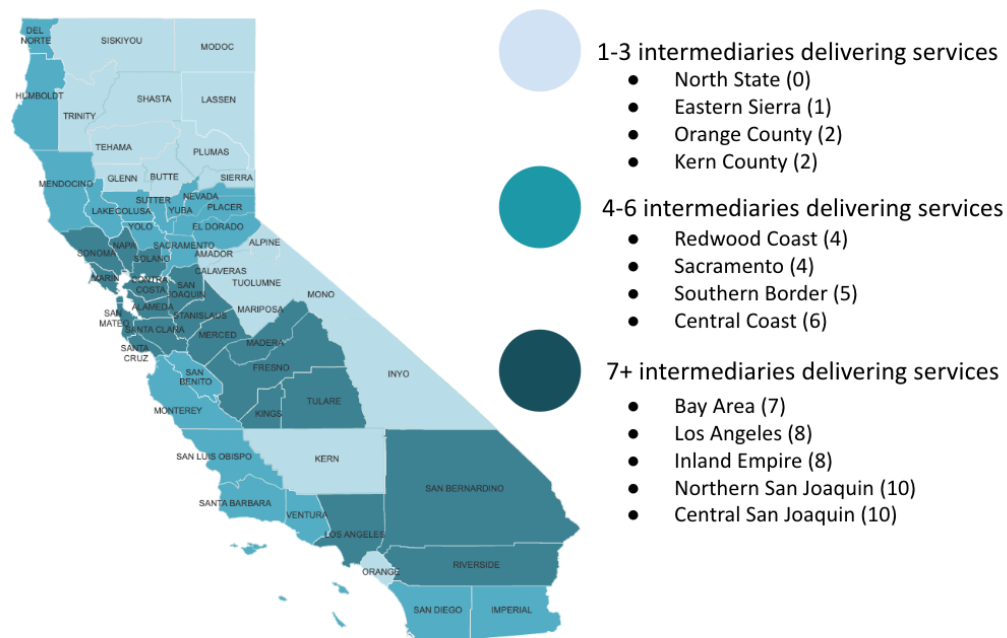
[2] This is a conservative estimate based on publicly available information and may not be inclusive of all state-funded or provided community readiness programs.

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both CBOs and local/tribal governments, while 33% offer their services to CBOs exclusively, and 30% offer their services to local and/or tribal governments exclusively. This demonstrates a relatively balanced degree of support to both CBOs and local governments and state agencies by philanthropy.

Key Investment Gaps

1. **Overarching need for more support.** The need for community readiness supports far exceeds currently available resources, as evidenced by the significant oversubscription of philanthropically and state funded intermediaries, programs, and funds. For example, the Community Economic Mobilization Initiative (CEMI) recently received over 380 applications from CBOs representing every county in California, but only about 15 awards will be granted and provided with community readiness services. Similarly, the state's Regional Climate Collaboratives program was unable to fund over 80% of the applications it received, including critical requests that would have made technical assistance and capacity building available to communities who applied. This gap reveals a significant need for increased support toward community readiness services overall.

2. **Some regions don't have meaningful access to intermediaries offering support.** While nearly half (48%) of philanthropically funded intermediaries *intend* to make their technical assistance, capacity, and power building services available to communities statewide, a detailed review of the CBOs and local/tribal governments participating in or receiving services and resources provided by intermediaries revealed regional gaps in intermediary service delivery. The map below shows the number of philanthropically funded intermediaries that deliver services to at least one CBO or local government within each region. It's also worth noting that *none* of the philanthropically funded intermediaries identified in this landscape focus their services specifically on supporting tribal governments.

Figure 2: Philanthropic Intermediaries Delivering Services per Region

1-3 intermediaries delivering services
- North State (0)
- Eastern Sierra (1)
- Orange County (2)
- Kern County (2)

4-6 intermediaries delivering services
- Redwood Coast (4)
- Sacramento (4)
- Southern Border (5)
- Central Coast (6)

7+ intermediaries delivering services
- Bay Area (7)
- Los Angeles (8)
- Inland Empire (8)
- Northern San Joaquin (10)
- Central San Joaquin (10)

Philanthropic Intermediaries Delivering Services per Region

The concentration of intermediaries delivering technical assistance, capacity building, and power building services shown in the map above may be explained by the difference in regional population. For example, it makes sense that, at nearly 10 million residents, there are 8 intermediaries operating within Los Angeles County, though it is unclear whether all or most community readiness needs within any given region are being met by the current landscape of intermediaries. This gap reveals the need for a more coordinated approach among intermediaries in order to help elevate gaps and redirect or streamline resources as needed.

> a. **Regional gaps exacerbated by lower levels of investment in technical assistance.** A detailed review of the CBOs and local/tribal governments participating in or receiving technical assistance services from philanthropically funded intermediaries, analyzed here, reveals that regions like Eastern Sierra, North State, Orange County, Southern Border, Kern County, Sacramento, Central Coast and tribal governments have access to one or fewer philanthropically funded intermediaries. This may be driven by the fact that most of the intermediaries focused on technical assistance are either national efforts (e.g.Local Infrastructure Hub) or region-specific in California (e.g. LA n Sync). While state funded technical assistance programs and intermediaries have delivered services more widely, regions like the Eastern Sierra, Orange county, and the Redwood Coast still fall through the cracks.

3. **Technical assistance is a priority in need of additional philanthropic support.** Stakeholders consistently underscored that targeted technical assistance services such as identification and matchmaking of public funds to community projects, financial and eligibility assessments, and grant writing and reporting, are the most immediate needs for communities and local governments seeking to draw down public funds. However, as shown below, there is a significant gap in philanthropic investments toward technical assistance strategies across California. We estimate that over the past two years, California philanthropies have invested nearly $8 million toward technical assistance intermediaries and programs, compared to over $50 million in capacity building and power building efforts. It makes sense that philanthropy's efforts have focused on capacity building and power building as communities work toward building relationships, organizing, and coordinating to create and participate in inclusive tables. These strategies are critical to the long-term success and resilience of communities across the state. At the same time, the earlier that philanthropy can bolster the technical support communities will need to apply to and implement public funds, the better equipped they will be when each opportunity comes.
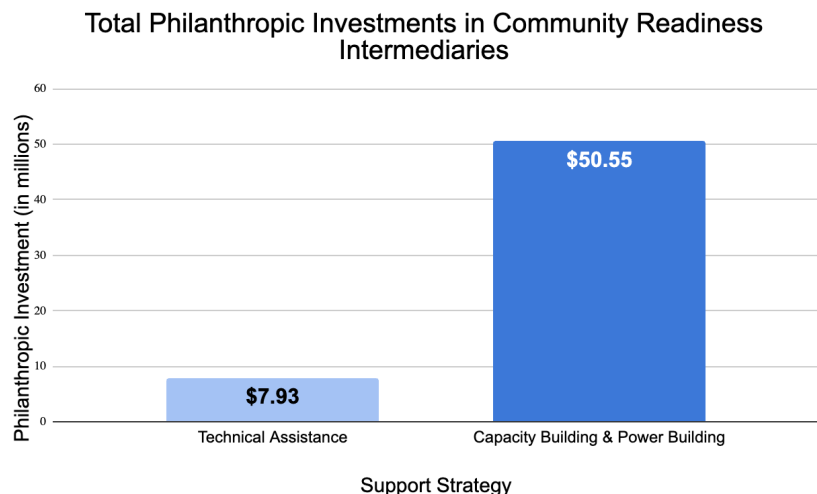
Figure 3: Philanthropic Investments in Community Readiness Services[3]

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[3] Capacity building and power building investments are combined in this chart because the majority (~60%) of philanthropically funded intermediaries provide services under both support strategies.

4. **Need for strategic engagement and partnership with local governments.** Several stakeholders, including funders, expressed concern that not engaging local governments early enough to build shared knowledge, trust, and meaningful community relationships could be leading to less effective efforts to draw down public dollars. Initial conversations with local government stakeholders (4) revealed that a potential factor driving a lack of strategic engagement with local government across the state could be the lack of shared governance language or frameworks identifying how cities and counties can effectively tackle issues and projects with equity at the center. As one local government stakeholder shared, "there is a lot of translation that a city has to do from what they have as priorities to what the state or federal grants are requiring through equity components. When [CBOs] come to have a conversation about a specific grant, that can be hard enough to align to city priorities, but then you layer the racial equity piece, and there is a mistranslation to the way a city might see their goals." Philanthropy and its grantees could more proactively partner with local governments to help develop shared frameworks that can help achieve shared goals.

Factors and Challenges Driving Gaps

1. **Thematic focus in funding approach** Philanthropic giving through portfolios dedicated to specific geographies or issue areas could play a role in driving some of the gaps identified above. For example, there are many intermediaries (8) providing community readiness support to communities (CBOs or local departments) focused on increasing access to healthcare/public health related dollars, or working to strengthen community coordination and partnerships within health-related ecosystems. However in this emerging landscape, infrastructure and climate related public funds opportunities might not be seen as aligned to those intermediaries providing support on health-focused areas. This dynamic could limit the ability of communities to access and benefit from certain public funding opportunities that are not aligned to the primary issue areas for which they're receiving support from intermediaries.

2. **Lack of organizational and staff capacity.** Significant geographic service delivery gaps could be driven by the fact that some regions and tribal lands, especially those with smaller populations and in more rural areas, lack sufficient organizational and staff capacity across both public agencies and community organizations to engage with intermediaries or access community readiness resources that are theoretically available to them.

3. **Differences in political orientation.** Some stakeholders noted that differing political orientations could drive philanthropic engagement with local government, especially when it comes to tackling issues of economic and racial equity. This could also make it difficult for philanthropically-funded intermediaries to provide community readiness services, which could be influencing service delivery gaps. As a local government stakeholder noted, "[Philanthropy and community groups] have a role to play to press the [city or county] for additional funding or transparency, and we have a role to play to advance services but we also exist in a structure where we can't always provide visibility into certain things. It's really complex and it's not as easy as offering the county training on budget equity. There's politics there."

4. **Challenging landscape for communities to navigate.** Accessing community readiness services is a multi-layered and complex ecosystem to understand and map, let alone to navigate. Funders and intermediaries have often

changed strategies, investments, and/or services offered at a pace that is too rapid for organizations to stay abreast of, which could be contributing to the gaps identified above. Some key barriers that communities face include:

    a. **Awareness and ability to navigate the community readiness ecosystem.** Discerning which funders and resources a community is eligible and best suited for in a complex ecosystem requires an investment of time and effort for groups already stretched thin. As one intermediary described, "as community groups are trying to solve problems, the funder landscape is changing. They can't keep up with where the pooled funds are and what the funder vision is - by the time it comes through, there are new funder conversations that they have to pivot towards. Groups are concerned about where to apply for funds, and whether if they apply to one they are still eligible for others and for how long."

    b. **Unproductive competition.** Given the scale of need in California, it is clear that philanthropic and state-funded community readiness intermediaries and programs are oversubscribed. An intermediary noted that "a lot of the funding is coming to one organization per region. It's very piecemeal and is creating a sense of competition that is not constructive. Creating enough support so that not just one convener or CBO is supported would be helpful." Without effective coordination to streamline services and fill gaps in funding, the competition this creates can replicate long-standing inequities in access to technical assistance and capacity building support, rewarding those who are already best suited to receive them.

Considerations for Improved Philanthropic Coordination

The findings of this landscape reveal an urgent need for a different and more coordinated philanthropic approach to investments in community readiness support and services. The philanthropic sector, in partnership with the state and other government entities, must move quickly and flexibly in 2023 to address emerging gaps that threaten to reinforce long-standing inequities, or risk missing the opportunity to leverage potentially transformational public investments.

Philanthropic coordination must prioritize collaboration, knowledge sharing, and joint and streamlined funding opportunities toward community readiness resources for communities seeking to access public funds.

Considerations for Coordination

- **Maximizing this moment requires commitment and flexibility.** Frontline communities have been naming the need for technical assistance, capacity, and power building for years. This mapping shows that community readiness needs exist across issue areas, geography, and other siloes through which resources usually flow. Making this historic opportunity transformational for communities will require deep commitment and flexibility from philanthropy in new ways. For example, funders may need to operate outside of established place- or issue-specific goals and strategies to commit not only dollars but also time, expertise, and their own capacity to ensure scaled impact for communities.

- ○ **Build onramps for diverse funders.** The reality is that many funders (e.g. individual donors, small family foundations, place-based community foundations) will be unable to fund efforts to increase equitable access for public funds with more flexibility. For example, most funders will have at least one funding limitation along **geography, issue area, and/or community readiness strategy.** Any coordination structure should take these funder limitations into consideration, and harmonize them to effectively increase and redirect resources to communities that need it most.

- ● **Relying on philanthropic coordination is a temporary, but necessary step.** Philanthropic stakeholders agree that the long term goal is to see change in public systems and structures that limit community access to public funds and make the process strenuous in the first place. Communities are already mobilizing toward this goal, but in the near term (in 2023 in particular), philanthropy plays an outsized role in catalyzing the movement toward more equitable access to funds through community readiness support to communities.

  - ○ **Coordination must be cross-sectoral.** To effectively implement statewide community readiness coordination that leads to systemic change, California philanthropies can continue leveraging the existing public-private partnership infrastructure and relationships already developed (such as through the Senior Advisor on Social Innovation) to work in lockstep with the state in supporting communities to draw down public funds. Doing so can ensure that collective efforts and learnings lead to measurable impact that influences lasting systemic change.

- ● **Leverage and coordinate with existing collaborative groups.** In addition to providers, we also identified 15 funder tables/collaboration structures where funders have been coming together across the state to discuss and align on community readiness needs in some way. Rather than creating a new "table," funders could consider leveraging existing tables and structures to embed coordination points.

- ● **Identify philanthropic leaders to champion coordination.** Leading foundations who are already investing significantly in this work could leverage their collective commitment (i.e. through funds, time, and capacity) to ensure equitable access to public funds to move the philanthropic sector to action through leadership in coordination.

Priority Coordination Needs

For the philanthropic sector to coordinate its efforts to increase access to public funds effectively, it will be necessary to coordinate not only around the flow of philanthropic funds for community readiness, but also around how intermediaries are delivering their intended services in order to tackle gaps. Below we provide a set of considerations for funder and intermediary coordination.

- ● **Funder Coordination:** Funders that are both interested in closing the gaps identified through this landscape and are open to flexible funding could organize amongst each other to increase investment in community readiness and more effectively tackle gaps in four ways, considering the following guiding questions:

  - ○ **Geographic**: Which regions might benefit from increased investment in technical assistance, capacity building, and/or power building? Which funders are best suited to increase support to any given region considering funding constraints? Which intermediaries need more funding to deliver their

services? If there is a lack of corresponding place-based funders, how should statewide funders step in to support a specific region/community?

- Note that all coordination should be anchored in a place-based approach for funders too, as funding and community readiness needs will vary across regions.

  ○ **Support strategy (TA, CB, PB)**: How can funders best coordinate to close the current gap in support for technical assistance? Which support strategies can different types of funders commit to funding through 2023? Which intermediaries can deliver effective technical assistance, and what support do they need? Which regions will need more of this support than others?

  ○ **Issue Area:** Which public funding opportunities are most urgent and impactful in the next two months for a specific region or tribe? Which funders can mobilize quickly for specific funding opportunities that fit within their issue areas? Which funders can make more issue-agnostic investments and how can that help drive geographic equity?

  ○ **Financial/Timing:** Which current intermediaries need more funding to ramp up their work at different times throughout 2023 (e.g. TA intermediaries may need more support now, while power building intermediaries may be able to maintain current level of support through 2023).
    - Funders can consider coordinating collective resources toward specific public funding streams that have faster timelines than others at different points of the year.

- **Intermediary Coordination:** Philanthropically funded intermediaries must be able to coordinate and streamline their services across the state to ensure that collective technical assistance, capacity building, and power building services are more effectively delivered to communities.

  ○ **Potential Opportunity For Philanthropy:** A statewide intermediary community of practice among the identified providers in this landscape could play a key role in maximizing on-the-ground coordination and impact, at least through 2023. This would require at least medium-term commitments of 1) time from providers to effectively engage on a regular basis, and 2) information sharing about the services they're providing, including who their community partners are, the needs on the ground, and the barriers to success. Partnership with the state to support alignment with government-funded resources and opportunities would be a critical part of this effort. Philanthropy could consider funding one of the providers or a third party consultant to lead the coordination of the community of practice.

    - This community of practice could also support better community-level coordination as the intermediaries identified in this landscape can, and often do, act as connectors between CBO partners and local governments who would be the applicants of any public funding opportunity.

Additional Resources:

1. **Tools, Resources, and Navigators:** a list of identified publicly available resources aimed at information-sharing and supporting communities in California to access public funds.

2. **Funder Tables and Collaboratives:** a list of existing funder tables and collaboratives identified through our landscaping efforts that have in some way discussed or collaborated on equitable access to public funds for communities.

3. **List of Interviewed Stakeholder Organizations**

Organization Name	Entity
1. Akonadi Foundation	Funder
2. Ballmer Group	Funder
3. Blue Shield Foundation	Funder
4. California Wellness Foundation	Funder
5. Catalysts of San Diego and Imperial Valley	Funder
6. Chan Zuckerberg Initiative	Funder
7. Conrad N. Hilton Foundation	Funder
8. Crankstart Foundation	Funder
9. Evelyn and Walter Haas, Jr. Fund	Funder
10. Hyphen Strategies	Funder
11. James Irvine Foundation	Funder
12. Latino Community Foundation	Funder
13. League of California Community Foundations	Funder
14. Marin Community Foundation	Funder
15. Northern California Grantmakers	Funder
16. San Francisco Community Foundation	Funder
17. The California Endowment	Funder
18. California Community Foundation	Funder/Intermediary
19. Sierra Health Foundation	Funder/Intermediary
20. PolicyLink	Intermediary
21. Alameda County Health Care Services Agency	Government
22. City of San Jose (former employee)	Government
23. City of Stockton (former employee)	Government
24. California Strategic Growth Council	Government