

**CA NETWORK PROJECT**  
**ECOSYSTEMS, PARTNERSHIPS, &  
POWER BUILDING REPORT**

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**CORE**

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**CORE TEAM:** Claire Devine, Daniel Fish, Aisha Gilmore, and Lisa Angus make up CORE's team for CA Network Project operations and analytics. Numerous other CORE staff contributed to design, implementation, and interpretation of the data featured in this report and in the accompanying Ecosystem Explorer tool online. They include: Taylor Doren, Monique Gill, Megan Holtorf, Natalie Kenton, Maggie Weller, Bill Wright, and Chow Yu. This report also makes use of the team of analysts and researchers at CORE who coded thousands of records from TCE's Grants Management System: Claire Devine, Taylor Doren, Monique Gill, Ben Gronowski, Megan Holtorf, Kelley Jewell, Natalie Kenton, Elliott Moon, Allie Ryan, Michael Sutcliffe, Maggie Weller, Bill Wright, and Chow Yu, as well as former CORE employees Mary Gray, Laura Jacobson, Ka Her, and Kayla McMenamin.

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**THANK YOU!**

# CA NETWORK PROJECT

## ECOSYSTEMS, PARTNERSHIPS, & POWER BUILDING REPORT

### EXECUTIVE SUMMARY

#### OVERVIEW

This report uses data from the CA Network Project to:

- Explore **networks** of organizations connected by the regions and topics in which they work, and to answer questions about networks' structural characteristics and collective power building capacity;
- Describe the history and activities of **organization-to-organization partnerships**; and
- Evaluate the relationship between **TCE investments and power building capacity**.

The interactive **Ecosystem Explorer** tool was developed as a companion to the network analysis portion of this report and can be found on the online CA Network Project platform.

The report includes data collected through mid-September 2020, at which point almost 800 organizations had been invited to join the CA Network Project and 367 (46%) had at least logged on to the platform. 160 organizations (44% of the 367 active members) had recorded at least one connection to a partner, funder, or alliance.

Total respondents	367
Respondents listing any connections	160 (44%)
Avg. number of connections to <b>funders</b>	6 / respondent
Avg. number of connections to <b>alliances</b>	5 / respondent
Avg. number of connections to <b>partners</b>	3 / respondent

#### KEY FINDINGS

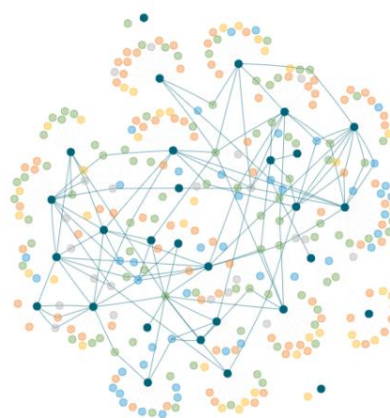
##### Networks

Exploring organizations by geographic region and by TCE's priority systems (schools, health, justice, inclusive community development, and power), we found **considerable overlap**. **Only about half of organizations are exclusively in one geographic region and no more than 10% are exclusively in one system.**

None of the regional or system networks were very centralized, meaning that no particular organizations stood out as a key hubs or bridge in the network. However, some networks were more densely connected than others; **networks in the Bay Area / Northern CA region were more densely connected than those in Southern or Central CA**. At the regional level, network density and centrality were generally higher when we restricted analysis to organizations working exclusively in one region.

Power building capacity differences across systems were generally quite small, likely due to the heavy overlap between systems. But some regional differences were observed. For example, the Central CA region, which includes the state capitol, has a higher proportion of organizations reporting mature capacity for advocacy & policy work than other regions. Regional differences in power building capacity were largest for the categories of advocacy & policy, leadership development, and research & legal strategies.

*Example: Bay Area & Northern CA / Inclusive Community Development. Density 33%*

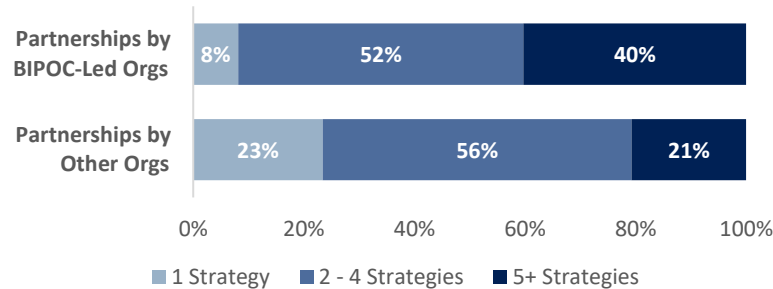


Partnerships

Many of the more than 500 organization-to-organization partnerships described by CA Network Project respondents are well-established and multi-faceted: 58% have existed for more than 5 years; 63% have a formal agreement (such as a memorandum of understanding, contract, or data use agreement) in place; and 67% involve collaboration on at least three of the seven power building strategies.

Partnerships described by BIPOC-led organizations tended to include collaboration on more power building strategies than partnerships described by other organizations.

Number of Power Building Strategies Used in Partnerships, by Organizational Leadership



Partnerships Always or Frequently Including Different Activities	
Exchange information	77.3%
Align or develop strategies	72.8%
Share or align resources	62.7%
Negotiate differences	56.8%

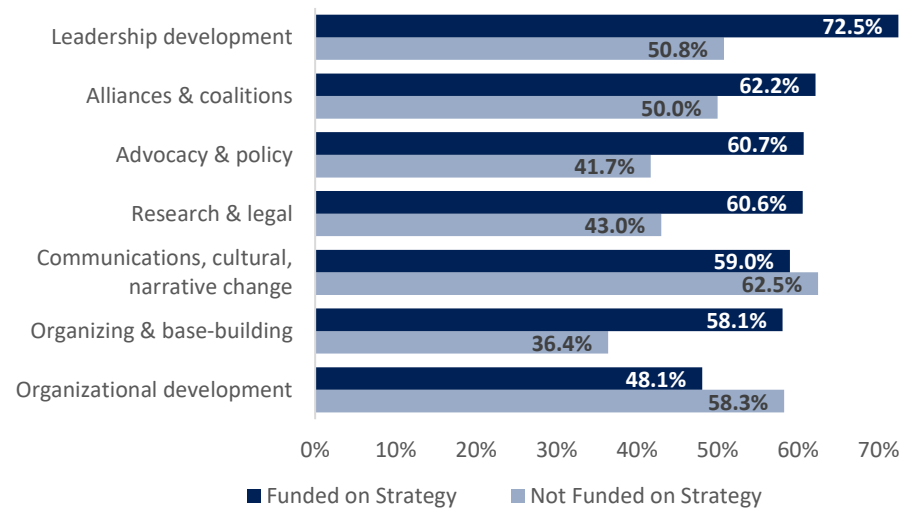
Exchanging information was the most common partnership activity, occurring ‘frequently or always’ in more than 75% of partnerships. Negotiating differences was the least commonly reported aspect of partnering—although about 56% of partnerships did this ‘always’ or ‘frequently’—and was much more likely to be considered “not applicable” (17.2%) than other activities.

Power Building Investments and Organizational Capacity

We looked at how TCE investment related to both organizational partnerships and organizational power building capacity. A history of TCE funding was not related to the number of partners reported by CA Network Project respondents, but was moderately related to the number of funder connections reported; organizations that had received TCE funding reported an average of 7 funders, whereas those with no TCE funding history reported an average of 5.

TCE investment was associated with power building capacity: for five of the seven power building strategies, organizations with a history of TCE funding in that power building area were more likely to report “mature” capacity.

Proportion “Mature” TCE Grantees, by Any Funding on Strategies



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# INTRODUCTION

## PURPOSE

This is the second report of data from the CA Network Project, a novel social networking survey and platform designed to collect critical data about the ecosystem of power building groups in California and to help that ecosystem grow and thrive. The first report, produced in May 2020, provided a snapshot of the organizations participating in the CA Network Project to date. The current report covers data collected through mid-September 2020 and is the first to include results of social network analyses of the project data.

The report has three main goals:

1. To explore the structural characteristics and power building capacities of *networks* of organizations working in TCE's key post-2020 strategy areas.
2. To examine data about the nature of organization-to-organization relationships and their implications for movement building infrastructure.
3. To assess connections between receipt of TCE grant funding for power building work and organizations' reported power building capacity.

The first and second goals are forward-looking, intended to provide data that can inform TCE's strategic planning for post-2020 work. The third is more retrospective, designed to contribute to a growing portfolio of evidence about the impact of the Building Healthy Communities initiative prior to 2020.

## HOW TO USE THIS REPORT

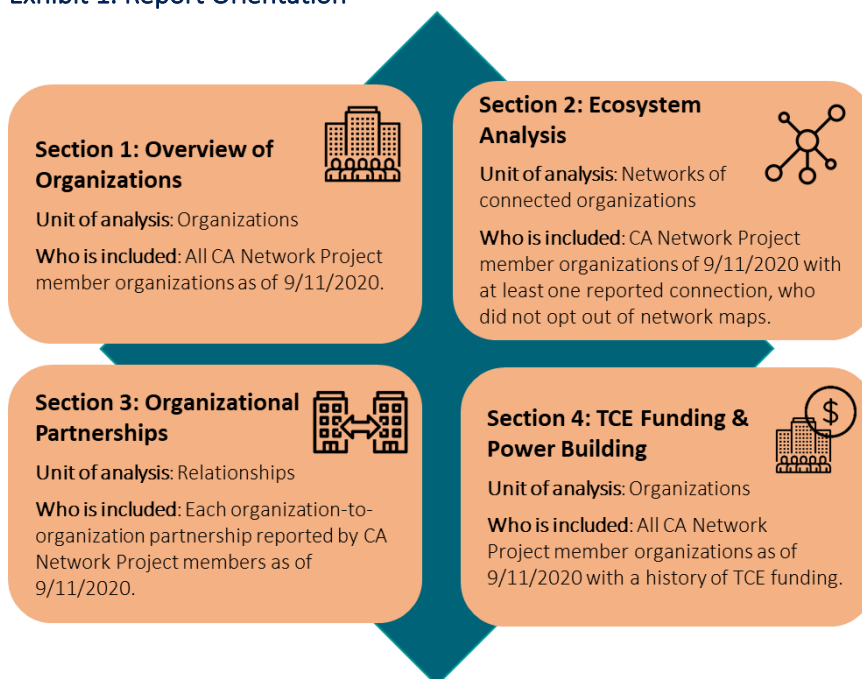
### Exhibit 1. Report Orientation

#### SECTION 1

Use this section to get an overview of CA Network Project respondents as of the cut-off date for this report.

#### SECTION 2

In Section 2 of this report, we explore networks of organizations operating in different regions and in five of TCE's key strategy areas (aka systems) for work beyond 2020: schools, justice, health, inclusive community development, and power. Use this section to compare network characteristics and answer questions such as: does network density vary by region or system? Or: Are there shortcomings in reported power building capacity in certain networks? Much of the data in Section 2 can also be accessed and visualized using the **Ecosystem Explorer** tool on the CA Network Project platform, which was prepared as a companion to





this report.

### SECTION 3

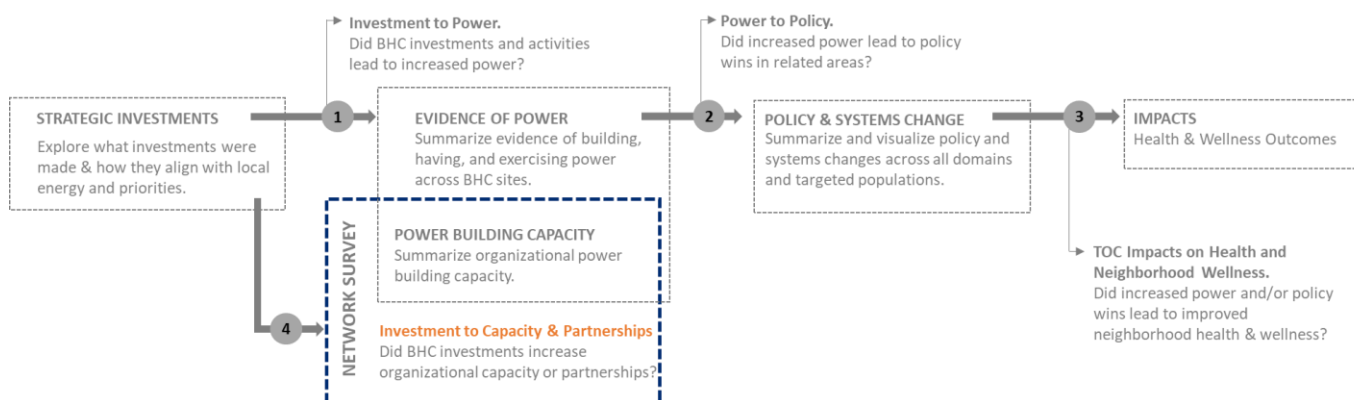
In this section, we analyze data about the longevity, formality, strategic approach, and depth of organizational partnerships and the implications for movement-building infrastructure. Relationships can be reported by either party (or both) but do not have to be mutually reported to be included. Use this section to learn more about the nature of organization-to-organization relationships reported to the CA Network Project. This section also highlights participant quotes, taken from free-text responses in the survey, that describe specific partnerships in additional detail.

### SECTION 4

This section builds on another CORE report, *Building Healthy Communities: A Review of BHC Grants and Investments*, by linking data from TCE's Grants Management System (GMS) to CA Network Project records in order to examine the relationship between TCE's investments in power building and reported power building capacity among CA Network Project organizations.

**EVALUATING THE BHC THEORY OF CHANGE:** Finally, this report is part of an *ecosystem* of work designed to help evaluate the BHC theory of change. A series of connected studies (Exhibit 2) will examine how aligning investments with site-specific priorities increases power in communities, and how communities use their power to work toward policy and systems changes. This report contributes data to the Investments to Capacity stage of this framework.

Exhibit 2. CORE BHC Theory of Change Issue Brief and Study Framework



# DATA SOURCES & GENERAL METHODS

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## DATA SOURCES

### CA Network Project

The data in this report come primarily from the CA Network Project, an online survey and networking platform designed to collect information on the power building ecosystem in California and to help connect participants to other organizations in the network. The project has two primary goals:

- Map the ‘ecosystem’ of organizations at the forefront of building people power, reimagining our institutions with racial equity at the center, and creating a 21st century “Health for All” system.
- Support understanding, appreciation, and connections among these organizations to facilitate working collectively to build health equity across California.

This report reflects CA Network Project members and their survey responses **as of September 11, 2020**.

Organizations participating in the CA Network project to date are primarily those with a connection to TCE. Groups initially invited to participate in January 2020 had all received at least one grant from TCE for work related to the Endowment’s Building Healthy Communities (BHC) initiative. Since then, more organizations have been invited either because they were named as a key partner of an existing CA Network Project member, or because TCE identified the organization as an additional invitee. More details about the initial sample and snowball sample criteria can be found in the *CA Network Project Snapshot Report, May/August 2020*.

The CA Network Project Survey asks about organizations’ areas of work (e.g. topical focus, geographic reach, populations served) and their characteristics (e.g. how long the organization has operated in California, annual budget, staff size and diversity). It also includes a series of questions about organizations’ power building strategies and capacities, and about their connections to other organizations designated as partners, alliances, and funders. For partner organizations, the survey asks respondents to provide some details about partnership activities, history, and formality. In several places, respondents also have the option to provide some free text descriptions of their work and the value of their partnerships; quotes from these free text fields are scattered throughout the report. The full set of survey questions can be found in Appendix A. This report focuses primarily on data about connections/partnerships and power building capacity.

### GMS

TCE’s Grants Management System (GMS) provides a second source of data for this report. In Section 4, we use GMS data coded by CORE to identify the power building tactic(s) or strategies associated with each grant in order to examine the relationship between TCE funding for power building work and reported power building capacity among CA Network Project members. See Appendix A of *Building Healthy Communities: Evidence of Power* for additional detail on GMS coding.

## GENERAL METHODS

Different sections of this report use different analytic approaches and units of analysis; methods specific to each section are explained in that portion of the report. However, the categories or groupings outlined are used throughout the report.



## Regions

When data are presented by geographic region, they are based on where organizations report doing work, not where they are physically located. Four regions were created to align with TCE's new organizational and planning structure: **Bay Area & Northern California; Central California, Los Angeles, or Southern California**. (Because these regions are primarily administrative, rather than natural, CORE explored separating Bay Area and Northern California networks since those two parts of the state have considerable differences, but participation among organizations based in Northern California was not sufficient to allow this.) Assignment to a geographic region was made by county.<sup>1</sup> Many CA Network Project members report working in multiple counties and may be affiliated with more than one region. Organizations that report working *exclusively* at the statewide or national level were not assigned to an in-state region.

## Systems

Several sections of the report also group organizations or networks by the system they primarily engage with or aim to influence. We focus on five systems in alignment with TCE's new organizational structure: **Schools, Justice, Health, Inclusive Community Development (ICD), and Power**. Organizations were assigned to systems according to the topic(s) that they report working on in the Profile section of the CA Network Project survey. Schools, justice, and health correspond with individual response options but the ICD category captures organizations working on *any* of the following topics: community & economic development; housing; environmental health & justice; or land use & built environment. The Power system is comprised of organizations that report working on civic engagement/community organizing as a topic. A few topics were not coded to *any* of the five systems, meaning that organizations working exclusively on those topics are not represented when data are presented by system; those topics are: immigration; racial equity / racial justice; and youth engagement & leadership development. Many CA Network Project members report working on multiple topics and may therefore be affiliated with more than one system.

## Power Building Measures

When designing the CA Network Project survey, CORE built on work done by the USC Equity Research Institute (formerly USC PERE) in developing a list of capacities necessary for a healthy power building ecosystem that supports community organizing and base-building work. These are described in the "Power Flower" at right, which includes six power building strategies (the petals) that support the core strategy of organizing and base-building. For the CA Network Project survey, CORE asked respondents about their use of 12 strategies that roll up into these seven areas. See Appendix B for how individual strategies map to the Power Flower.

Exhibit 3. USC Equity Research Institute Power Flower



## LIMITATIONS

**SAMPLE.** The organizations participating in the CA Network Project are not a representative sample of all groups in California doing organizing, power building,

<sup>1</sup> **Bay & Northern CA:** Alameda, Contra Costa, Del Norte, Humboldt, Trinity, and Shasta counties. **Central CA:** Fresno, Kern, King, Madera, Merced, Monterey, San Joaquin, Sacramento, Stanislaus, and Tulare counties. **Los Angeles:** LA County. **Southern CA:** Imperial, Orange, San Bernardino, San Diego, and Riverside counties. **Statewide or National only** includes organizations that report working only at the statewide and/or national level, not at any smaller level of geography.

or related work. To our knowledge, no complete list of such organizations exists, although the USC Equity Research Institute maintains a power building ecosystem database. Because TCE's historical grantee records were the starting point for CA Network Project invitations, participation is heavily biased towards groups with a history of involvement with the Endowment.

**RESPONSE.** As with any survey, not every organization that has been invited to participate in the CA Network Project has done so. Response rate as of the cut-off date for this report was approximately 46%. Among the organizations that had joined the CA Network Project by September 11, 2020, approximately 44% had identified at least one partner.

The network maps in this report show CA Network Project respondents as well as the groups that respondents have named as their funders, alliances and partners. But only direct respondents have participated in the project survey and provided data about their relationships, their power building capacities, or their organizational characteristics such as size or longevity. Organizations marked on network maps as funders, alliances, and partners have not (yet) participated directly in the survey, and so any relationships that exist between those groups are not captured.

**PRIORITY PARTNERS.** The CA Network project survey does not ask participants to list every organizational partner they have (or every funder or alliance membership). Instead, it asks about the partners that are most important to the respondent's power building work. For that reason, we do not expect that all real-world connections are captured in the data.

Because not every organization has participated in the CA Network Project survey and because survey participants may not have reported every organizational relationship they have, the lack of a documented link between two organizations should not be interpreted to mean that no relationship exists.

# OVERVIEW OF ORGANIZATIONS

## SNAPSHOT OF PARTICIPANTS

Of the 799 organizations that have been invited to join the California Network Project to date, 367 (45.9%) are active members (i.e. they have at least logged on to the website). Exhibit 4 shows the response rate of those members to each section of the survey. While the majority of active members completed their profile and provided information on their power building strategies, slightly less than half (43.6%) of the organizations have provided information about their specific connections.

### Section 1:

Unit of analysis: Organizations

Who is included: All CA Network Project member organizations as of 9/11/2020.



This section of the report provides a snapshot of the characteristics of all respondents, while Sections 2 through 4 focus on the organizations that report at least one alliance, funder, or partner. Because 95.6% of the organizations that reported alliances, funders, and partners, were either TCE grantees at some point during the BHC initiative or were suggested for inclusion by TCE staff, these analyses are particularly focused on TCE-centric networks.

Exhibit 4. Response Rates by Survey Section

ACTIVE ORGANIZATIONS	COMPLETE PROFILE	POWER BUILDING	PARTNERS, FUNDERS, & ALLIANCES
367	276 (75.2%)	232 (63.2%)	160 (43.6%)

### Geographic area and focus

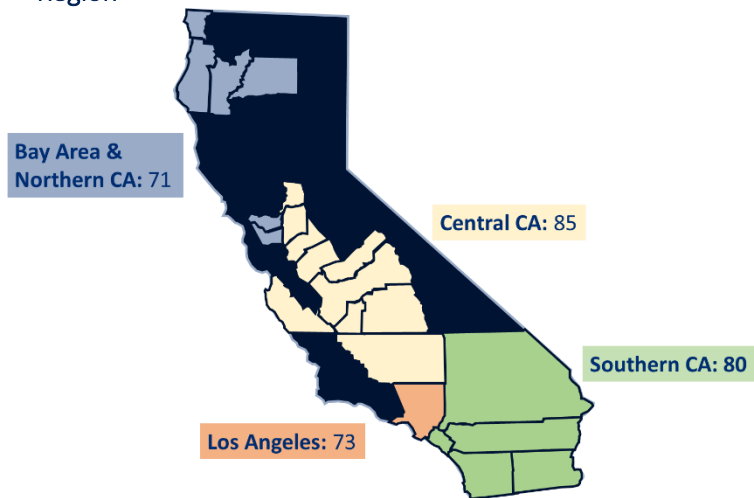
Nearly 80% of the organizations reporting their geographic focus work on the local, county, or regional level. These consist primarily of organizations that work only at those levels (161, 55.5% of all respondents), and some organizations that also work at the statewide or national level (66, 22.8% of all respondents). Exhibit 5. A smaller number of participating organizations work at the statewide or national level, but do not work more locally.

Exhibit 5. Geographic Scope

Local, county, or regional only	161 (55.5%)
Statewide or national only	63 (21.7%)
Both	66 (22.8%)
Total	290

A total of 212 organizations work in the four footprint areas for the networks discussed in Section 2, with some organizations working in multiple regions. Exhibit 6.

Exhibit 6. Organizations Working in Footprint Counties, by Region



*“Due to limited capacity, all of our local program implementation assistance work is focused in [city]. However, when it comes to educating and organizing communities of color around economic development policy solutions in the Legislature, we engage constituents across the state.”*

*- Economic development organization, multiple regions*

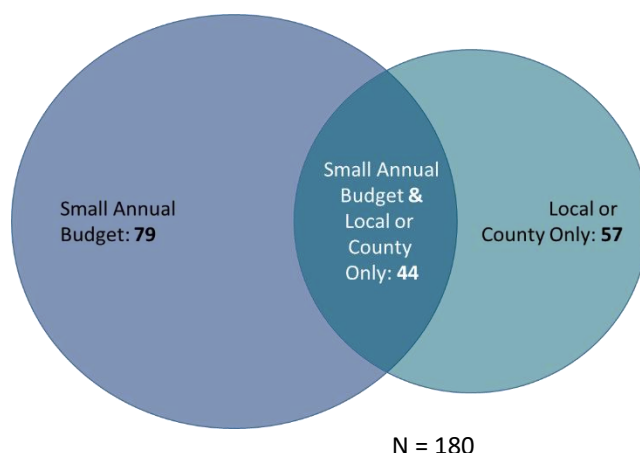
### Organizational size and length of operation

A substantial proportion of organizations in the CA Network Project are large and well-established. A total of 251 participants responded to all three questions on number of staff, years in operation, and annual budget. Exhibits 7-9. 135 participants (53.8%) have been in operation more than 30 years, have more than 20 staff members, and have an annual budget of \$1 million or more.

Exhibit 7. Number of Staff		Exhibit 8. Years in Operation		Exhibit 9. Annual Budget	
0 to 5	63 (19.6%)	0-5 years	19 (7.3%)	Less than \$100,000	22 (7.3%)
6 to 10	70 (21.7%)	6-10 years	42 (16.2%)	\$100,000 to \$499,999	51 (16.8%)
11 to 20	57 (17.7%)	11-20 years	68 (26.2%)	\$500,000 to \$999,999	50 (16.5%)
21 to 30	36 (11.2%)	21-30 years	46 (17.7%)	\$1 million to \$2 million	52 (17.2%)
More than 30	96 (29.8%)	31+ years	85 (32.7%)	Over \$2 million	128 (42.2%)
<b>Total</b>	<b>322</b>	<b>Total</b>	<b>260</b>	<b>Total</b>	<b>303</b>

**GRASSROOTS ORGANIZATIONS.** To approximate how many participants could be considered small, grassroots organizations, CORE looked at organizations with an annual budget of less than \$1 million and those that work only at the local or county level, but not in larger geographies. Of the organizations with information on annual budget or geographic focus, a total of 44 organizations reported both a small annual budget and working only at the local or county level. Exhibit 10.

Exhibit 10. Proxy for Small, Grassroots Organizations



## BIPOC-led organizations

Of the 249 organizations that responded to the question, 159 organizations (63.9%) reported that more than half of their leadership team identified as people of color. Exhibit 11. In a separate report on BHC grants and investments,<sup>2</sup> CORE found that the proportion of BHC funds going to BIPOC-led organizations increased over the first eight years of the initiative to 59% in fiscal year 2018, the latest year analyzed. This figure is fairly consistent with the reported proportion of BIPOC-led

Exhibit 11. Proportion of Leadership Team Identifying as BIPOC

No members of team	11 (4.4%)
Less than ¼ of team	25 (10.0%)
Between ¼ and ½ of team	52 (20.9%)
Between ½ and ¾ of team	45 (18.1%)
More than ¾ of the team	114 (45.8%)
Don't Know/ Not Sure	2 (0.80%)
<b>Total</b>	<b>249</b>

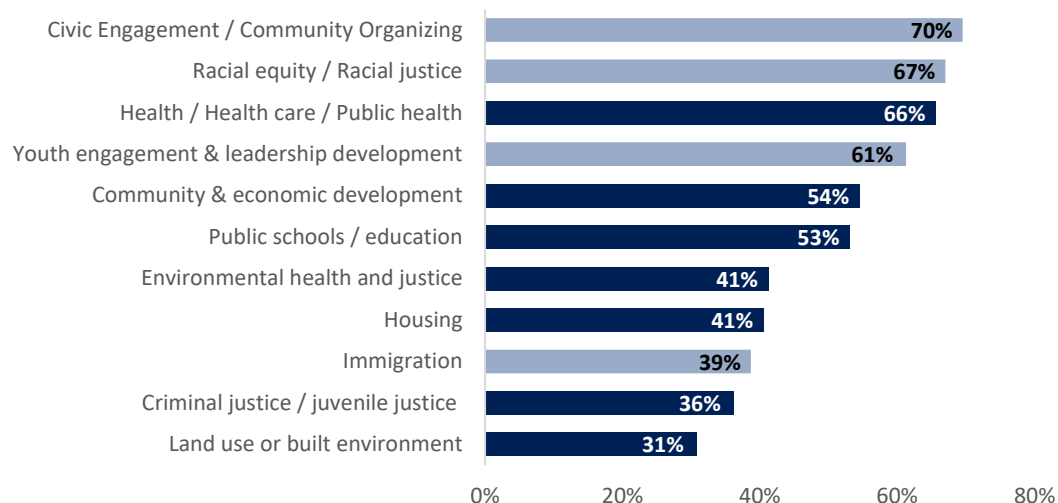
organizations among current CA Network Project participants but it is important to note both that the denominators are very different—one figure is based on roughly \$1.4 billion of investment over eight years, whereas the other is based on data provided by approximately 230 organizations in 2020—and that the definitions of what constitutes a BIPOC-led organization are not entirely consistent across data sources.

## Topics

A total of 279 organizations listed their topic areas and issues of focus. The vast majority of the respondents (258, 83.5%) selected at least two topic areas; **on average, organizations reported six topic areas**. Exhibit 12 shows the proportion of organizations that reported working in each individual area; topic areas that are used to create the system categories used for network analyses (Section 2) are in dark blue. Not all focus areas were mapped to one of the five systems: power, justice, schools, health, and inclusive community development.

<sup>2</sup> *Building Healthy Communities: A review of BHC grants and investments. November 2020.*

## Exhibit 12. Focus Areas



Topic areas used in network analyses are in dark blue. Inclusive Community Development system (68% overall) is a combination of community & economic development, environmental health & justice, housing, and land use or built environment focus areas

**CIVIC ENGAGEMENT & COMMUNITY ORGANIZING.** Civic engagement and community organizing was the most frequently listed topic area (194, 70%). All organizations that reported doing work in this area also worked in at least one other topic area, and 97% of the organizations worked in at least two other areas.

- 80.4% of these organizations also worked on racial equity & racial justice
- 71.6% of these organizations also worked on youth engagement & leadership development
- 75.8% of these organizations also worked on inclusive community development topic areas

**INCLUSIVE COMMUNITY DEVELOPMENT.** For the analysis of networks in Section 2, CORE created an “inclusive community development” (ICD) network. ICD includes organizations that reported working in any one of four topics: 1) community & economic development; 2) environmental health & justice; 3) housing; and 4) land use or built environment. A total of 191 organizations (68%) met these criteria. There was a fair amount of overlap between the four ICD topic areas, which supports the decision to group them into a single network. For example, of organizations who reported land use or built environment as a topic area: 86.0% worked in community & economic development, 80.2% worked in environmental health & justice, and 74.2% worked in housing.

## Populations served

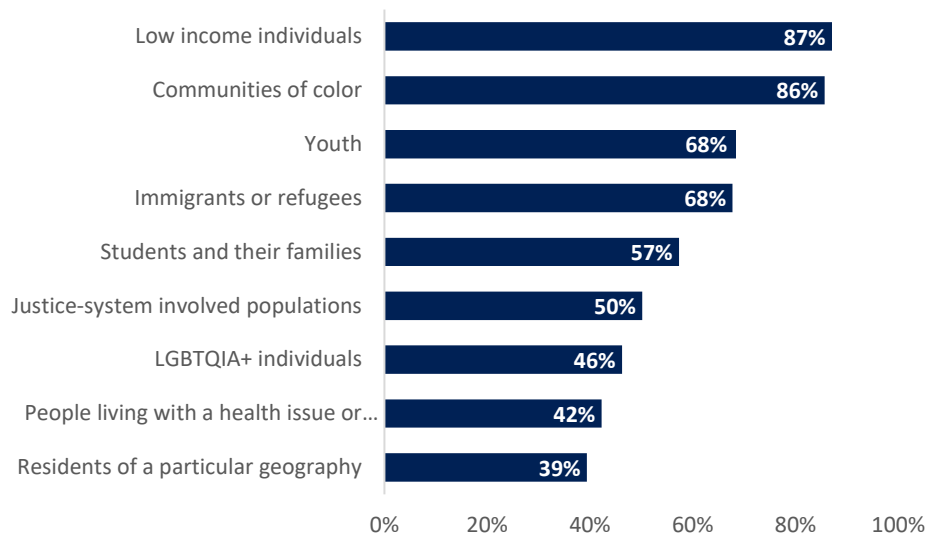
There were 279 organizations that responded to the question on populations served. The two most frequently indicated populations were low-income individuals (243, 87%) and communities of color (239, 86%). A total of 222 organizations (80%) reported working with both these populations. Exhibit 13.

Nearly all of the respondents listed at least two populations served (266, 95.3%). Of note:

- 81.4% of organizations working with people living with a **health issue or disability** work with **immigrants or refugees**; 77.1% work with **youth**.
- 82.1% of organizations working with **justice-system involved** populations work with **youth**; 80.7% work with **immigrants or refugees**.
- 86.8% of organizations working with **LGBTQIA+ individuals** also work with **immigrants or refugees**; 79.8% work with **youth**; 73.6% work with **justice-system involved** populations.



### Exhibit 13. Populations Served

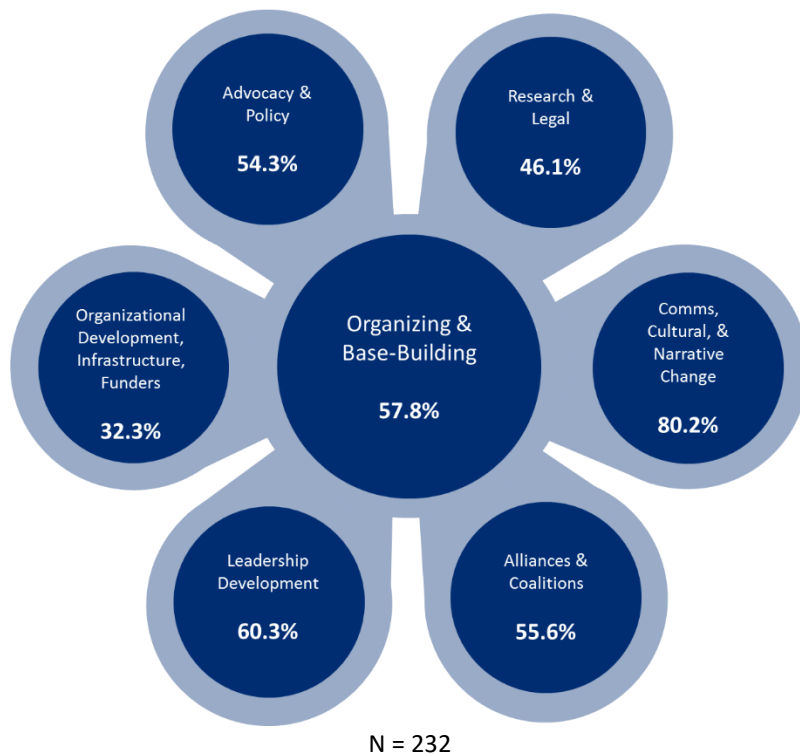


### Power building capacity

A total of 232 organizations reported on whether each kind of power building was one of their primary or secondary strategies, or was not used. Organizations could report multiple “primary” strategies, which are the core approaches that the organization uses to its work. These categories were combined into the seven Power Flower strategies (the six petals plus the center). Exhibit 14.

Organizations most frequently listed “Communications, Cultural, & Narrative Change” as among the primary strategies that they used in their work (186, 80.2%). A majority of organizations (134, 57.8%) also indicated that “Organizing and Base-building,” which is considered the core of the power building framework, was one of their primary strategies. All but one of these 134 organizations listed other strategies in addition to organizing and base-building as primary approaches.

Exhibit 14. Percent of Organizations Reporting each Power Building Method as Among their Primary Strategies



*“Approximately 50% of our work provides training, facilitation, strategic planning, and evaluation to community groups, organizations, and funders. We also work in partnership with universities to leverage resources (research, technology, money, and internships) in support of community led efforts and campaigns.” – Sustainability focused organization, Southern CA*

In a separate report,<sup>3</sup> CORE analyzed GMS data to assess what portion of BHC investments could be considered as supporting the different petals of the power building framework. We determined that 58% of the \$1.4 billion in power-related investments over eight years was at least partially in support of organizing and base-building, which is very similar to the proportion of CA Network respondents who report using that as one of their primary strategies in Figure 14 above. Other strategies exhibit significant differences across the two data sources; with the exception of organizational development, the proportion of *organizations reporting use* of a given power building strategy is higher than the proportion of *BHC investments coded as supporting* that strategy. This is not unexpected, since funding is clearly not the only driver of organizational activity.

#### Exhibit 15. Power Building Strategies:

##### Distribution of use among CA Network Project organizations vs. distribution of funding

	CA Network Project % of organizations reporting use	GMS Coding <sup>3</sup> % of power-related investments
Organizing & base-building	57.8%	57.6%
Advocacy & policy	54.3%	47.5%
Research & legal	46.1%	9.9%
Communications, cultural & arts strategies, narrative change	80.2%	42.9%
Alliances & coalitions	55.6%	44.9%
Leadership development	60.3%	15.7%
Organizational development, infrastructure, funders	32.3%	33.5%

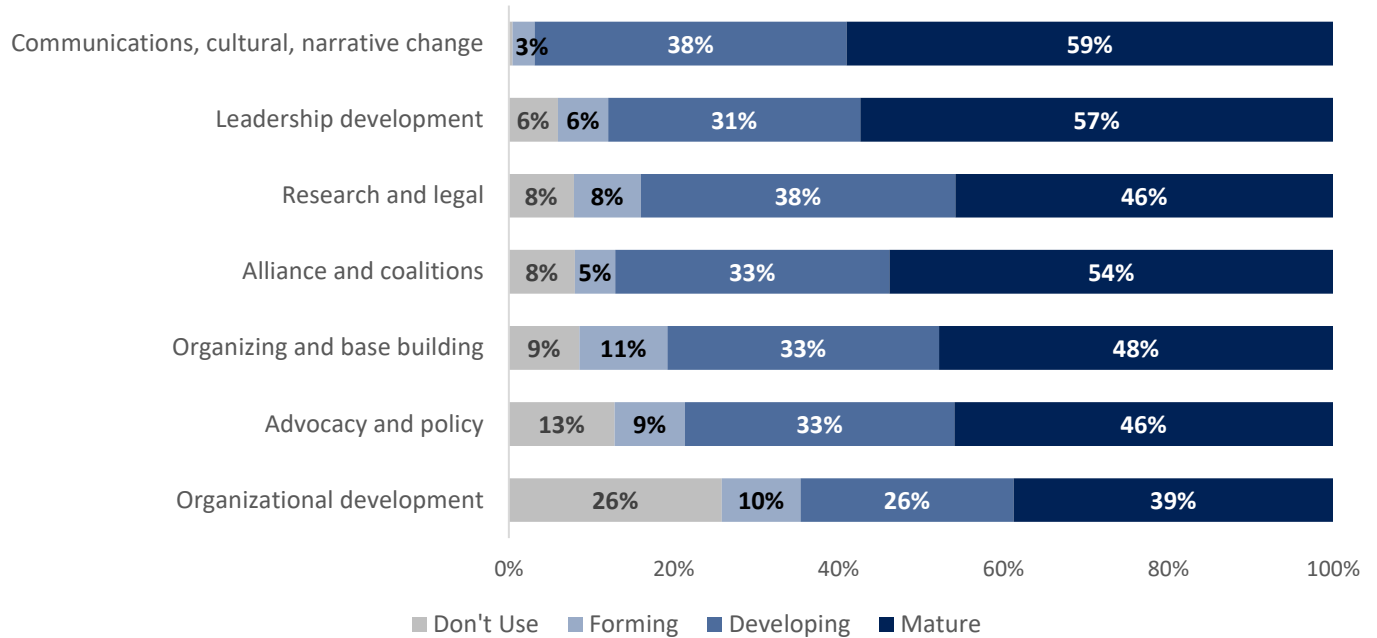
**STAGE OF DEVELOPMENT.** For each of the power building strategies used—whether as a primary or secondary method—organizations were asked to describe whether their capacity for that strategy is “forming,” “developing,” or “mature.” (See Appendix A for the language used to define those maturity categories for survey respondents). Exhibit 16 shows the stage of development for all organizations for each power building strategy, as well as the percentage of organizations that indicated that a strategy was “not used.” Reported capacity is least mature for organizational development, suggesting that this may be an area for greater technical assistance or investment by TCE. There may also be opportunities to refine measurement of this difficult-to-describe strategy in future iterations of the CA Network Project survey.

*“We operate with a ‘by all means necessary’ approach to systemic inequity.” – Community development organization, national*

*“Communications and engaging the media is an area we began building just over ten years ago. We had a lull, but now have a communications director focused on this area. We are very interested in learning from and collaborating with organizations who are more savvy in this area.” – Education & advocacy organization, Statewide*

<sup>3</sup> *Building Healthy Communities: Evidence of Power. September 2020.*

## Exhibit 16. Stage of Development for Power Building Strategies



## PARTNERS, FUNDERS & ALLIANCES

Approximately 44% of the active members of the CA Network project listed at least one specific funder, alliance, or partner. Exhibit 17. Participants were invited to report up to ten each of their funders, alliances, and partners.

Exhibit 17. Number of Funder, Alliances, and Partners

	# Respondents	# Unique Organizations Named	Avg. # per Respondent
Funders	137 (37.3%)	387	6
Alliances	116 (31.6%)	437	5
Partners	159 (43.3%)	443	3

**FUNDERS.** The 137 participants that listed their most important funders named 387 unique organizations. The most frequently mentioned funders are listed in Exhibit 18; a full list of funders is included in Appendix C, Exhibit 1. The California Endowment remains the most frequently listed funder, with 95 participants listing TCE in this role.

Exhibit 18. Top Funders, by Frequency Listed

Funder	Frequency
The California Endowment (TCE)	95
The San Francisco Foundation	21
The California Wellness Foundation	20
James Irvine Foundation	18
California Community Foundation	16
Kaiser Permanente	15
Weingart Foundation	13
Sierra Health Foundation	12
William and Flora Hewlett Foundation	12
Blue Shield of California Foundation	10

*“Capacity building and operation support from foundations really helped us to build sustainability, capacity, and collaboration in our strategies.”*  
 – Community alliance, Southern CA

**ALLIANCES.** The 116 participants that listed alliance affiliations named 437 unique collaborations. The most frequently mentioned alliances are listed in Exhibit 19; a full list of alliances is included in Appendix C, Exhibit 2. The Alliance for Boys and Men of Color - Local Chapters was listed by 12 participants; a total of 16 organizations listed either the local or national chapter of the Alliance for Boys and Men of Color (with one participant listing both).

*“The biggest benefit [of being part of the Alliance] has been working with a diverse group of partners that [we] would have not been able to network with to address the census.”*

*- Asian & Pacific Islander civic engagement organization, Southern California*

#### Exhibit 19. Top Alliances, by Frequency Listed

Alliance	Frequency
Alliance for Boys and Men of Color – Local Chapter	12
Alliance for Boys and Men of Color – National Chapter	5
California Alliance for Youth and Community Justice (CAYCJ)	5
Dignity in Schools Campaign (DSC)	5
Housing NOW! California	5
Million Voters Project	5
California Calls – Statewide	4
End Child Poverty in California	4
Fix School Discipline	4
Health4All	4
Kern Census Complete Count Committee	4
LCFF (Local Control Funding Formula) Equity Coalition	4
Power CA	4

In this section we examine measures and characteristics of power building at the ecosystem level. An ecosystem within the framework of the CA Network Project is a network of connected organizations grouped by region of operation or by TCE system. Network connections between partners, funders, and alliances provide opportunities for organizations to collaborate, share resources and information, and nurture critical relationships to help build power. In this section we incorporate concepts and methods of **social network analysis** that help give insight into the network structure of particular ecosystems, with power building measures that quantify power building capacity and strategies within an ecosystem and across regional and system categories.

### Section 2: Ecosystem Analysis

Unit of analysis: Networks of connected organizations

Who is included: CA Network Project member organizations of 9/11/2020 with at least one reported connection, who did not opt out of network maps.



Social network analysis (SNA) is used to detect and interpret patterns of social ties among organizations or individuals within complex systems. Exploratory SNA methods can help describe the landscape of connectivity and collaboration within a network of organizations. In particular, tools that measure the complexity of connections between organizations can help to identify gaps and opportunities for growth initiatives within the ecosystem.<sup>4</sup>

For example, some network measures (like *degree* and *density*) can determine the number and complexity of connections between organizations in the network, and which organizations have reported robust networks of partners, funders, and alliances. "Networks differ in terms of how many connections exist between members. More connected populations may be better able to mobilize their resources, share information, and draw on multiple and diverse perspectives when solving problems."<sup>5</sup>

*"Social network analysis provides a means with which to identify and assess the health of strategically important networks within an organization."*

– Rob Cross, et al. *Making Invisible Work Visible: Using Social Network Analysis to Support Strategic Collaboration*. December 2002.

Other network measures (like *centrality* and *clustering*) can help identify the number of central or key organizations that serve as hubs or brokers within the network and can help

characterize groups of organizations that are well-positioned within the network to facilitate growth and power building. "Organizations that are found to be central may be the source through which information can be disseminated or the broker of relationships between others within the network."<sup>6</sup> Network centralization measures "the extent of brokerage within a network. A network with high levels of brokerage is one in which most organizations in the network are linked primarily through their mutual connections to a few key agencies."<sup>7</sup>

In the context of BHC and TCE's future work, exploring SNA measures like these can help find answers to

<sup>4</sup> Patrick Holladay et al. *Exploratory social network analysis of stakeholder organizations along the Illinois and Michigan Canal National Heritage Corridor*. December 2017.

<sup>5</sup> Jennifer Gregson et al. *Evaluating form and function of regional partnerships: Applying social network analysis to the Network for a Healthy California, 2001-2007*. Aug 2011.

<sup>6</sup> Heather R. Clark, et al. *Utilization of an interorganizational network analysis to evaluate the development of community capacity among a community-academic partnership*. April 2014.

<sup>7</sup> Opal Vanessa Buchtal. *Mapping the possibilities: Using network analysis to identify opportunities for building nutrition partnerships within diverse low-income communities*. April 2015.

questions like: Are there regions in which a low level of connectedness may limit TCE’s reach or slow momentum? Or are networks among TCE’s partners characterized by a small number of orgs that appear to be acting as hubs? In this way, SNA can help lead the way to valuable insights, can provide evidence to support network initiatives, and can be utilized to measure progress and growth in the network.

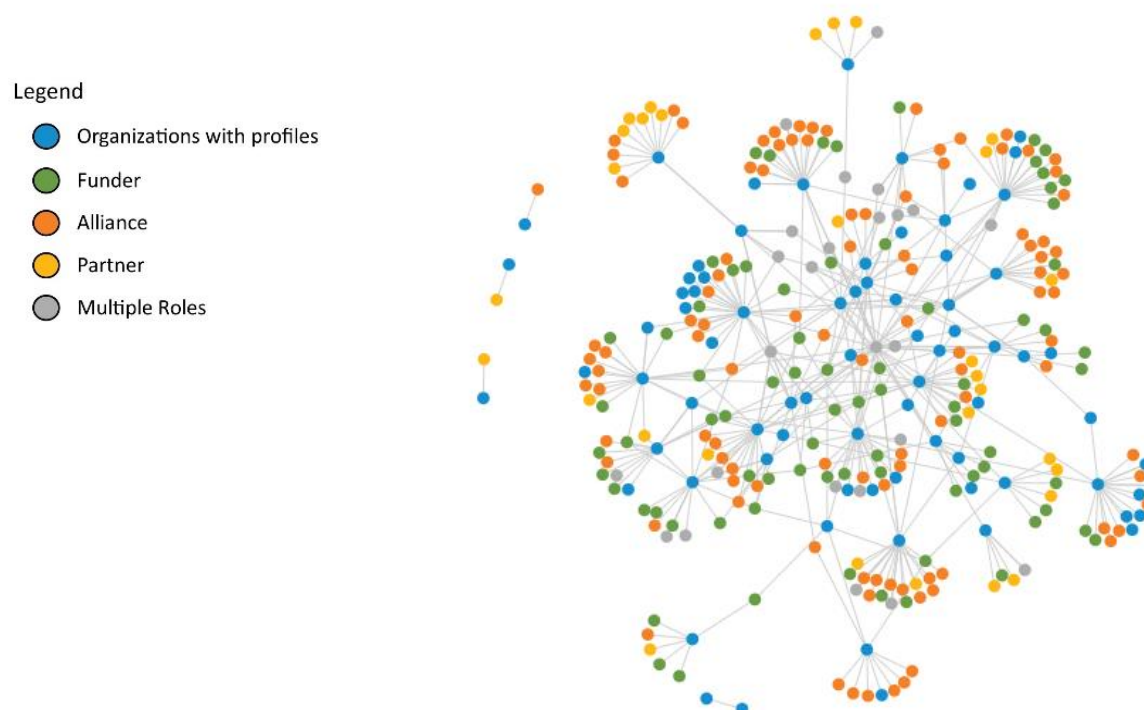
## SECTION 2 METHODS

### Inclusion & exclusion criteria

Since we are analyzing connections and power building at the ecosystem level, the units of analysis in this section are *networks* rather than individual organizations. To identify the organizations and relationships that make up an ecosystem network, we use the CA Network Project survey data to identify all organizations that meet the filter criteria for the ecosystem (e.g. any organization that reports working on health care or public health topics is included in the ‘health’ network; see Exhibit 20) **and** that have reported at least one connection to a partner, funder, or alliance. Then, we identify any groups that these organizations have reported as direct partners, funders, or alliances in their survey profile. In this way, **we extract networks of connected survey organizations and any of their immediate connections.**

A second exclusion step was to respect the choices of survey respondents who asked that their reported connections not be included in the network maps on the online CA Network Project platform. A total of 19 (~6%) organizations with connections were excluded from analyses in this Section for this reason.

Exhibit 20. Example Ecosystem Network: Organizations in Central California that work in health, health care, or public health





### How to read network maps in this report

**Blue** nodes are organizations that have been invited to participate in the CA Network Project, regardless of whether they have responded. (Note that this is different from the interactive network map online at [www.canetworkproject.org](http://www.canetworkproject.org); on the online map, blue nodes are organizations that have been invited and have responded). Other nodes have been identified as connections by CA Network Project participants:

- **Yellow** nodes are groups named as partners
- **Orange** nodes are groups named as alliances
- **Green** nodes are groups named as funders
- **Grey** nodes are groups that have been mentioned in more than one role.

Connections between organizations are shown with light grey lines. Connections need only be reported by one partner to be counted.

### Ecosystem groupings

The ecosystems we focus on in this section are defined based on two characteristics: 1) sub-state geographic regions, i.e. Bay Area & Northern CA, Central California, Los Angeles, and Southern California; and 2) each of the five systems that TCE has identified for its post-2020 work: justice, schools, health, inclusive community development (ICD), and power. This creates a total of 20 regional-system networks. The Data Sources & General Methods section explains how regions and systems were assigned based on organizations' survey responses.

Note that focusing on these regions and systems means that Section 2 is not using data from the 63 CA Network Project organizations that reported working *exclusively* at the state and national level, or the 116 organizations that work *exclusively* on topics that are not aligned with the five system areas. The data in the **Ecosystem Explorer**, the online tool created as a companion to this report, includes statewide/national groups and uses more granular topic and population categories. For this reason, the figures shown in this Section may differ slightly from those shown in the Ecosystem Explorer when looking at all regions, or all topics together.

### Measures

To understand what Power Building looks like at the ecosystem level, we created a panel of network statistics and power building measures for each ecosystem network that can be used for exploratory and comparative analyses. The panel consists of a set of fundamental Social Network Analysis (SNA) measures that help describe the patterns of network structures and properties among the ecosystem networks, and a set of power building measures that help form a picture of the power building capacity at the ecosystem level. We also use a measure that flags organizations where leadership was reported to be more than 50% Black, Indigenous, or People of Color (BIPOC).

### Accounting for the role of TCE

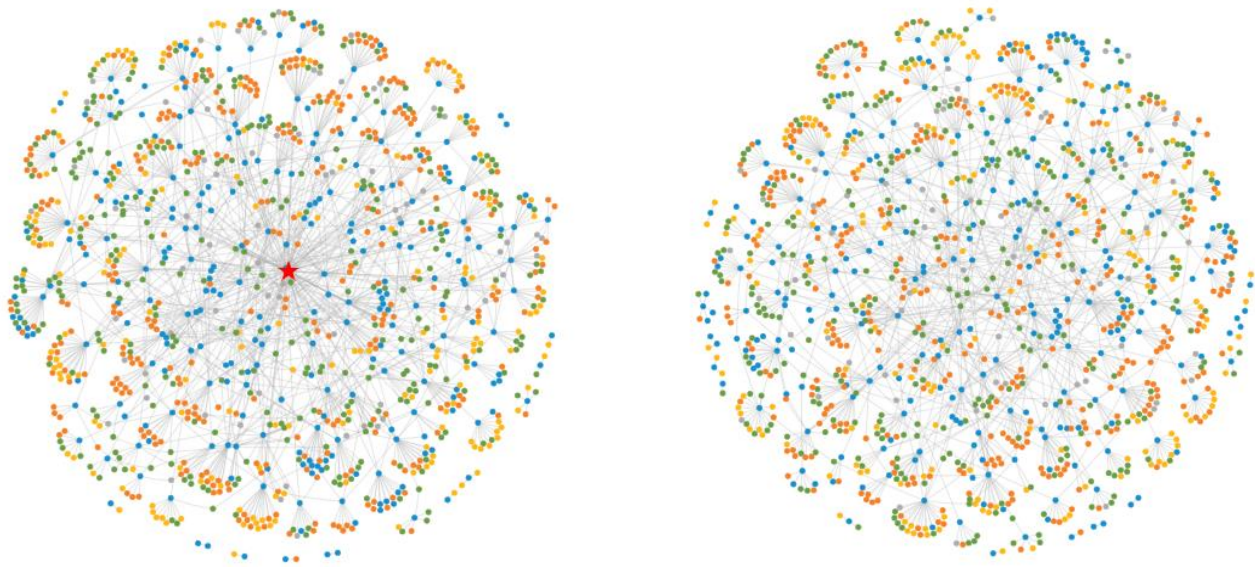
As noted at the end of Section 1, TCE has been listed almost 100 times as a funder by current CA Network project participants. As a result, TCE appears as a central hub in most ecosystem network maps. But even though most organizations are directly or indirectly connected to TCE, those connections are not the only ones in the network. There are many direct connections (i.e. 1<sup>st</sup> degree connections) between CA Network Project organizations and there are even more higher degree connections between nodes that do not pass through the TCE node. This raises the following questions:

- What do the ecosystem networks look like without TCE included?

- Are there robust and far-reaching connections between ecosystem organizations that do not depend on the brokerage or bridging role that TCE naturally plays?

To answer these questions, we studied network maps for each footprint region and for all topic areas and populations, comparing their structure with and without TCE included. We found that, because TCE is such a central node in every ecosystem network, its presence tended to skew network statistics and obscure variations that would otherwise be observable in the network. As a result, we removed TCE as a node in the ecosystem networks for the subsequent analysis.

**Exhibit 21. Role of TCE in the Network. Example maps of the Schools Ecosystem.**  
Left panel: TCE included. Right panel: TCE excluded.



## ANALYSIS BY REGION AND SYSTEM

### Network size

Across all 4 regions and 5 system categories there were a total of 1,259 connections between 902 organizations (nodes) which included 117 survey respondents. The distributions of organizations, connections, and survey respondents across regions and system categories are shown in Exhibits 22 and 23 below. See also Appendix C, Exhibits 3 and 4 for a full set of statistics for each region and system.

**Exhibit 22. Organizations, Connections, and Survey Respondents by Region**

	# Total Nodes	# Connections	# Survey Respondents
Bay Area & Northern CA	403	534	42
Central CA	380	507	44
Los Angeles	299	430	35
Southern California	481	619	52
Total	902	1,259	117

Geographically, networks of organizations working in the Southern CA region tended to be larger than other regions, while networks in the Los Angeles region, which consists of a single county, tended to be smaller (see Exhibit 22). The Southern CA region has the largest population among TCE's four administrative regions (about

10.5 million), followed by Los Angeles County. The Bay Area / Northern CA region is the smallest in terms of population, at about 3 million total, and 95% of that population is concentrated in the Bay Area. Central CA looks like the region with the smallest population density, but if the four northern counties are separated from the other two in the Bay Area / Northern CA region, those counties have a very low combined population density of approximately 30 people per square mile. Regional populations and population density are shown in Exhibit 23.

**Exhibit 23. Regional population context**

	Population <sup>1</sup>	Population Density <sup>2</sup>
Bay Area & Northern CA	2,921,400	225 / sq. mile
Central CA	5,811,240	184 / sq. mile
Los Angeles	9,835,210	2,424 / sq. mile
Southern California	10,529,840	289 / sq. mile

1. 2019, 5-year pooled estimates from American Community Survey

2. Square mileage from the CA State Association of Counties

**Exhibit 24. Organizations, Connections, and Survey Respondents by System**

	# Total Nodes	# Connections	# Survey Respondents
Health	712	1,002	82
Inclusive Community Development	740	1,047	91
Justice	437	636	45
Power	722	1,038	87
Schools	556	774	63
Total	902	1,259	117

Comparing network size across systems, networks for ICD and Health were larger than for Schools or Justice and in all regions except Los Angeles, ICD networks, which are comprised of organizations working in multiple topic areas, were largest of all. Exhibit 24.

The relative size of *system* networks is similar in each geographical region. Across all 20 ecosystem networks in this study, network size varied from the smallest (Los Angeles / Justice) with 208 organizations and 306 connections, to the largest (Southern CA / ICD) with 439 organizations and 559 connections. Exhibit 25.

Exhibit 25. Network size across Regions and Systems

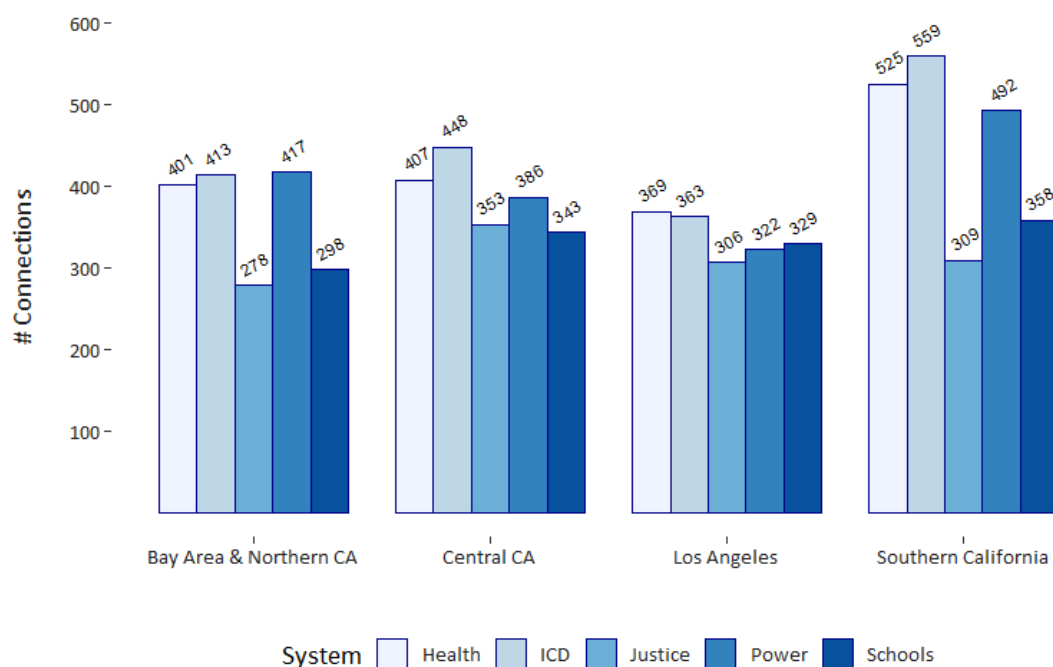


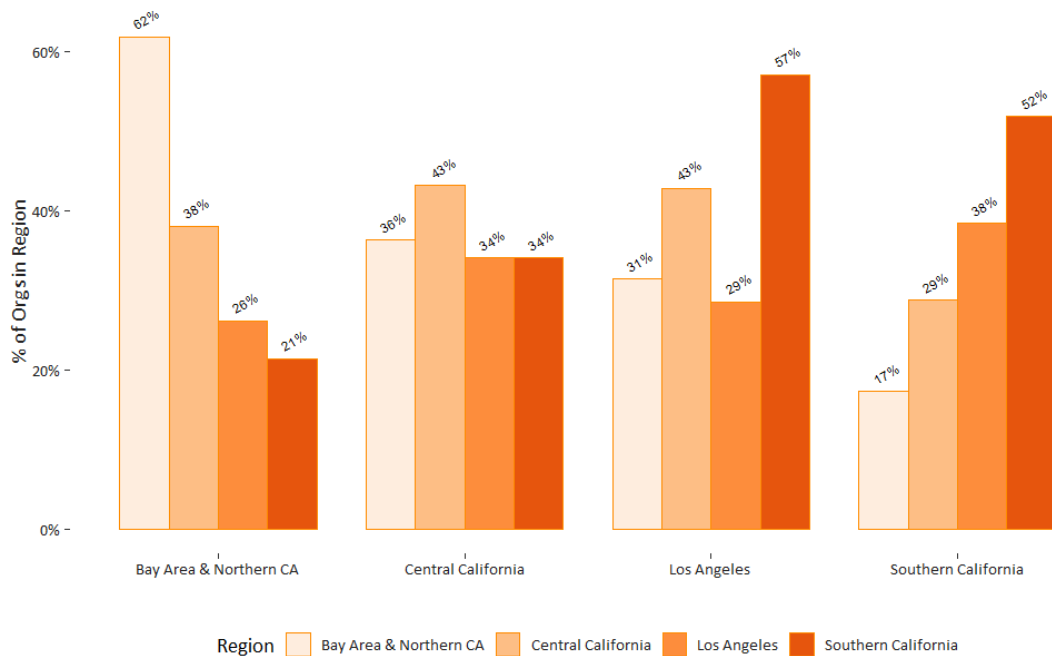
Exhibit 26. Left: Smallest Network (LA/Justice). Right: Largest Network (Southern CA / ICD)



### Network overlap

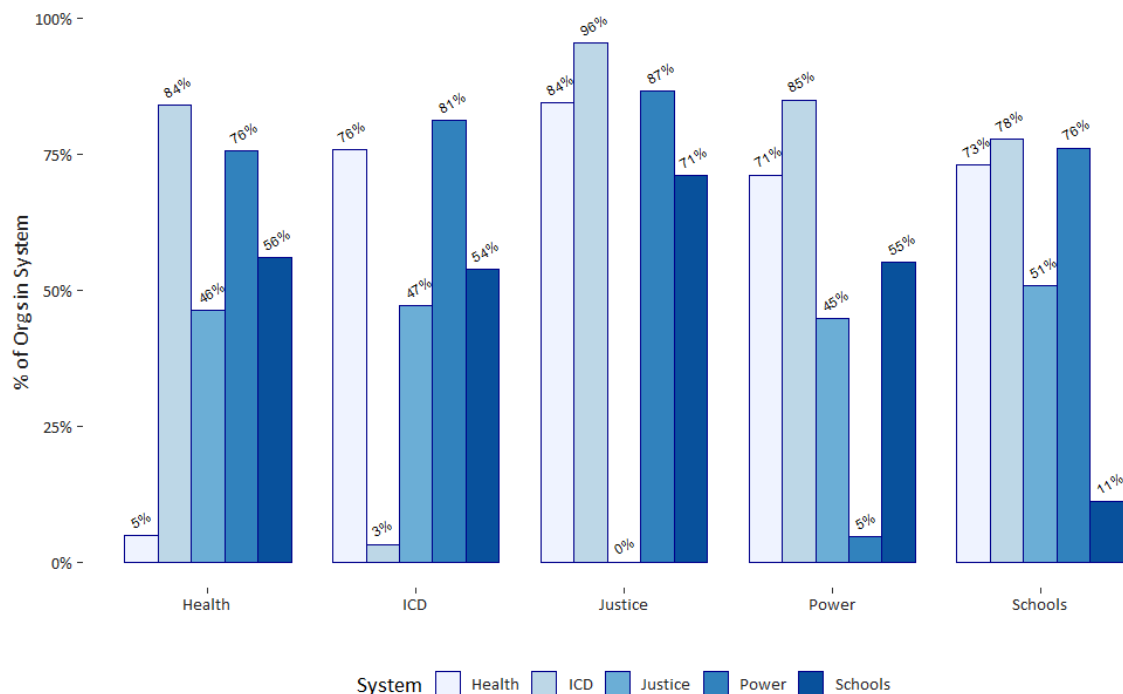
Organizations—both CA Network Project participants and the groups they report as partners, funders, or alliances—may show up in more than one region, or as part of more than one system. Exhibit 27 shows the distribution of organizations across **regional** networks: generally, between 40% and 60% of the organizations in each regional network are exclusively in that network. **Overlap is most common between regions that are geographically close**; e.g. almost 40% of organizations in the Southern CA network are also in the LA network, but less than 20% are also in the Bay Area / Northern CA network.

Exhibit 27. Percent Distribution across Regional Networks



Overlap between **systems** is more common than between regions. In fact, **no more than ~10% of organizations are exclusively in one system network**. All organizations in the Justice network work in other system areas, and ICD is the most common additional system category. Exhibit 28.

Exhibit 28. Percent Distribution across System Networks



## Social Network Analysis

The Social Network Analysis (SNA) measures used in this study were chosen to give us insight into the shape, structure, and complexity of the ecosystem networks. Here we describe each measure and discuss the differences across system categories and regions.

**NETWORK DENSITY** represents how close the CA Network Project members in the network are to being ‘totally connected.’ Density can range from 0 to 100%, where a score of 0% means that there are no connections between organizations and a score of 100% means that every pair of survey organizations in the network is connected via a first or second-order connection, i.e. either a direct connection or a connection through a mutual partner, alliance, or funder. **We excluded organizations that are not CA Network Project members from this calculation, even if they appear on the network map as partners, alliances, or funders.** This is because they have not participated directly in the CA Network Project survey and so have not had the opportunity to describe their connections.

*“Our primary strength as an organization is from our collaborations and partnerships with other organizations, institutions, agencies and companies in our region. ... [We are] also able to work independently as a small grassroots entity, so we can implement new initiatives and respond to community needs without waiting for large coalitions or institutions to pivot.”*

*- Community organizing group, Central CA*

Exhibit 29. Density Score by System

System	Density
Justice	14%
Power	12%
Schools	12%
Inclusive Community Development	11%
Health	10%

We compared density measures across **systems** and found that networks within each system had very similar densities, ranging from 10% to 14%; the network of organizations working in justice had the highest density and the network of organizations working in health had the lowest. Exhibit 29.

Exhibit 30. Density Score by Region

Region	Density
Bay Area & Northern CA	26%
Los Angeles	21%
Southern California	14%
Central CA	12%

Density measures across **regions** showed greater variance, ranging from 12% to 26%. Exhibit 30. The network of organizations working in Bay Area & Northern CA had the highest density and the network of organizations working in Central CA had the lowest.

Exhibits 31 and 32 show two maps: one for a low-density network (Central CA / Power) and one for a network with higher density (Bay Area & Northern CA / ICD). In these maps, survey respondent organizations and the first or second-degree connections between them are highlighted. In the Central CA / Power network map, there are 9 survey organizations that have no connection to the other survey organizations, while in the Bay Area & Northern CA / ICD network all but 3 survey organizations are connected to each other. Additionally, although not shown in these maps, the Bay Area & Northern CA / ICD network has 23 survey organizations with more than four 1<sup>st</sup> or 2<sup>nd</sup> degree connections to other survey organizations, whereas the Central CA / Power network has only 11 such organizations. These differences in the number of connections between survey organizations demonstrate why the Bay Area & Northern CA / ICD network has a higher density than the Central CA / Power network.

*“[Organization Name], often because it opens up new areas of organizing, at times does not have the coalitional support it expects. For example, very few groups wanted to get involved in [controversial campaign]. But on other issues ... we are deeply involved in coalitional work.”*

*- Community organizing group, Southern CA*



Exhibit 31. Low Density (12%) Network Example: Central CA / Power

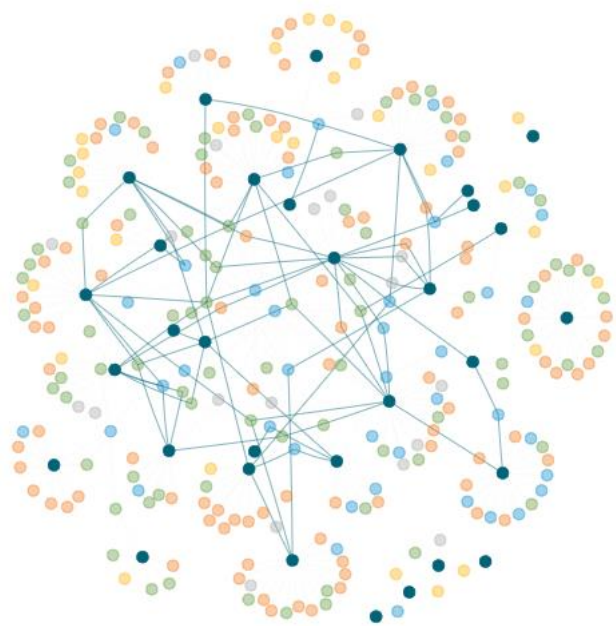
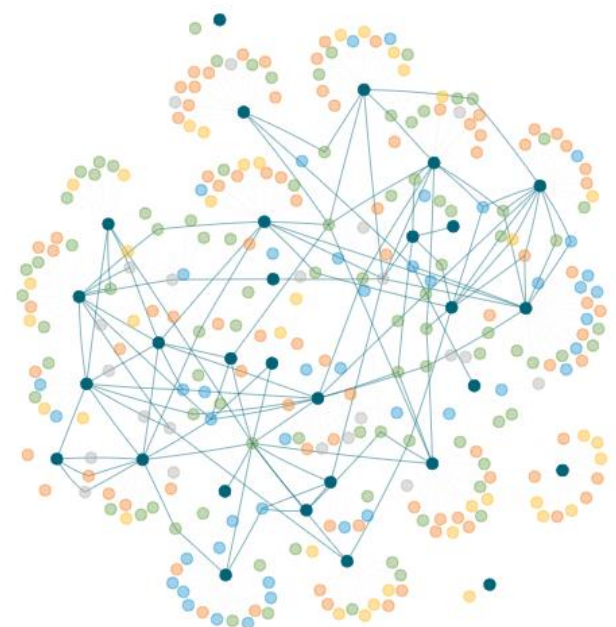


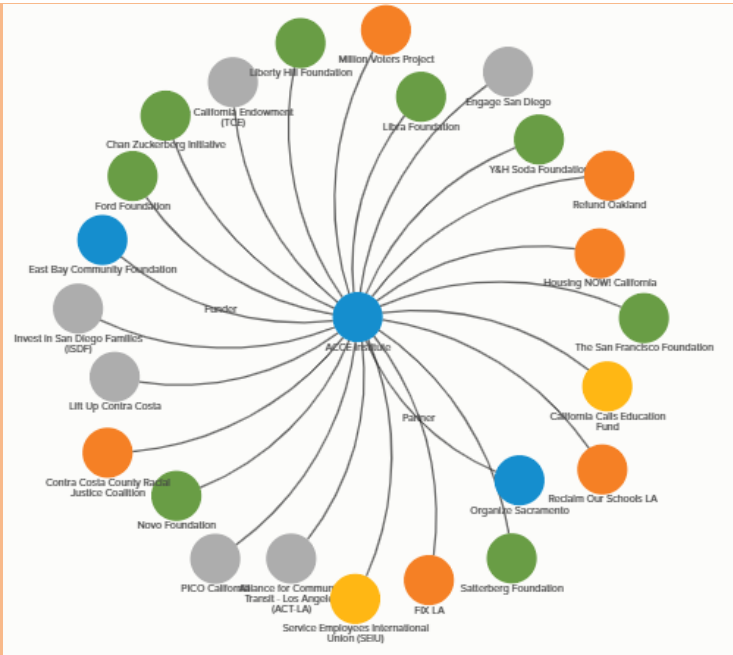
Exhibit 32. Higher Density (33%) Network Example: Bay Area & Northern CA / ICD





### Organization Highlight: ACCE Institute

One organization that is part of the Bay Area & Northern CA network is the ACCE Institute. ACCE describes itself as using leadership development, policy creation, civic participation, and broad community empowerment to improve the lives of California's traditionally underserved residents. GMS data indicate that TCE has made almost 30 grants to the ACCE Institute over the years for projects related to displacement, transportation justice, health inequities, resident leadership, and more. The ACCE Institute is well connected to CA Network Project members and their partners, as shown at right.



**NETWORK CENTRALITY.** Measures of centrality in a network are designed to capture the concept of how ‘central’ a node’s position in the network is, or how many connections are made through that node. There are many different methods for calculating centrality, each with its own pros and cons. In this study, we chose to use the measure called ‘**betweenness centrality**’ because it emphasizes the number of connections that pass through a given node, and how many relationships in the network include a node as a key part of the connection. Scores range from 0 to 1. An *organization* with a high betweenness score is one that is frequently on the shortest path between other nodes, serving as a kind of 'bridge.' High betweenness centrality for the whole *network* means that the network has a few strong bridge nodes that stand out from the rest, while a low score means that the betweenness is distributed more evenly across the network (i.e. many bridges). Note that this statistic is calculated using all organizations in the any given network: CA Network Project members and their reported partners, alliances, and funders.

We found that **all region and system networks have similar degrees of centrality, and none of the network centrality scores were very large**: regional network betweenness centrality scores ranged from 0.16 to 0.29 (Exhibit 33) and scores across systems )from 0.17 to 0.2 (Exhibit 34). This indicates that the ecosystem networks do not have individual key bridge nodes that stand out from the rest, or even small, highly central cliques. Rather, there is a relatively even distribution of centrality scores across the networks, and the bridging roles that help create extended relationships are shared relatively evenly across all organizations in the ecosystem.

Exhibit 33. Betweenness Centrality by Region

Region	Centrality
Bay Area & Northern CA	0.29
Central CA	0.16
Los Angeles	0.17
Southern California	0.20

Exhibit 34. Betweenness Centrality by System

System	Centrality
Schools	0.20
Health	0.19
Power	0.19
Inclusive Community Development	0.17
Justice	0.17

**NETWORK DENSITY AND CENTRALITY IN ‘EXCLUSIVE’ REGIONS.** In the preceding analysis of density and centrality we included *all* organizations that work or are connected to organizations that work a given region. But we noted earlier (Exhibit 27) that between 40% and 60% of the organizations in each regional network work *exclusively* in that region. Are the networks of these more ‘regional’ organizations better connected or more centralized? To explore this question, we calculated density and betweenness centrality scores across all four regions using *exclusive regional networks only*.

We found that most regional networks are denser and more centralized when restricted to organizations that work exclusively within their region (Exhibit 35). For example, the density for the Bay Area & Northern CA network increased from 26% to 37% and the centrality increased from 0.29 to 0.40 when restricting to exclusive regional organizations. Similarly, the Los Angeles regional network increased in density from 21% to 33% and in centrality from 0.17 to 0.39. Further analysis of network maps revealed that restricting to exclusive regional actors omitted organizations that were not well connected to the rest of the network, suggesting that for these two regions, the networks of more exclusively regional organizations are better connected and more centralized. In fact, the centrality scores for all regions were at least as high, if not higher in the exclusive networks than in the non-exclusive networks, and all regions except for Central CA increased in density in the more exclusive regional analysis. We can only hypothesize about why the non-exclusive Central CA network is more dense than the exclusive network; one possibility is that the necessity for groups from other parts of the state to connect to groups in the state capitol in Sacramento and/or linked to state government is driving the difference.

Exhibit 35. Betweenness Centrality and Density by Exclusive Region

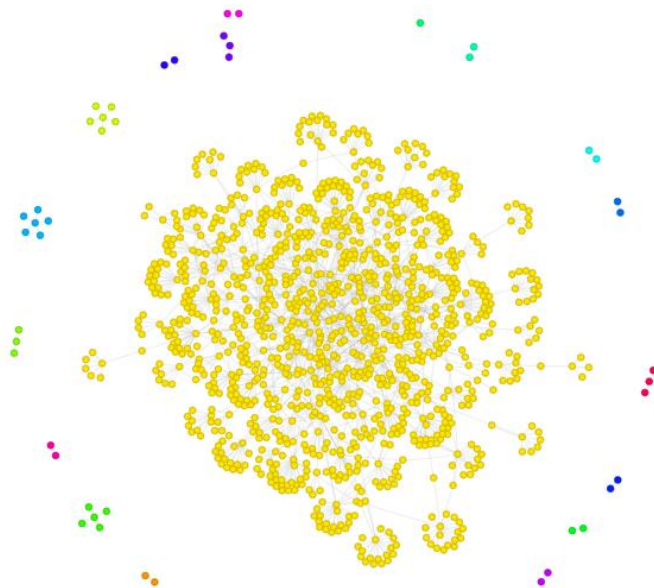
Region (exclusive)	Density	Centrality
Bay Area & Northern CA	37%	0.40
Central CA	6%	0.43
Los Angeles	33%	0.39
Southern California	23%	0.20

**NETWORK CLUSTERS AND COMPONENTS.** Network measures like density and centrality help us to understand how interconnected network organizations are and how often organizations might be connected through direct or indirect relationships. A low density score or a high centrality score could be indicative of subgroups or clusters in the network that are highly connected internally, but in some ways less connected to other subgroups. Conversely, a high density or a low centrality score might be reflective of a more evenly distributed set of relationships within the network. To explore these network features more directly, we can examine *components* and *clusters* within the network.

Two organizations are in different **components** of a network if there is no path that connects them. The number of connected components in the network is an indicator of the cohesiveness or connectedness of the network.

We found that **all networks in this study are highly connected**, typically having one large connected component containing almost all nodes, and a very low number (< 3 for most networks) of small components outside of the main component (see example in Exhibit 36; different colors are used to highlight unconnected components). This is true even without including TCE as a node in the networks. Given the starting sample for the CA Network Project survey and the fact that additional organizations are being invited via snowball sampling—i.e., because they have been mentioned as connections by existing participants—the low number of components per network is not surprising.

Exhibit 36. Network Components for Entire Network (All 4 Regions and All 5 Systems)



**Clusters** are groups of nodes that are densely connected to each other and sparsely connected to other groups of nodes in the network map. In contrast to components, which split the network into separate, connected groups of nodes, clusters are a more granular view of communities within a network. Organizations can be clustered along any common factor – area of work, region, system, size, etc. For this study, we looked at clusters defined by connections (edges) between nodes. Organizations that are grouped together into a cluster share more connections to each other than to organizations in some other cluster.

We found that the number of clusters in the system networks varied from 28 clusters (Justice) to 35 clusters (Power, Schools), and the number of clusters in the region networks varied from 21 clusters (Los Angeles) to 32 clusters (Central CA). The general uniformity in the number of clusters across system is likely due to the high level of overlap across system categories. As we noted above, very few organizations work exclusively in only one system category, and many work in all five. As a result, the clusters that naturally form within the networks are not highly dependent on the system categories in which organizations work. A similar effect is seen across regions, where we see a slightly more varied, but still somewhat uniform range of clusters due to the significant overlap across regions.

Exhibit 37. Number of Clusters by System and Region

System	# Clusters	Region	# Clusters
Health	33	Central CA	32
Inclusive Community Development	33	Southern California	24
Justice	28	Bay Area & Northern CA	22
Power	35	Los Angeles	21
Schools	35		

More variety in clustering exists among combined region / system networks, with the number of clusters ranging from 13 to 25, depending on the network. Exhibits 38 and 39 show two maps: one for a network with a relatively small number of clusters (Bay Area & Northern CA / Justice) and one for a network with a higher number of clusters (Central CA / ICD). A variety of colors are used to make different clusters visible. Notice that in these

examples, most of the clusters are ‘star-shaped’; they are formed by a central hub node with several ‘petal’ nodes connected mainly to the center node of the cluster. These are ‘org clusters’ formed by the CA Network Project organizations and the partners, funders, and alliances that they named in the survey, and are naturally expected to appear in the network. However other, larger clusters appear as well, such as the orange-colored cluster in Bay Area & Northern CA / Justice network, that comprise multiple survey organizations and their associated connections. The organizations in these clusters share more connections and relationships with one another than the more independent ‘org clusters’ in the network.

Exhibit 38. Bay Area & Northern CA / Justice Network, 13 clusters

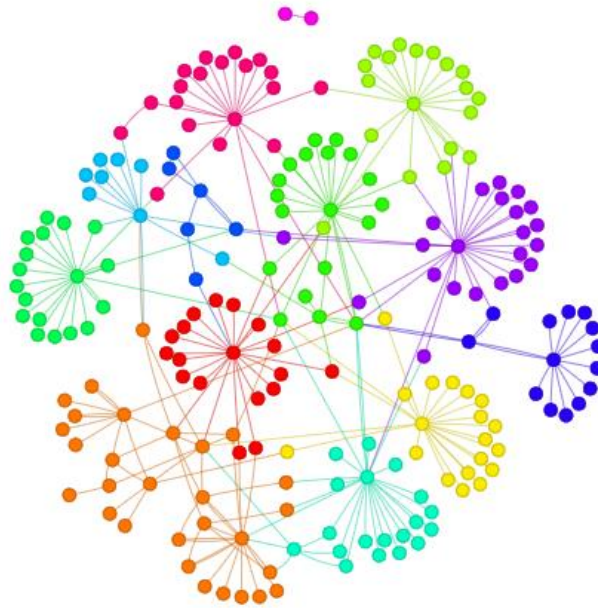
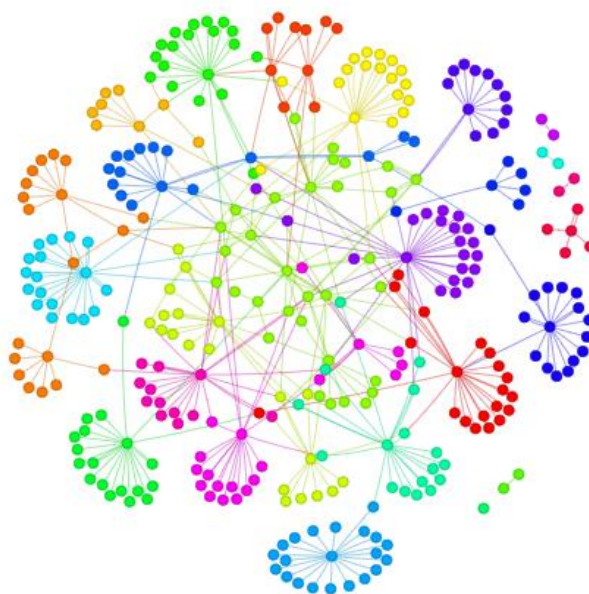


Exhibit 39. Central CA / ICD Network, 25 clusters





**SNA SUMMARY.** The social network analysis performed for this report has been exploratory and descriptive in nature. That is, we used SNA tools not to test hypotheses but rather to map out the landscape of ecosystem networks from the perspective of size, complexity, connectedness, centrality, and clusters. The descriptive findings can begin to address questions about the network ecosystems that naturally arise from network analysis: are there regions in which a low level of connectedness may limit TCE’s reach or slow momentum? Or are networks among TCE’s partners characterized by a small number of orgs that appear to be acting as hubs?

Among the connections reported by CA Network Project participants to date, TCE emerges as a major hub or broker in all ecosystems in the network (see Exhibit 21). This prompted us to remove TCE from consideration for further network analysis.

Without TCE, the ecosystem networks do not currently appear to have individual key bridge nodes that stand out from the rest, or even small, highly central cliques. Rather, there is a relatively even distribution of centrality scores across the networks, and the bridging roles that help create extended relationships are shared relatively evenly across all organizations in the ecosystem. Within exclusive regional networks however, there was more variation. Central CA shows the highest degree of centralization, indicating the presence of a relatively small number of organizations that serve as strong 'bridge nodes' in that region. Southern California currently has the lowest degree of centralization, indicating a more uniform distribution of bridging organizations in that region.

We found that most ecosystem networks are fairly well connected overall, but within exclusive regional networks there was again more variation. Lower density in the exclusive Central CA region suggests an opportunity for network building in that area in particular.

It is important to remember that these differences may be partly due to incomplete data and that over time, as more organizations participate, these ecosystem measures may change. However, the patterns we observe in the current data are a starting point for further exploration and can potentially help define targets for networking and collaboration efforts to strengthen and support network ecosystems.

### Power building analysis

Here we focus on the proportion of organizations that report having ‘mature’ capacity for power building, using the power flower categories developed by USC’s Equity Research Institute and methods described under **Data Sources & General Methods**. Exhibit 40 shows the proportion of CA Network Project member organizations in each system network that that report having “mature” capacity for each power building strategy.

**Exhibit 40. Proportion of Organizations in Network with Mature Capacity, by System**

Power building strategy	Health	ICD	Justice	Power	Schools
Organizing & base building	57%	56%	60%	59%	56%
Advocacy & policy	56%	55%	62%	55%	54%
Communications, cultural/arts, narrative change	54%	53%	56%	55%	59%
Organizational development	32%	31%	33%	32%	31%
Leadership development	60%	57%	62%	61%	57%
Alliances & coalitions	55%	56%	63%	55%	57%
Research & legal	45%	45%	47%	44%	45%

**Power building capacity differences across systems are generally very small.** This is expected given that the system networks overlap heavily (see Exhibit 27). Additional analysis (not shown) of the individual survey items that make up the seven power flower categories above (see Appendix B for mapping) revealed that:

- When ‘community organizing and base building’ is separated from ‘integrated voter engagement,’ the power system does have the highest proportion of organizations reporting mature capacity, but only by a



few percentage points. Across systems, maturity for community organizing and base-building was considerably higher than maturity for integrated voter engagement.

- Within the advocacy & policy petal, mature capacity was much more common for ‘advocacy, lobbying, and policy work’ than for ‘electoral campaigns (i.e. ballot issue support).’
- Maturity within the communications, cultural/arts, narrative change petal was fairly evenly spread across its three components.

*“One of the main strategies we use to engage in national, state, regional and local policy advocacy is collaboration and coalition building. We are deeply committed to forming deep and enduring partnerships to accomplishing broad aims that we could not achieve working alone. While each collaborative effort has nuances, there are general principles of collaboration that are critical to us: authenticity, transparency, integrity and good communication--and we do our best to apply these in our long standing and more ad-hoc collaborative efforts.”*

*- Community health organization, multiple regions*

Other findings about power building capacity by system include:

- **In 6 of the 7 power building strategy areas, the justice system network has the highest proportion of organizations reporting mature capacity.** In a 2019 report on justice reinvestment work funded by TCE, the authors argue that the power building infrastructure created for and by the advocacy work done to lower investments in punitive approaches and to raise investments in services and treatment is “the most important legacy of TCE’s support for justice reinvestment.”<sup>8</sup>
- The **power network** has the second highest proportion of organizations with mature capacity for leadership development and is tied for lowest proportion of organizations with mature capacity for alliance & coalition building. One potential interpretation is that organizations in this network have focused more on people power by developing individual leaders than on organizational power that may involve fostering inter-organizational relationships.

There are a few notable **regional** differences for specific power building strategies. Exhibit 41.

- **Leadership Development:** A higher proportion of organizations in the Bay Area & Northern CA network report mature capacity for this power building strategy than in the other regional networks.
- **Advocacy and Policy:** The Central CA region, which includes the state capitol, has higher proportion of organizations reporting mature capacity for advocacy & policy than other regions.
- **Research & Legal:** The spread between regions in the south of the state and the Bay Area & Northern CA network is sizeable: 45-47% of organizations in the Southern CA and Los Angeles networks report mature capacity for this power building strategy, vs. 30% in the Bay Area & Northern CA region.

<sup>8</sup> Nancy Latham and Tia Martinez. *Justice Reinvestment for Prevention and Rehabilitation: Cross-Site Report*. February 2019.

Exhibit 41. Proportion of Organizations in Network with Mature Capacity, by Region

	Southern California	Bay Area & Northern CA	Central CA	Los Angeles
Power building strategy				
Organizing & base-building	58%	51%	62%	57%
Advocacy & policy	56%	49%	66%	58%
Communications, cultural/arts, narrative change	48%	55%	55%	57%
Organizational development	39%	34%	40%	36%
Leadership development	53%	72%	62%	55%
Alliances & coalitions	55%	57%	64%	60%
Research & legal	47%	30%	40%	45%

#### Organization Highlight: Bay Rising



One example of an organization in the power network is Bay Rising, an umbrella coalition of more than 30 grassroots groups in the Bay Area including Lift Up Contra Costa, Oakland Rising, San Francisco Rising, and Silicon Valley Rising. TCE has supported coalition members' work to build resident power, promote community health and safety, and increase strategic collaboration between organizations and community leaders through more than 100 grants and \$14 million in investments (source: CORE's coding of GMS data). Bay Rising reports a number of policy victories from their integrated voter engagement work: minimum wage increases and worker protections; affordable housing investments and eviction protections; justice reform; and progressive tax policy. In 2021, TCE will support Bay Rising to build and implement a multi-pronged strategy that shifts the narrative among players to support "defunding policing and funding the mental and physical health of Black and Brown communities."

### BIPOC-Led organizations

The proportion of organizations reporting that than 50% of their leadership teams were persons of color showed some variation by region and system. Exhibit 42. We found that proportions ranged from 32% in the Bay Area & Northern CA / Health network to 64% in the Southern CA / Justice network. Note that we exclude organizations that are not CA Network Project members from this statistic calculation, even if they appear on the network map as partners, alliances, or funders. This is because they have not participated directly in the CA Network Project survey and so have not had the opportunity to describe their leadership. Across all regions, **networks of organizations working in justice tended to comprise more BIPOC-led organizations**, while across all systems, networks of organizations working in the **Southern California region tended to comprise more BIPOC-led organizations**.

Exhibit 42. Proportion of BIPOC-led Organizations by Region / System

Region	Southern California	Bay Area & Northern CA	Central CA	Los Angeles
Schools	45%	35%	36%	36%
Health	49%	32%	39%	33%
Power	52%	48%	50%	39%
Inclusive Community Development	49%	52%	44%	41%
Justice	64%	53%	50%	45%

## SECTION 3 METHODS

In this section, the unit of analysis is the *relationship*. Each partnership represents an organization-to-organization connection; engagement in alliances of organizations was reported separately.

We describe each partnership in terms of several characteristics that participants reported for that specific connection. In some cases, we stratify the data by the characteristics of the organization that reported the partnership (i.e. based on whether that organization has a small or large annual budget) but each partnership is still treated separately. Looking at the partnerships individually allows us to focus on all the relationships within networks, without having to aggregate to the organization level.

Participants listed up to ten of the partners that have been most important to their organizations' success in power building work over the past three years. For each partnership, we asked a series of follow-up questions regarding its length and formality, as well as which power building strategies were used. We also included questions on the frequency of four organization-to-organization activities that speak to the depth of the partnership, from transactions like exchanging information to more robust collaboration such as strategic alignment.<sup>9</sup>

- Aligning strategies or developing joint strategies to meet shared goals
- Aligning or sharing resources (funding, staff, etc.) to meet shared goals
- Exchanging information, expertise, or data to meet shared goals
- Successfully negotiating differences of opinion or approach between the organizations

On average, participants reported three partners, with ten organizations reporting the maximum number of partners possible. The annual budget of the organization did not appear to be substantially related to whether an organization listed specific partners, alliances, or funders.

Detailed information was only collected for partnerships; participants were asked to report the names of specific funders and alliances but were not asked to provide any further information. Quotes in orange text boxes are taken from participants' free-text responses in the survey describing specific partnerships

### Section 3:

Unit of analysis: Relationships

Who is included: Each organization-to-organization partnership reported by CA Network Project members as of 9/11/2020.



## PARTNERSHIP CHARACTERISTICS

A total of 505 individual partnerships were reported by participants; approximately 83% of these partnerships have complete information on their length, formality, and power building partnership strategies.

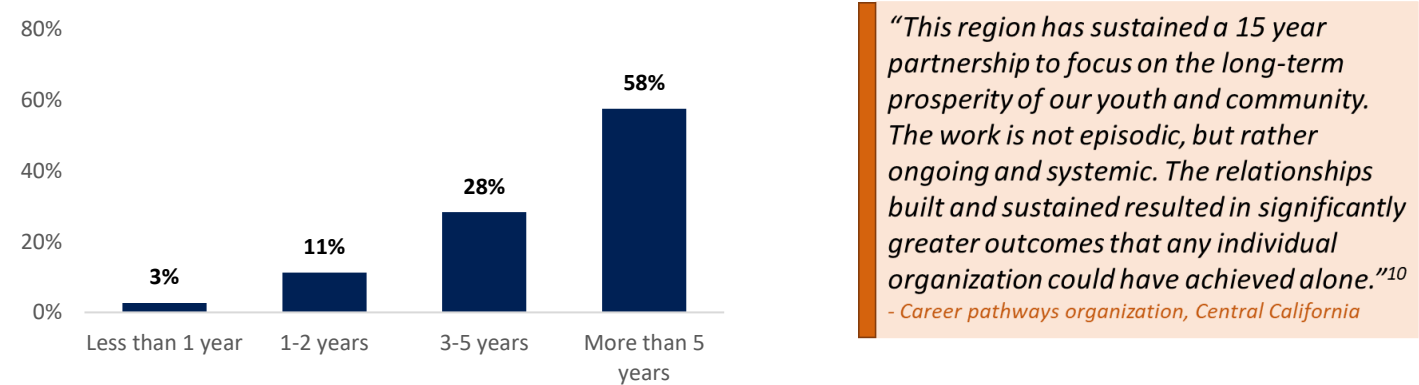
### Length and formality

For each partnership, we ask participants to indicate the range of years that they have been working with the specified partner. They also report whether they have any formal agreements in place with that partner, such as memoranda of understanding (MOUs), data use agreements (DUAs) or contracts. Approximately 86% of all partnerships listed have been in effect at least three years, with the majority of partnerships in effect for more

<sup>9</sup> These activities are based on partnership dimensions described in Harie Han's case studies of civic organizations that successfully engage and mobilize people for collective action. See: Han, H. (2014). *How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century*. Oxford University Press.

than five years. Exhibit 43. While only a small percentage of the partnerships were new, it is important to note that participants were asked to list the partners that they considered the “most important to their organization’s success” over the last three years. It seems reasonable that newer partnerships might not be included as the “most important” until the organizations have worked together for a while.

Exhibit 43. Length of Partnerships



Of the 448 partnerships that have information on the question, the majority (280, 62.5%) have formal agreements in place with the partnering organizations. There did not seem to be a substantial relationship between the length of the partnership and the presence of formal agreements, although a slightly higher percentage of partnerships with formal agreements have been in place for more than five years than those without formal agreements (60.8% compared to 57.0%).

Power building strategies

Of the 465 partnerships with information on which power building strategies the relationship involved, 74.6% worked together on communications, cultural, and narrative change. Two other strategies – community organizing and base-building and advocacy, lobbying, or policy work – were used in more than half of the partnerships. Exhibit 44.

Exhibit 44. Type of Power Building Used in Partnerships

	Partnerships
Communications, cultural, narrative change	347 (74.6%)
Advocacy and policy	273 (58.7%)
Organizing and base-building	270 (58.1%)
Research and legal	221 (47.5%)
Alliance and coalitions	217 (46.7%)
Leadership development	206 (44.3%)
Organizational development	166 (35.7%)
Total Partnerships	465

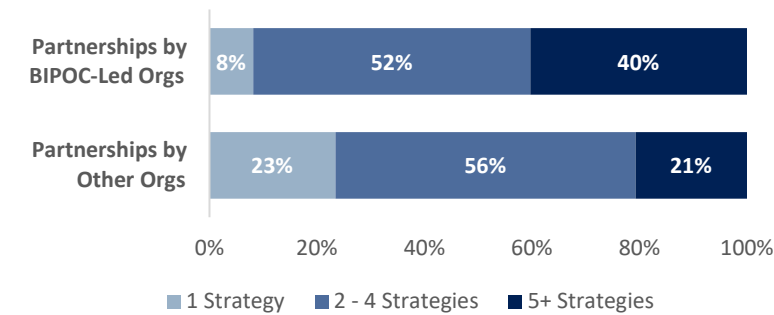
*“We work with [our partner] to increase our expertise in policy advocacy. They have provided us with amazing legal and policy analysis support, advocacy support in the California Legislature and across the state amplified our work with partners to strengthen connections.”*  
- School transformation organization, Central California

Partnerships usually include collaboration on at least two power building strategies (388, 83.4%); on average, each partnership involves approximately 3.7 strategies. **Partnerships described by BIPOC-led organizations tended to collaborate on more power building strategies than partnerships described by other**

**organizations.** About 40% of the partnerships described by BIPOC-led organizations included at least five power building strategies as part of the collaboration, compared to only 21% of non BIPOC-led partnerships. Exhibit 44. This may be related to the fact that partnerships that use organizing and base-building as one of their strategies collaborate on a larger number of strategies overall than other partnerships, and **a higher proportion of BIPOC-**

led partnerships used organizing and base building as a power building strategy compared to other partnerships (64.8% compared to 48.7%). Similarly, partnerships with formal agreements in place are more likely to use a high number of partnerships strategies, and a slightly larger percentage of BIPOC-led partnerships use formal agreements than non BIPOC-led partnerships.

Exhibit 45. Number of Power Building Strategies Used in Partnerships, by Organizational Leadership



Partnership dimensions

A total of 436 partnerships had complete information across all four partnership dimensions. A higher proportion of partnerships frequently or always exchanged information and expertise (352, 77.4%) than engaged in any of the other activities. Exhibit 46. The next most common strategy was aligning or developing shared strategies to meet shared goals.

Successfully negotiating differences was the least commonly reported of the four activities (about 56% of partnerships did this ‘always’ or ‘frequently’) and the proportion of partnerships where successful negotiation of differences was considered “not applicable” was much higher (77, 17.2%) than in any of the other activities. This is in line with what we expected; we included the “not applicable” category on the recommendation of survey pre-testers who indicated that there were some partnerships where differences in opinion or approach did not occur.

*“To develop evidence-based research and materials it is crucial to partner with educational and research institutions. The outcomes both validate the work as well as the community agency.”*  
- Latinx health network, National

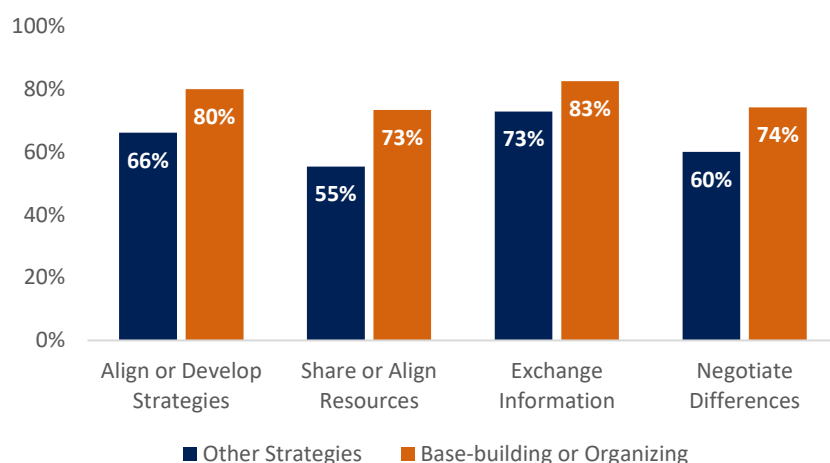
Exhibit 46. Frequency of Relationship Dimensions for All Partnerships

	Always or Almost always	Frequently	Sometimes	Rarely or Never	Not applicable
Align or develop strategies	158 (35.0%)	171 (37.8%)	94 (20.8%)	21 (4.7%)	8 (1.8%)
Share or align resources	145 (31.9%)	140 (30.8%)	116 (25.6%)	33 (7.3%)	20 (4.4%)
Exchange information	183 (40.2%)	169 (37.1%)	87 (19.1%)	10 (2.2%)	6 (1.3%)
Negotiate differences	149 (33.3%)	105 (23.5%)	90 (20.1%)	26 (5.8%)	77 (17.2%)

*“Our coalition...is critical to our work. It's formal and we have taskforces led by co-chairs that meet regularly. We respond to legislation, proposed regulations, and policy. At times, we come together to propose and support new legislation.”*  
- Disability advocacy organization, Statewide/National

**BASE-BUILDING AND ORGANIZING PARTNERSHIPS.** Partnerships that used base-building and organizing strategies tended to engage in each of the four activities more frequently than those that did not use this strategy. In particular, **a higher proportion of partnerships that used organizing or base-building reported always or frequently sharing or aligning resources** (182, 73%) than other partnerships (103, 55%). Exhibit 47.

**Exhibit 47. Always/Frequently Engaging in Partnership Activities, by use of Base-building and Organizing in the Partnership**

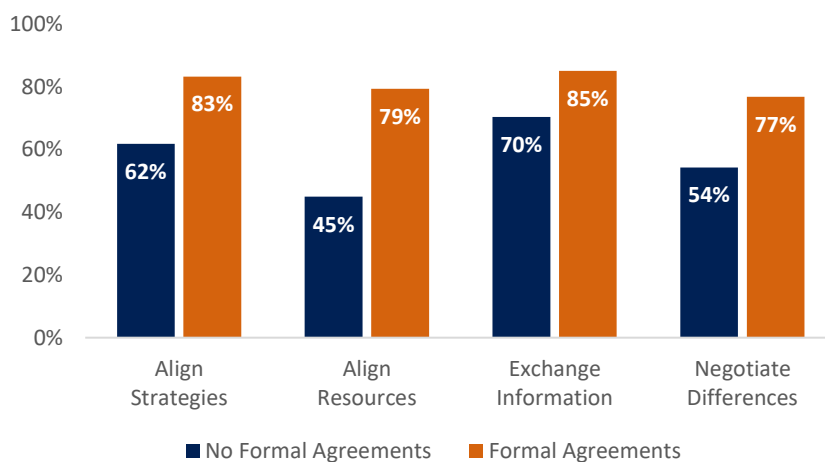


*"[Coalition] partners support each other to address sustainable community organizing and leadership development, implementing IVE work, redistricting, working on statewide measures and initiatives, etc. Together we've really built trust with each other to create a movement in [region] to address disparities among low income, communities of color through IVE and leadership development with community members."*

*- Asian & Pacific Islander civic engagement organization, Southern California*

**FORMALITY OF PARTNERSHIPS.** Similarly, more partnerships with formal agreements frequently or always engaged in the four activities compared to organizations without a formal agreement. There were particularly **distinct differences in sharing resources and negotiating differences of opinion**. In terms of resources, it may be that formal agreements tend to be put in place in order to facilitate that activity, which would explain the 34 percentage point difference between the two types of partnerships. Similarly, contracts and MOUs may provide a guidance for negotiating differences between partners. Exhibit 48.

**Exhibit 48. Always/Frequently Engaging in Partnership Activities, by Formality of Partnership**

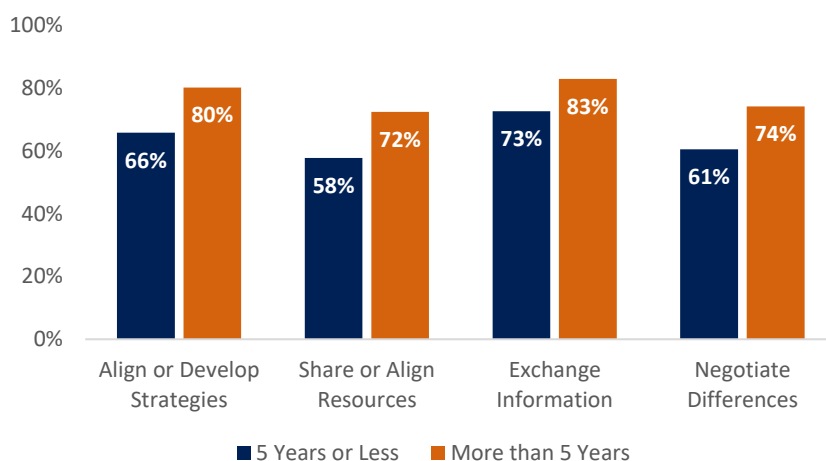




**LENGTH OF PARTNERSHIP.** The length of the partnership also seems related to engaging in these four activities.

**Partnerships that have been established for more than five years were more likely to involve ‘frequently or always’ engaging in each activity than newer partnerships.** The largest differences occurred in the aligning strategies and sharing resources categories. Longer partnerships may build the kind of familiarity and trust that allows for more frequent sharing of resources.

Exhibit 49. Always/Frequently Engaging in Partnership Activities, by Length of Partnership



*“[Partnership started with participating in each other’s programming and then serving on each other’s committees.] “This year, [the organizations] presented a [joint strategy to the city]. In the coming five years, joint fundraising and coalition-building will follow in order to support this shared initiative.”*

*- Arts organization, Bay Area & Northern California*

**ORGANIZATIONAL SIZE.** For three of the four activities, there were minimal differences between partnerships reported by large organizations (i.e. annual budgets over \$1 million) and those reported by small organizations. However, a **much higher proportion of collaborations reported by larger organizations involved sharing resources (70.0%) than those of organizations with small budgets (58.4%).** Presumably, larger organizations would be in a better position to share resources with their partners. As the CA Network Project grows, and more reciprocal partnerships are reported – where both partners in an organization-to-organization relationship describe the connection – we will be able to learn the characteristics (size, etc.) of both organizations. This will help us determine who these large organizations are sharing resources with – for example, they may be partnering with smaller organizations that would particularly benefit from sharing resources.

## DEVELOPING A PROGRESSIVE INFRASTRUCTURE

The Grassroots Policy Project<sup>11</sup> identified three elements to make a progressive infrastructure work:

- Deep relationships that connect people beyond the campaign of the moment;
- Shared worldview (values, beliefs, assumptions) and vision;
- Coordinated long-term strategy with a focus of building power and recognizing the different roles that are needed in that strategy.

The visual below summarizes how current CA Network Project partnership data appear to speak to each of those elements:

<sup>11</sup> Grassroots Policy Project. *Opportunities for Building Progressive Infrastructure*. Available at: [https://www.racialequitytools.org/resourcefiles/socialmovement\\_infrastructure.pdf](https://www.racialequitytools.org/resourcefiles/socialmovement_infrastructure.pdf)

## CURRENT NETWORKS AS PROGRESSIVE INFRASTRUCTURE

Progressive Infrastructure Elements	CA Network Project
Deep relationships that connect people beyond the campaign of the moment;	The majority of the partnerships in the Project are long-lasting and often formalized in some manner.
Shared worldview (values, beliefs, assumptions) and vision	Nearly all of the four partnership activities, including the one regarding aligned strategies and shared goals, were higher for long-term and community organizing and base-building organizations. Successfully aligning strategies to meet shared goals suggests partners may have a shared worldview.
Coordinated long-term strategy with a focus of building power and recognizing the different roles that are needed in that strategy.	Community organizing and base-building is a common partnership strategy and is particularly prevalent in partnerships reported by BIPOC-led organizations. In addition, nearly all partnerships involve collaboration on multiple power building strategies.

# TCE FUNDING & POWER BUILDING

## SECTION 4 METHODS

Using data from TCE's Grants Management System (GMS), CORE coded 10,615 investments made during the BHC initiative years using a framework describing the nature of the work the grant was intended to support. We identified a subset of **power investments** using GMS fields related to the *People Power* Driver of Change and the *Building Voice & Power* campaign. Each grant in this subset of investments (n=8,333) was reviewed by the CORE team and manually coded using the power building categories from the Power Flower framework. See Appendix A of *Building Healthy Communities: Evidence of Power* for additional detail on GMS coding.

### Section 4:

Unit of analysis: Organizations

Who is included: All CA Network Project member organizations as of 9/11/2020 with a history of TCE funding.



Grant recipients from GMS were matched to the organizations in the CA Network Project. A little over 70% of current CA Network Project participants received at least one grant during the BHC initiative. Exhibit 50.

**Exhibit 50. Percent of Active CA Network Project Members with TCE Grant History**

Received any TCE BHC grants	258 (70.3%)
Received a Power Building grant	249 (67.9%)
Total	367

For each grantee, we calculated the percent of total grants received that supported each of the power building strategies. Grants could support multiple power building strategies.

## FINDINGS

Nearly 80% of TCE grantees that participated in the CA Network Project received grants that supported organizing and base-building. A high percentage of organizations also received grants supporting the communications, cultural, and narrative change power building strategy (74.0%). By far the smallest number of organizations received funding for research & legal work (22.1%). This relative distribution of funding—with

**Exhibit 51. Percent Receiving Funds in Each Power Building Strategy**

Organizing and base-building	206 (79.8%)
Communications, cultural, narrative change	191 (74.0%)
Alliances and coalitions	176 (68.2%)
Advocacy and policy	167 (64.7%)
Organizational development	140 (54.3%)
Leadership development	123 (47.7%)
Research & legal	57 (22.1%)
Any Power Building	249 (96.5%)
Any Grants	258

organizing and base-building being the most frequent type of power building funding and research/legal the least common—was also observed in CORE's analysis of all TCE power building grants during the Building Healthy Communities initiative; see *Building Healthy Communities: Evidence of Power*, September 2020.

### Regional & system differences

**REGION.** For the most part, the distribution of organizations receiving funding for each power building strategy was similar across the four regions, although there were a few differences. A slightly higher proportion of organizations doing work in Los Angeles County received funding to support the advocacy & policy strategy

(74.0%) compared to organizations in the other three regions (62.7%). A higher proportion of organizations in the Northern California & Bay Area region received funding to support alliances and coalitions (75.0%) and leadership development (62.5%) than organizations working in the other BHC regions (65.5% and 49.1%, respectively). Appendix C, Exhibits 5 and 6.

**SYSTEM.** System did not seem to affect likelihood of receiving TCE funding; about the same proportion of organizations in each of the five systems were grantees. Across all systems, organizations were most likely to receive power-related funding for organizing and base-building.

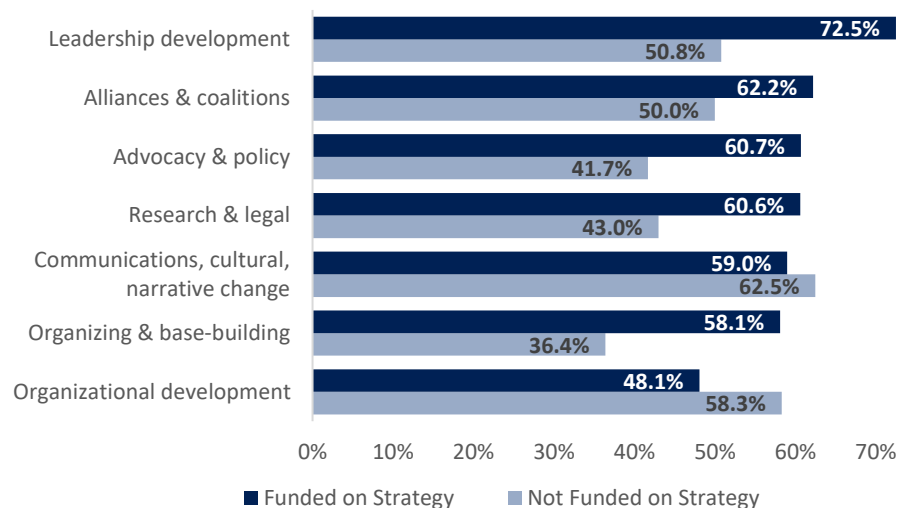
Difference between systems in terms of receipt of funding related to power building were relatively small. For example, a higher proportion of organizations working on justice topics received funding for four of the power building strategies compared to the other systems: advocacy and policy, communications, cultural, and narrative, leadership development, and research and legal. Appendix C, Exhibits 7 and 8. This appears to be consistent with many BHC-related campaigns around justice reinvestment work, which sought to change cultural narratives to prioritize prevention over punishment.<sup>12</sup> Organizations working on the topic of civic engagement and community organizing (i.e. organizations in the power network) were funded only slightly more frequently in the organizing and base-building strategy than organizations in other systems.

**84%** of TCE grantees working on **Criminal Justice & Juvenile Justice** received funding that supported communications, cultural & arts, and narrative change

## Association between investments and capacity

**STAGE OF DEVELOPMENT & GRANT SUPPORT.** For **five of the seven strategies, organizations with a history of TCE funding in that power building area are more likely to report “mature” capacity.** Exhibit 52. Note though that a relatively high proportion of organizations that *did not* report mature capacity for a given power building strategy still received grants to support that strategy (28% - 52%, depending on the strategy), which suggests that TCE supported organizations that were still in the process of growing their capacity.

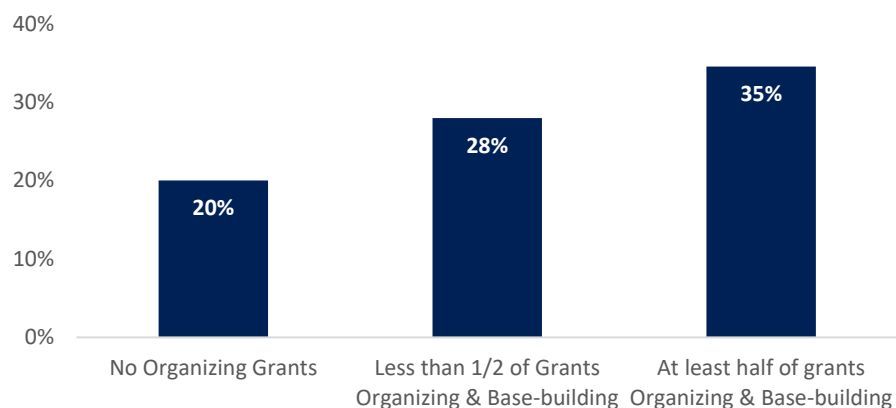
Exhibit 52. Proportion “Mature” TCE Grantees, by Any Funding on Strategies



**INCREASES IN STAGE OF DEVELOPMENT.** A total of 149 TCE grantees reported on both their current and historical power building capacity; participants were categorized by whether their capacities had increased, decreased, or stayed the same over the past three years. **For the most part, neither receiving funding related to a power building strategy nor the proportion of an organization’s grants that supported that strategy predicted an increase in stage of development.** However, organizations with a higher percentage of grants that supported organizing and base-building were more likely to report an increase in their capacity in that power building strategy compared to three years ago. Exhibit 53.

<sup>12</sup> Latham N, Martinez T. *Justice Reinvestment for Prevention and Rehabilitation: Cross-Site Report*, 2019.

**Exhibit 53. Percent of Organizations that Increased in Stage of Maturity from 3 Years Ago, in Organizing & Base-building**



### **Association between investments and partnerships**

Active CA Network Project members were equally likely to report at least one partner, funder, or alliance regardless of whether or not they were TCE grantees. For organizations that reported at least one partner, funding also did not affect the number of partners listed. By contrast, organizations that reported any alliances reported a slightly higher number of alliances if they were TCE grantees than if they were not (5 versus 4 alliances).

The number of funders reported by organizations also differed based on TCE funding. TCE grantees that reported any funders listed 7 funders, on average; non-TCE grantees reported an average of 5 funders. It seems reasonable that whatever factors qualified an organization as a TCE grantee would also make them more likely to receive funding from other organizations.

# CONCLUSION & FUTURE WORK

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## SUMMARY OF FINDINGS

This report uses data from the CA Network Project to: 1) explore the structural characteristics and power building capacities of networks of organizations working in TCE's 5 systems: schools, health, justice, inclusive community development, and power; 2) examine the nature of organization-to-organization relationships and their implications for movement building infrastructure; and 3) assess connections between receipt of TCE grant funding for power building work and organizations' reported power building capacity.

The CA Network Project has **over 350 current organizational members**, 43% of whom have listed at least one connection to another group. The dataset will expand and deepen as more organizations join and more members list their partnerships, funders, and alliances.

Exploring networks of organizations by geographic region and by system, we found:

- **Considerable overlap between networks**, especially when looking by system; no more than 10% of organizations working in a given system work exclusively in that system.
- A range of **regional** differences with respect to network structure (e.g. the Bay Area / Northern CA network was more densely connected than Central or Southern CA networks) and for reported power building capacity. The strongest differences in power building capacity across regions were in the areas of advocacy & policy; leadership development; and research & legal strategies.

From analysis of individual organization-to-organization partnerships, we observed that:

- Between half and two thirds of reported partnerships have **existed for more than 5 years**, feature a **formal agreement** of some kind, and involve **collaboration on at least three of the seven power building strategies**. Partnerships reported by BIPOC-led organization tend involve a larger number of power building strategies.
- More than two thirds 2/3 of partnerships frequently involve **information exchange and strategic alignment**. Negotiating conflict is less common but is still reported as a frequent activity in more than half of partnerships. Partnerships reported by organizations with annual budgets of more than \$1 million and partnerships that include collaboration on organizing and base-building are more likely to involve **sharing of resources** than partnerships of other types.

Finally, in our assessment of the impact of TCE investment, we found:

- **No relationship between a history of TCE funding and the number of partners** reported by CA Network Project respondents.
- A positive association between funding and power building capacity: for five of the seven power building strategies, **organizations with a history of TCE funding in that power building area were more likely to report "mature" capacity** than those that had not received funding of that type. However, many organizations that did not report mature capacity for a given power building strategy still received grants to support that strategy (28% - 52%), which suggests that TCE supported organizations that were still in the process of growing their capacity.

## FUTURE WORK

Data collection for the CA Network Project is ongoing and the project provides a rich dataset that can support many interesting additional analyses. Avenues for further analytic work include:

- Additional social network analysis at the organization level, rather than network level. For example,



organization-level SNA could assess: whether organizations tend to report connections to groups that are similar to themselves or different; which types of organizations are most densely connected in different networks; or whether any organizations stand out as boundary-spanners or bridges between otherwise disconnected components.

- Refining the analysis of TCE's investment by looking at funding only in more recent time periods, or by considering how *much* of an organization's funding from TCE is related to a given power building strategy. This could also be combined with organization-level SNA to answer questions such as: Is TCE investment related to an organization's centrality or density of connections within its networks?

We also anticipate collaborating with TCE and its partners to streamline data collection, prioritize analyses, and develop additional networking features. The CA Network Project was launched in January 2020, in the early stages of TCE's planning for a post-Building Healthy Communities portfolio of investments and work. As TCE now shifts into a new organizational structure and embarks on strategic planning at the regional and system levels, this is an opportune time to consider how the CA Network Project can best support the Foundation's work. (See the *CA Network Project Sustainability Planning Document*, September 2020). A number of possibilities have been raised already in preliminary conversations with TCE and other evaluation partners, including:

- Refining measurement of power building and otherwise simplifying data collection
- Pairing self-reported data on organizational relationships with external research to identify additional connections
- Triangulating CA Network Project information with other data sources and qualitative inquiry
- Preparing analysis or data products to support other evaluators in TCE's network
- Expanding the invitee list
- Developing additional tools and strategies for CA Network Project member engagement

CORE looks forward to working with TCE and other stakeholders to explore these options and related infrastructure or operational updates in the next several months.

# APPENDIX A: CA NETWORK PROJECT SURVEY QUESTIONNAIRE

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Note: this is a static version of content from the survey; layout and other formatting is different on the CA Network Project platform.

## ORGANIZATION PROFILE INFORMATION

### CONTACT BASICS

1. Organization name:
2. Contact Name (this is you):
3. Address:
4. Contact Title:
5. Alternate Contact Name:
6. Alternate Contact Title:
7. Alternate Contact Email:
8. Organizational website:

### GEOGRAPHIC REACH

9. Which best describes your organization's area of focus? *Mark all that apply.*
  - ☐ Local (within a neighborhood, community, or city)
  - ☐ County (within a single county)
  - ☐ Regional (operating in multiple counties, e.g., Bay Area, Antelope Valley)
  - ☐ Statewide (working across all of CA)
  - ☐ National (working also in states outside of CA)

10. Does your organization work in: *Mark all that apply*

- ☐ Rural or frontier areas
- ☐ Urban areas
- ☐ Suburban areas

11. If your organization does focused work in one or more counties, where does that work take place? (Not displayed if organization ONLY does statewide or national work)

- |                                       |                                      |  |                                     |
|---------------------------------------|--------------------------------------|--|-------------------------------------|
| <input type="checkbox"/> Alameda      | <input type="checkbox"/> Kings       | <input type="checkbox"/> Placer          | <input type="checkbox"/> Sierra     |
| <input type="checkbox"/> Alpine       | <input type="checkbox"/> Lake        | <input type="checkbox"/> Plumas          | <input type="checkbox"/> Siskiyou   |
| <input type="checkbox"/> Amador       | <input type="checkbox"/> Lassen      | <input type="checkbox"/> Riverside       | <input type="checkbox"/> Solano     |
| <input type="checkbox"/> Butte        | <input type="checkbox"/> Los Angeles | <input type="checkbox"/> Sacramento      | <input type="checkbox"/> Sonoma     |
| <input type="checkbox"/> Calaveras    | <input type="checkbox"/> Madera      | <input type="checkbox"/> San Benito      | <input type="checkbox"/> Stanislaus |
| <input type="checkbox"/> Colusa       | <input type="checkbox"/> Marin       | <input type="checkbox"/> San Bernardino  | <input type="checkbox"/> Sutter     |
| <input type="checkbox"/> Contra Costa | <input type="checkbox"/> Mariposa    | <input type="checkbox"/> San Diego       | <input type="checkbox"/> Tehama     |
| <input type="checkbox"/> Del Norte    | <input type="checkbox"/> Mendocino   | <input type="checkbox"/> San Francisco   | <input type="checkbox"/> Trinity    |
| <input type="checkbox"/> El Dorado    | <input type="checkbox"/> Merced      | <input type="checkbox"/> San Joaquin     | <input type="checkbox"/> Tulare     |
| <input type="checkbox"/> Fresno       | <input type="checkbox"/> Modoc       | <input type="checkbox"/> San Luis Obispo | <input type="checkbox"/> Tuolumne   |
| <input type="checkbox"/> Glenn        | <input type="checkbox"/> Mono        | <input type="checkbox"/> San Mateo       | <input type="checkbox"/> Ventura    |
| <input type="checkbox"/> Humboldt     | <input type="checkbox"/> Monterey    | <input type="checkbox"/> Santa Barbara   | <input type="checkbox"/> Yolo       |
| <input type="checkbox"/> Imperial     | <input type="checkbox"/> Napa        | <input type="checkbox"/> Santa Clara     | <input type="checkbox"/> Yuba       |
| <input type="checkbox"/> Inyo         | <input type="checkbox"/> Nevada      | <input type="checkbox"/> Santa Cruz      |                                     |
| <input type="checkbox"/> Kern         | <input type="checkbox"/> Orange      | <input type="checkbox"/> Shasta          |                                     |

12. Does your organization work in any of the following specific communities? *Mark all that apply.* Only displayed if the county containing the BHC site is selected above.

- ☐ East Oakland
- ☐ Richmond
- ☐ Del Norte and Tribal Lands
- ☐ Central / Southeast / Southwest Fresno
- ☐ South Kern
- ☐ Boyle Heights
- ☐ Central / West Long Beach
- ☐ South Los Angeles
- ☐ Southwest Merced / East Merced County

- ☐ East Salinas / Alisal
- ☐ Central Santa Ana
- ☐ Eastern Coachella Valley
- ☐ South Sacramento
- ☐ City Heights

#### POPULATIONS & TOPIC AREAS

**13.** Which populations or constituencies does your organization serve? *Mark all that apply.*

- ☐ Communities of color (tell us more: \_\_\_\_\_)
- ☐ Immigrants or refugees, including undocumented immigrants
- ☐ Justice-system involved populations
- ☐ LGBTQIA+ individuals
- ☐ Low income individuals
- ☐ People living with a health issue or disability (tell us more: \_\_\_\_\_)
- ☐ Residents of a particular geography (tell us more: \_\_\_\_\_)
- ☐ Students and their families
- ☐ Youth
- ☐ Other groups (tell us more: \_\_\_\_\_)
- ☐ Not applicable / No specific population

**14.** Which topic areas or issues does your organization focus on? *Mark all that apply.*

- ☐ Civic engagement / community organizing
- ☐ Community and economic development
- ☐ Criminal justice / juvenile justice
- ☐ Health / health care / public health
- ☐ Housing
- ☐ Immigration
- ☐ Land use or built environment
- ☐ Environmental health and justice
- ☐ Public schools / education
- ☐ Racial equity / racial justice
- ☐ Youth engagement and leadership development
- ☐ Other (tell us more: \_\_\_\_\_)

#### TRANSFORMATION TARGETS

**15.** What kinds of decision makers and jurisdictions does your organization seek to engage? *Mark all that apply.*

- ☐ Foundations or other philanthropic funders
- ☐ Business leaders / private sector
- ☐ Schools or school districts
- ☐ Neighborhood Associations
- ☐ Boards, Commissions, or Districts (e.g. Water District, Planning Commission)
- ☐ Local or regional government agencies (e.g. city government; County Board of Supervisors)
- ☐ State government agency or state Legislature
- ☐ Federal agencies or federal government
- ☐ Other (tell us more:\_\_\_\_\_)
- ☐ Not applicable – our organization does not do this kind of work

**16. OPTIONAL:** Is there anything else you'd like to tell us about the topics, groups of people, or geographic areas your organization works with? [Open text]

## ORGANIZATIONAL CHARACTERISTICS

If you don't know the answer to these questions, feel free to consult with other members of your organization! If no-one is sure, you can answer 'Don't know.'

### CHARACTERISTICS

**17.** About how many years has your organization operated in CA?

**18.** What is your organization's approximate annual budget?

- ☐ Less than \$100,000
- ☐ \$100,000 to \$499,999
- ☐ \$500,000 to \$999,999
- ☐ \$1 million to \$2 million
- ☐ Over \$2 million
- ☐ Don't know / Not sure

**19.** About how many people currently work **in paid positions** for your organization? This can include permanent and temporary staff, consultants, or others.

- ☐ 0 - 5
- ☐ 6 – 10
- ☐ 11 – 20
- ☐ 21 - 30
- ☐ More than 30
- ☐ Don't know / Not sure

20. About how many people currently work in **unpaid/volunteer** positions with your organization?

- ☐ 0 - 10
- ☐ 11 – 20
- ☐ 21 – 30
- ☐ More than 30
- ☐ Don't know / Not sure

21. About how many people are members of what you consider to be your organization's **senior leadership team**?

**Senior leadership team** are the people who make significant decisions about the operations and strategic direction of your organization. Depending on your structure, this group might include staff, Board members, and/or resident volunteers. Your best guess is fine.

[Enter Number]:

22. About what percent of the organization's **senior leadership team** would you estimate is **under 30 years of age**?

- ☐ None
- ☐ 0 – 10%
- ☐ 11 – 20%
- ☐ 21 – 50%
- ☐ More than 50%
- ☐ Don't know / Not sure

23. About what percent of the organization's **senior leadership team** would you estimate identify as **persons of color**?

- ☐ None
- ☐ Less than 25%
- ☐ 25% - 50%
- ☐ 51% - 75%
- ☐ 76 – 100%
- ☐ Don't know / Not sure

#### RACIAL EQUITY PRACTICES

24. How often does your organization currently use a racial equity lens in its operations and decision making?

Never or Rarely

☐

Sometimes

☐

Frequently

☐

Always or almost always

☐

Don't know

☐



25. Does your organization use a racial equity lens more often, less often, or about the same amount as it did three years ago?

Less often  
☐

About the same  
☐

More often  
☐

Don't know  
☐

26. **OPTIONAL:** Is there anything else you'd like to tell us about your organization's structure or characteristics? [Open text]

## ORGANIZATIONAL STRATEGIES & STRENGTHS

If you don't know the answer to these questions, feel free to consult with other members of your organization! If no-one is sure, you can answer 'Don't know.'

27. Which of the following strategies does your organization use to accomplish its work? *Mark all that apply.*

**Primary strategies** are those consistently or frequently used by your organization.

**Secondary strategies** are ones that might be used when there is a need, but are not among your core approaches.

This is not intended to be a complete list of all possible strategies an organization might use. You will have the option to tell us about other strategies at the end of this section if you wish, but that is not required.

**Hover your cursor over any choice** to see more description. [\[Note: See end of this document for definitions for each of these strategies that will be visible to participants\]](#)

	Primary Strategy	Secondary Strategy	Not Used	Don't know
Community organizing and base building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy, lobbying, or policy work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications or messaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or arts strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrative change strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electoral work (i.e. ballot issue support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping organizations develop needed infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated voter engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading alliance- or coalition-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Primary Strategy	Secondary Strategy	Not Used	Don't know
Legal work or litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research, data, or evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. What stage of development best describes your organization's **current capacity** in each strategy area?

**Forming:** The organization has just begun to explore using this strategy. Processes are informal and fluid.

**Developing:** The organization has used the strategy enough to have some established roles and processes, but practices are still developing.

**Mature:** The organization is experienced and proficient in using the strategy, either as a primary or secondary approach.

	CURRENT CAPACITY			
	Forming	Developing	Mature	Don't know
Community organizing and base building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy, lobbying, or policy work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications or messaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or arts strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrative change strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electoral work (i.e. ballot issue support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping organizations develop needed infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated voter engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading alliance- or coalition-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal work or litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research, data, or evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. What stage of development best describes your capacity in each of the strategies **three years ago**?

**Forming:** The organization has just begun to explore using this strategy. Processes are informal and fluid.

**Developing:** The organization has used the strategy enough to have some established roles and processes, but practices are still developing.

**Mature:** The organization is experienced and proficient in using the strategy, either as a primary or secondary approach.

	CAPACITY 3 YEARS AGO				
	Forming	Developing	Mature	Don't know	Not Applicable
Community organizing and base building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy, lobbying, or policy work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications or messaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or arts strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrative change strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electoral work (i.e. ballot issue support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping organizations develop needed infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated voter engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading alliance- or coalition-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal work or litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research, data, or evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Does your organization currently partner / collaborate with other organizations on the following strategies? *Mark all that apply.*

*Partnering or collaborating means working together toward shared goals OR organizations supporting each other's work toward organization-specific goals.*

	No, not currently	Yes, sometimes	Yes, frequently	Don't know	Interested in finding a partner in this area
Community organizing and base building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	No, not currently	Yes, sometimes	Yes, frequently	Don't know	Interested in finding a partner in this area
Advocacy, lobbying, or policy work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications or messaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or arts strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrative change strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electoral work (i.e. ballot issue support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping organizations develop needed infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated voter engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading alliance- or coalition-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal work or litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research, data, or evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**31.** Do you partner with other organizations on these strategies more often, less often, or about the same as three years ago?

	Less often	About the same	More often
Community organizing and base building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy, lobbying, or policy work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications or messaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or arts strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrative change strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electoral work (i.e. ballot issue support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping organizations develop needed infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated voter engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading alliance- or coalition-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Less often	About the same	More often
Legal work or litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research, data, or evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**32. OPTIONAL:** Is there anything else you'd like to tell us about the main strategies your organization uses in its work? [Open text]

## ABOUT PARTNERSHIPS

If you don't know the answer to these questions, feel free to consult with other members of your organization!

### ALLIANCES & FUNDING

- 33.** If grants are a substantial source of revenue for your organization, who are your key funders?  
*Start typing the name of a group to see some auto-complete suggestions. You can also enter new names.*

[Up to 10 entries can be made.](#)

- 34.** Is your organization a member of any formal alliances or coalitions? If so, please tell us which ones:

*For purposes of this question, an alliance or coalition is an association of organizations (and sometimes individuals) formed for mutual benefit or joint action. For example, the California Environmental Justice Alliance.*

*Start typing the name of an alliance or coalition to see some auto-complete suggestions based on a partial list of such groups in California. This list of suggestions is just a starting place - if you don't see the group you are looking for, you can enter the name directly.*

[Up to 10 entries can be made.](#)

### KEY PARTNERS

You told us that you partnered with other organizations on the following strategies: [\[list based on responses to question #30\]](#). **Tell us about the partners that have been most important to your organization's success with those strategies over the past two years.**

The partnerships you describe may be formal or informal and could be with any type of organization (e.g. a non-profit, a school or school district, a social service provider, etc.). Partnering or collaborating means working together toward shared goals OR organizations supporting each other's work toward organization-specific goals.

**ENTER PARTNER #1:**

*Start typing the name of your partner organization to see some auto-complete suggestions based on current network members. If your partner is not among the list of suggestions, just enter the organization's name directly.*

**35.** How long have you been working with [this partner]?

- ☐ Less than one year
- ☐ 1 – 2 years
- ☐ 3 – 5 years
- ☐ More than 5 years
- ☐ Don't know / Not sure

**36.** Do you have any formal agreements in place with this partner, such as MOUs (memoranda of understanding), contracts, or DUAs (data use agreements)?

- ☐ Yes
- ☐ No
- ☐ Don't know / not sure

**37.** Which strategies do you and this partner collaborate on? Check all that apply.

- ☐ Community organizing and base building
- ☐ Advocacy, lobbying, or policy work
- ☐ Communications or messaging
- ☐ Cultural or arts strategies
- ☐ Narrative change strategies
- ☐ Electoral work (i.e. ballot issue support)
- ☐ Helping organizations develop needed infrastructure
- ☐ Integrated voter engagement
- ☐ Leadership development
- ☐ Leading alliance- or coalition-building
- ☐ Legal work or litigation



☐ Research, data, or evaluation

**38.** In the last two years, how often has your organization done each of the following with [this partner]?

This is not intended to be a complete list of all possible actions organizations might take together. You will have the option to tell us about other partnership or collaborative activities at the end of this section if you wish.

	Never or rarely	Sometimes	Frequently	Always or almost always	Not applicable
Aligned strategies or developed joint strategies to meet shared goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aligned or shared resources (funding, staff, etc.) to meet shared goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exchanged information, expertise, or data to meet shared goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Successfully negotiated differences of opinion or approach between your organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**39. OPTIONAL:** Are there other activities your organization does with this partner that you'd like to tell us about: [Text entry]

**40. OPTIONAL:** Are there any stories or experiences that you want to share about this partnership and what it means for your work?

**ENTER PARTNER #2:**

*Start typing the name of your partner organization to see some auto-complete suggestions based on current network members. You can also enter new names.*

[\[Repeat partnership questions for up to 10 partnerships.\]](#)

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**Additional Notes:**

Definitions of strategies in online platform will be seen if participant hovers over strategy. See below:

Strategy	Definitions
Community organizing and base building	Connecting residents and developing a community base to mobilize toward a common purpose or generate collective power.
Advocacy, lobbying, or policy work	Targeting officials or mobilizing constituents to target public officials in order to influence policy.
Communications or messaging	Messaging and outreach efforts to connect, educate, or inspire the public or specific populations
Cultural or arts strategies	Incorporating arts and creative expression to foster connection and solidarity, preserve and advance culture, or bring other benefits to community members.
Narrative change strategies	Efforts designed to replace dominant assumptions with different narratives, including through storytelling and expression, community outreach, strategic communications, or other approaches.
Electoral work (candidate/ballot issue support)	Educating, registering, and motivating community members to vote in elections.
Helping organizations develop needed infrastructure	Supporting the core operations and sustainability of other organizations. Includes providing technical assistance, technology, capacity building, etc.
Integrated voter engagement	Integrating short-term election work into long-term base-building, organizing, or advocacy work between elections.
Leadership development	Equipping individuals or groups with the skills to play a larger role in their movement. Includes political education, personal transformation, and trainings.
Leading alliance- or coalition-building	Building or supporting collaboration and partnerships among groups with shared values and interests.
Legal work or litigation	Leveraging legal resources to reach outcomes that further your goals.
Research, data, or evaluation	Collecting, analyzing, and applying information or data.

## APPENDIX B: POWER BUILDING MAPPING

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POWER FLOWER	SURVEY POWER BUILDING STRATEGIES
Organizing and base-building	Community organizing and base-building Integrated voter engagement
Advocacy and policy	Advocacy, lobbying, or policy work Electoral work (i.e. ballot issue support)
Research and legal	Legal work or litigation Research, data, or evaluation
Communications, cultural, narrative change	Communications or messaging Cultural or arts strategies Narrative change strategies
Alliance and Coalitions	Leading alliance- or coalition-building
Leadership development	Leadership development
Organizational, development, infrastructure, funders	Helping organizations develop needed infrastructure

# APPENDIX C: ADDITIONAL DATA

Exhibit 1. Named Funders and Frequency Listed

Funders	Frequency
The California Endowment (TCE)	95
The San Francisco Foundation	21
The California Wellness Foundation	20
James Irvine Foundation	18
California Community Foundation	16
Kaiser Permanente	15
Weingart Foundation	13
Sierra Health Foundation	12
William and Flora Hewlett Foundation	12
Blue Shield of California Foundation	10
East Bay Community Foundation	9
California Arts Council	8
Annenberg Foundation	8
Ford Foundation	8
Wells Fargo	8
Bill & Melinda Gates Foundation	7
Latino Community Foundation	7
Marguerite Casey Foundation	7
Liberty Hill Foundation	7
The Stuart Foundation	7
Price Philanthropies	7
David and Lucile Packard Foundation	6
Open Society Foundations	6
The San Diego Foundation	6
Akonadi Foundation	6
Surdna Foundation	6
Bank of America	6
Los Angeles County Department of Public Health	5
National Endowment for the Arts	5
California Wellness Foundation	5
Evelyn & Walter Haas Jr. Fund	5
Chan Zuckerberg Initiative	5
Heising Simons Foundation	5
Satterberg Foundation	5
County of San Diego	5
City of Oakland	5
California Department of Public Health	4
Dean and Margaret Leshner Foundation	4
Orange County Community Foundation	4
San Francisco Foundation	4
W.K. Kellogg Foundation	4
City of San Diego	4
Libra Foundation	4
JPMorgan Chase	4

First 5 LA	4
Rose Foundation for Communities and the Environment	3
California HealthCare Foundation	3
S. D. Bechtel, Jr. Foundation	3
Desert Healthcare Foundation	3
Ralph M. Parsons Foundation	3
S.H. Cowell Foundation	3
Sobrato Philanthropies	3
W. M. Keck Foundation	3
Carnegie Corporation	3
MacArthur Foundation	3
Y&H Soda Foundation	3
Hellman Foundation	3
Marisla Foundation	3
Kresge Foundation	3
City of Richmond	3
Google.org	3
Union Bank	3
NoVo Foundation	3
US Department of Health and Human Services	2
Health Resources Services Administration	2
The Rosalinde and Arthur Gilbert Foundation	2
The Carl & Roberta Deutsch Foundation	2
Contra Costa County Health Services	2
Silicon Valley Community Foundation	2
US Department of the Treasury - IRS	2
Inland Empire Community Foundation	2
Regional Access Project Foundation	2
Immigrant Legal Resource Center	2
John Muir Community Health Fund	2
Long Beach Community Foundation	2
Robert Wood Johnson Foundation	2
Monterey Peninsula Foundation	2
Wallace H. Coulter Foundation	2
The Liberty Hill Foundation	2
Clif Bar Family Foundation	2
College Futures Foundation	2
Marin Community Foundation	2
Southern California Edison	2
The Herb Alpert Foundation	2
Walter and Elise Haas Fund	2
Annie E. Casey Foundation	2
Common Counsel Foundation	2
Levi Strauss Foundation	2
State Bar of California	2
ELMA Music Foundation	2
Valenzuela Foundation	2
Rosenberg Foundation	2
The Green Foundation	2
Wasserman Foundation	2

Ahmanson Foundation	2
Contra Costa County	2
LA Care Health Plan	2
Chevron Foundation	2
Gerbode Foundation	2
Energy Foundation	2
Lumina Foundation	2
Parker Foundation	2
Adobe Foundation	2
Arcus Foundation	2
NEO Philanthropy	2
Tides Foundation	2
Vesper Society	2
Health Net	2
US Bank	2
HRSA	2
Los Angeles County Department of Arts and Culture	1
Los Angeles County Department of Mental Health	1
California Department of Parks and Recreation	1
California Department of Healthcare Services	1
The California Department of Social Services	1
Los Angeles County Department of Probation	1
Substance Abuse and Mental Health Services	1
Los Angeles County Department of Children	1
US Dept. of Housing and Urban Development, Office of Community Planning and Development	1
Alameda County Health Care Services Agency	1
Board of State and Community Corrections	1
California Volunteers, Americorps, State of California - Department of General Services	1
California Collaborative for Educational Excellence (CCEE)	1
California Governor's Office of Business	1
California Initiative to Advance Precision Medicine	1
California Office of Emergency Services	1
Catholic Campaign for Human Development	1
Central American Resource Center of California	1
Charitable Ventures of Orange County, Inc.	1
Chevron Refinery Richmond - Community Engagement	1
City of Los Angeles, Cultural Affairs Dept	1
City of San Diego Commission for Arts & Culture	1
Community Foundation for Monterey County	1
Contra Costa Health Services-Behavioral Health Division/Mental Health	1
County of San Diego - Neighborhood Reinvestment Program	1
Department of Children Youth and Families	1
Edward A and Ai O Shay Family Foundation	1
Grace Helen Spearman Charitable Foundation	1
Hollywood Foreign Press Association Foundation	1
Multi-Ethnic Collaborative of Community Agencies (MECCA)	1
National Oceanic and Atmospheric Administration	1
Office of Violence against Violence (OVW)	1
Peter and Madeleine Martin Foundation for Creative Arts	1
Roy & Patricia Disney Family Foundation	1

San Bernardino and Riverside Foundation	1
Stanford Office of Community Engagement	1
State of CA - Dept of Community Service	1
The Patricia D. & William B. Smullin Foundation	1
Dirk and Charlene Kabcenell Foundation	1
The Manuel & Rhoda Mayerson Foundation	1
US Dept of Agriculture - State of California, Dept of Social Services	1
US Dept of Health & Human Services - State of California - Dept of Community Services and Development	1
53 US Dept of Health & Human Services - State of CA Dept of Education	1
California Domestic Workers Coalition	1
St. Joseph Community Partnership Fund	1
National Marine Sanctuary Foundation	1
Orange County Opportunity Initiative	1
Riverside County Office of Education	1
Riverside County Supervisors' Office	1
Central Valley Community Foundation	1
Economic Development Administration	1
Lisa and Douglas Goldman Foundation	1
Oakland Fund for Children and Youth	1
University of California, San Diego	1
Alameda County Office of Education	1
CA Environmental Protection Agency	1
California Department of Education	1
Corporation for Supportive Housing	1
Guillermo J. Valenzuela Foundation	1
Los Angeles County Arts Commission	1
National Domestic Workers Alliance	1
Communities for Just Schools Fund	1
Educational Foundation of America	1
Latino Coalition for a Healthy CA	1
Arts Council for Monterey County	1
Fresno County First 5 Commission	1
Jonathan Logan Family Foundation	1
Laura and John Arnold Foundation	1
Orange County Health Care Agency	1
Sacramento Central Labor Council	1
The James B McClatchy Foundation	1
The Leonardo DiCaprio Foundation	1
UCLA Kaiser Health Equity Center	1
American Federation of Teachers	1
California Teachers Association	1
Compton Unified School District	1
Hoag Community Benefits Program	1
Sacramento Community Foundation	1
Southern California Gas Company	1
Susan G. Komen of Orange County	1
Alliance Healthcare Foundation	1
Anderson Children's Foundation	1
Arthur Blank Family Foundation	1



California Coastal Conservancy	1
Inland Empire Funders Alliance	1
National Education Association	1
Office of Traffic Safety (OTS)	1
San Bruno Community Foundation	1
San Joaquin Valley Health Fund	1
California Air Resource Board	1
California Humanities Council	1
Department of Social Services	1
Harriet E. Pflieger Foundation	1
NYC Agency for Child Services	1
Peninsula Healthcare District	1
Richmond Community Foundation	1
San Francisco Arts Commission	1
United Way of Imperial County	1
Wellspring Philanthropic Fund	1
Alameda County Public Health	1
Global Wildlife Conservation	1
NBC/Universal Community Fund	1
The Chavez Family Foundation	1
ACLU of Southern California	1
Alameda Healthcare Services	1
Fullerton Family Foundation	1
Sequoia Healthcare District	1
California Childrens Trust	1
Environmental Defense Fund	1
Integrated Health Partners	1
St. Joseph's Health System	1
The Utility Reform Network	1
US Department of Education	1
United Way of the Bay Area	1
Alameda Health Consortium	1
CCC Mental Health Service	1
Fee for Service Contracts	1
Hispanics in Philanthropy	1
Public Welfare Foundation	1
State of California, CDSS	1
The Satterberg Foundation	1
United Ways of California	1
Vera Institute of Justice	1
Biller Family Foundation	1
Kaiser Family Foundation	1
LA Trial Lawyers Charity	1
Local Health Departments	1
Magic Cabinet Foundation	1
S. Mark Taper Foundation	1
Silver Giving Foundation	1
Strada Education Network	1
The UniHealth Foundation	1
Tipping Point Foundation	1

Acton Family Foundation	1
Adams Legacy Foundation	1
Audrey Irmas Foundation	1
Dept of Health Services	1
Essential Access Health	1
Fund for Shared Insight	1
Hill Snowden Foundation	1
Hologic Charitable Fund	1
Nellie Thatcher Perkins	1
Small Change Foundation	1
The Movember Foundation	1
All Ways Up Foundation	1
Chevron eQuip Richmond	1
Christensen Foundation	1
City of West Hollywood	1
First 5 San Bernardino	1
Fleishacker Foundation	1
J.W. Sefton Foundation	1
Neda Nobari Foundation	1
Rockefeller Foundation	1
US Department of Labor	1
US Dept of Agriculture	1
UnidosUS - Los Angeles	1
21st Century Fox Fund	1
Casey Family Programs	1
City of San Francisco	1
Crankstart Foundation	1
Gilead Sciences, Inc.	1
Rose Hills Foundation	1
San Bernardino County	1
San Diego Grantmakers	1
Stoneleigh Foundation	1
The 11th Hour Project	1
True North Foundation	1
Zellerbach Foundation	1
Archstone Foundation	1
City of Palm Springs	1
County of Sacramento	1
Goldhirsh Foundation	1
JM Kaplan Foundation	1
LA Health Foundation	1
Langeloth Foundation	1
Nordstrom Foundation	1
Patagonia Foundation	1
Prevention Institute	1
Resource Legacy Fund	1
Sam Mazza Foundation	1
The Lynch Foundation	1
The Water Foundation	1
UniHealth Foundation	1

Atkinson Foundation	1
City of Los Angeles	1
Horizons Foundation	1
Porticus Foundation	1
Private Foundations	1
Silicon Valley Bank	1
The Chrysallis Fund	1
The Hogg Foundation	1
Why Not Initiative	1
Bohnett Foundation	1
Community Catalyst	1
Creative Work Fund	1
Hope and Heal Fund	1
Klmball Foundation	1
Rise Together Fund	1
Sandler Foundation	1
The Miyako Network	1
Wurwand Foundation	1
Balmer Foundation	1
Berger Foundation	1
Children Hospital	1
Chorus Foundation	1
City of La Quinta	1
Durfee Foundation	1
Eisner Foundation	1
Fresno County DBH	1
Fresno County DSS	1
Government Grants	1
Kataly Foundaion	1
Knight Foundation	1
Munzer Foundation	1
Nancy Buck Ransom	1
Raikes Foundation	1
Solidarity Giving	1
The Ballmer Group	1
UCLA Labor Center	1
Witkin Foundation	1
Wonderful Company	1
California Calls	1
County of Orange	1
Hazen Foundation	1
INEA/IME--Mexico	1
Riverside County	1
The Health Trust	1
Well Being Trust	1
Arnold Ventures	1
Auen Foundation	1
PICO California	1
Park Foundation	1
Peacemaker Fund	1

Sunlight Giving	1
Visionary Women	1
Alameda County	1
Cal Humanities	1
Democracy Fund	1
Dignity Health	1
JPB Foundation	1
Mechanics Bank	1
Direct Relief	1
Sutter Health	1
Cedars Sinai	1
Needmor Fund	1
UniCal Roots	1
AIDS United	1
Ceres Trust	1
First Five	1
MasterCard	1
Piper Fund	1
United Way	1
CDFI Fund	1
Casa Fina	1
Gaia Fund	1
Genentech	1
Healthnet	1
Self-Help	1
UU Veatch	1
Borealis	1
UnidosUS	1
Comcast	1
LA Care	1
Parsons	1
Walmart	1
CalOES	1
Ralphs	1
SQUARE	1
LAHSA	1
AT&T	1
IEHP	1
Lush	1
UCSF	1
HUD	1
USC	1
Cath	1
Gre	1

## Exhibit 2. Named Alliances and Frequency Listed

Alliance	Frequency
Alliance for Boys and Men of Color - Local Chapter	12
Alliance for Boys and Men of Color - National Chapter	5
California Alliance for Youth and Community Justice (CAYCJ)	5
Dignity in Schools Campaign (DSC)	5
Housing NOW! California	5
Million Voters Project	5
California Calls - Statewide	4
End Child Poverty in California	4
Fix School Discipline	4
Health4All	4
Kern Census Complete Count Committee	4
LCFF (Local Control Funding Formula) Equity Coalition	4
Power CA	4
Alliance for Community Transit - Los Angeles	3
California Alliance for Arts Education	3
California Primary Care Association	3
Central Valley Movement Building (CVMB)	3
Health4Kern	3
Healthy Richmond	3
Invest in San Diego Families (ISDF)	3
Invest in Youth Coalition	3
Kern Education Justice Collaborative	3
Ready California	3
Americans for the Arts	2
Asian Americans Advancing Justice (AAJC) - Los Angeles	2
Asian Pacific Policy and Planning Council (A3PCON)	2
Brothers, Sons, Selves	2
California Calls - Local Organization	2
California Environmental Justice Alliance (CEJA)	2
California Health Workforce Initiative	2
California Labor Federation - Statewide	2
California Pan-Ethnic Health Network (CPEHN)	2
Californians for Pesticide Reform	2
Californians Together	2
Central Valley Air Quality Coalition (CVAQ)	2
Climate Justice Alliance (CJA)	2
ClimatePlan	2
Contra Costa County Racial Justice Coalition	2
Council on Immigrant Integration	2
Create CA: California's Statewide Arts	2
East Contra Costa Community Alliance	2
Economic Justice Coalition (Measure N-Bakersfield)	2
Engage San Diego	2
Ensuring Opportunity	2
Family Economic Security Partnership	2
Health Access California (California's Health Consumer Advocacy Coalition)	2
Health Quality Partners	2
ICE out of California	2

Justice for Oakland Students	2
Justice Reinvestment Coalition	2
L.A. County Dept. of Public Health Community Prevention and Population Health Task Force	2
Latino Health Collaborative	2
Lift Up Contra Costa	2
New Americans Campaign	2
Partnership for the Future of Learning	2
Partnership for Working Families (PWF)	2
PUSH Los Angeles Reimagine Reclaim Reinvest	2
Rapid Response Network of Kern	2
Riverside County Health Coalition	2
Schools and Communities First	2
SparkPoint Contra Costa	2
The California Endowment (TCE)	2
UnidosUS - Los Angeles	2
Youth Media Network	2
Youth Organizing California (YO! California)	2
(AIRE) Alliance In Reducing Emissions	1
(IVAN) Environmental Justice Enforcement Network	1
211 CA	1
6 Wins	1
Acadia Healthcare	1
ACBO OC Census Table	1
Advocates on Behalf of Homeless Youth	1
African American COVID Response Circle	1
African American Latino Alliance	1
AJA	1
Alameda County Fair Chance Housing Coalition	1
Alameda County Public Health Starting Out Strong Family Support Steering Committee	1
Alameda Health Consortium	1
Alianza (formerly Building Healthy Communities)	1
Alignment Bay Area	1
Alignment USA	1
Alliance for Continuous Improvement	1
Alliance for Girls	1
Alliance for Media Arts + Culture	1
Alliance of Information and Referral Systems (AIRS)	1
American Association of University Women	1
American Evaluation Association	1
Anti-Hate Coalition	1
Arthouse Convergence	1
Artplace American San Joaquin Valley Assembly	1
Arts for LA	1
Asian American Pacific Islander Vote	1
Asian Pacific Community Fund Network	1
Association of Chamber of Commerce Executives	1
Association of Fundraising Professionals	1
Bank of America Neighborhood Builders	1
BARHII	1
Bay Area Coalition for Education Justice	1

BH Building Healthy Communities	1
Bioregional Center for Sustainability Science, Planning and Design	1
Black Parallel School Board	1
Blacks in Gaming	1
BLOOM	1
Boards and Commissions Leadership Institute	1
Brotherhood of Elders	1
Brothers, Sons, Selves Coalition	1
Building Healthy Communities	1
Building Healthy Communities South L.A.	1
Building Healthy Communities, Boyle Heights	1
CA HPV Vaccination Roundtable	1
CA LGBTQ HHS Network	1
CA Primary Care Association	1
CA Sexual Health Education Roundtable	1
CAHP	1
CAL EITC Coalition	1
California Alliance for Agroecology	1
California Alliance for Community Schools	1
California Alliance of Statewide Education Association	1
California Art Education Association	1
California Association of Food Banks (CAFB)	1
California Clean Freight Coalition (CCFC) - Member Organization	1
California Climate Equity Coalition	1
California Coalition for Reproductive Freedom	1
California Community Colleges	1
California Community Economic Development Association (CCEDA)	1
California Diversity Council	1
California Dream Alliance	1
California Energy Association	1
California Environmental Justice Coalition	1
California Equity Leadership Alliance	1
California Family Engagement Network	1
California Food and Farming Network	1
California Forward	1
California Foster Youth Education Task Force	1
California Funders for Boys and Men of Color (CFBMOC)	1
California Future Health Workforce Commission	1
California Health Equity Leaders	1
California Healthy Start Coalition	1
California Higher Education Equity Coalition	1
California Immigrant Policy Center	1
California Immigrants Rights Census	1
California Lawyers for the Arts	1
California Leadership Academy for the Public's Health	1
California Outdoor Engagement Coalition	1
California School Boards Association	1
California State Summer School for the Arts	1
California Teachers Association	1
California WIC Association	1



California Workforce Association	1
Californians for Safety & Justice	1
Care4All	1
Care4AllCA	1
Catholic Legal Immigration Network	1
CCC Immigration Alliance	1
Census Advocacy Network	1
Census Policy Advocacy Network (CPAN) - Los Angeles Office	1
Census Project-Contra Costa	1
Center for Immigration Reform Implementation (CIRI)	1
Center on Race, Poverty & Environment	1
Central California Environmental Justice Network	1
Central Valley Human Trafficking Justice Coalition	1
Central Valley Immigrant Integration Collaborative	1
Central Valley Partnership	1
Central Valley United for Power	1
Change Philanthropy	1
Children's Health Coverage Coalition	1
City of Fresno Immigrant Advisory Board	1
Coachella Immigrant Dignity Coalition	1
Coalition Del La Buena Salud y Bienesta Comunitario	1
Coalition for Environmental Health and Justice (CEHAJ) California	1
Coalition of Low-Wage and Immigrants Workers (CLIWA)	1
College For All Coalition - California	1
Communities for Los Angeles Student Success (CLASS)	1
Communities for New California	1
Communities United for Restorative Youth Justice	1
Community Budget Alliance	1
Community Action Partnership Association	1
Community Catalyst	1
Community Clinic Association of Los Angeles County	1
Community Clinic Consortium	1
Community Prevention and Population Health Taskforce	1
Comunity Cares for East and Central County	1
Confederacion de Organizaciones, Tata Vasco de Quiroga	1
Consortium for Building Inclusive Societies	1
Consortium for English Learner Success	1
Consortium of Citizens with Disabilities	1
Contra Costa CARES Safety Net Council	1
Contra Costa Stand Together	1
Conversation On Race	1
Core 10 Policy Group	1
Coulter Conveners	1
CPHEN - Oral Health Advisory Group	1
Criminal Justice Coalition	1
CSNO	1
CSU Summer Arts	1
CSUF Arts and Humanities Advisory	1
Dignity in Schools Campaign - Bay Area	1
DMC Youth Providers Policy Work Group	1

Early Childhood Alliance	1
EarthJustice - National Headquarters	1
East Oakland Black Cultural Zone Collaborative	1
Eastside LEADS	1
Echoing Green	1
Engage San Diego Action Fund	1
English Language Learner Leadership and Legacy Initiative	1
Equal Voice Los Angeles	1
Equal Voice Network San Diego	1
Equity Alliance for LA's Kids	1
Essential Access Health	1
Ethnic Studies Now Coalition	1
Every Women Treaty	1
FAIR Education Implementation Coalition	1
Faith In Action - San Diego Office	1
Families and Communities Together (FaCT)	1
Families USA	1
Femme Fatales	1
Field Leaders BMOC	1
Fight4OurHealth	1
Figueroa Corridor Jobs Coalition	1
Filipino Policy Steering Committee	1
Financial Health Network	1
First 5 LA Policy Advocacy Fund	1
FIX LA	1
Fix School Discipline Policy Coalition	1
Ford Next Generation Learning	1
Free Los Angeles	1
Fresno County Complete Count Committee	1
Fresno County Sexual Assault Response Team	1
Fresno Education Justice Coalition	1
Fresno HealthCare Coalition	1
Fresno Metro chamber of Commerce	1
Fresno Police Dept Chief's Advisory Board	1
Friends of the Richmond Greenway (FORG)	1
Frontline Healers	1
Funder's Alliance	1
Future of California Elections	1
Gamaliel of California	1
Gateway Cities COG Homeless Initiative	1
Global Campaign for US Education-GCE	1
Grantmakers in the Arts (national)	1
GreenCA	1
Growing Inland Achievement	1
GSBI	1
HAAS (Stanford)	1
Health Center Partners of SoCal	1
Health Happens with Preventions	1
Health in all Policy Planning	1
Health Justice Network (HJN)	1

Healthy and Active Before 5	1
Healthy Jurupa Valley	1
Healthy Los Angeles	1
HHS Network	1
Homes for All, California	1
Housing 4 Sacramento	1
Housing California	1
ICE Out of Stockton	1
IE Prevention Table	1
Immigrant Legal Resource Center	1
Immigrants, We Get the Job Done	1
Imperial County Local Health Authority	1
Imperial Valley Community Health Coalition	1
Inland Coalition for Immigrant Justice	1
Inland Empire Desert Regional Consortium	1
Inland Empire Housing Coalition	1
Inland Empowerment	1
Inland Health Professions Consortium	1
Invest in Youth Long Beach	1
Investment Without Displacement	1
It Takes Roots	1
It's Time	1
ITUP LA Health Collaborative	1
Joint Powers Authority	1
Just Environment	1
Just Environment Long Beach	1
Kern Building Healthy Communities	1
KPBS	1
LA Compact	1
LA County - CENSUS	1
LA Partnership for Early Childhood Success	1
LA REMAP - Arts in a Changing US	1
Latinx in Gaming	1
LCAP Equity Partners	1
Leadership Conference on Civil and Human Rights (LCCHR)	1
League of United Latin American Citizens (LULAC) - Local Council	1
Linked Learning Alliance	1
Loma Linda University ICP	1
Long Beach Coalition for Safety and Justice	1
Long Beach Immigrant Rights Coalition (LBIRC)	1
Los Angeles Alliance for a New Economy	1
Los Angeles County Oral Health Policy workgroup	1
Los Angeles Regional Coalition for Linked Learning	1
Measure P Coalition	1
Media Justice (formerly MAG-Net)	1
Mental Health Equity Collaborative	1
Migrante International	1
Million Father March	1
Mobility LABs East Contra Costa	1
Mobility Labs/RCF Connects	1

Move the Vote Coalition	1
Movement Warriors	1
Moving Forward Network - Southern California	1
Multi-Ethnic Collaborative of Community Agencies (MECCA)	1
Multi-Faith Action Coalition	1
Music and Youth Development Alliance (MYDA) - National Organization	1
NAC	1
Nail Salon Collaborative	1
NAMAC	1
National Alliance for Filipino Concerns (NAFCON)	1
National Alliance of Black School Educators	1
National Arts Service Organizations	1
National Association for Families, Schools and Community Engagement	1
National Association of Community Action Agencies (NACAA)	1
National Association of Community Health Centers	1
National Association of Workforce Boards	1
National Black Justice Coalition	1
National Coalition on Education Equity	1
National Comadres Network	1
National Community Action Foundation (NCAF)	1
National Council of Incarcerated and Formerly Incarcerated Women and Girls - National Organization	1
National Council on Educating Black Children	1
National Disability Leadership Alliance	1
National Dual Language Forum	1
National Guild for Community Arts Education - National Organization	1
National Hispanic Leadership Agenda	1
National Indian Health Board	1
National Latino Civic Engagement Table	1
National Latino Fund Alliance	1
National Low Income Housing Coalition	1
National Network for Youth	1
Native Voice Network	1
Naturalization Working Group	1
No Muslim Ban Ever	1
North American Managment	1
Northern California Grantmakers	1
Northern California Rapid Response & Immigration Defense Network	1
Northwest Portland Area Indian Health Board	1
NVRD Steering Committee	1
Oakland Chinatown Coalition	1
Oakland Codes	1
OC AAPI Meet & Eat Coalition	1
One San Pedro Collaborative	1
Opportunity Youth Collaboration	1
Oral Health Action Coalition - Inland Empire	1
Oral Health Progress and Equity Network	1
Orange County Cambodian Complete Count	1
Orange County Civic Engagement Table	1
Orange County Complete County Committee	1

Orange County Health Improvement Partnership	1
Orange County Opportunity Initiative	1
Orange County Opportunity Initiative Collaboration	1
Organizing for Change	1
Park Equity Alliance	1
Parks Now Coalition	1
Partners for Innovative Communities	1
Partnership for the Advancement of New Americans	1
Philanthropy Together	1
PICO California - Los Angeles	1
Policy Lab	1
Positive Youth Justice Initiative (PYJI)	1
Protect Our Care	1
Protecting Immigrant Families Campaign	1
Provider Alliance	1
Public Advocates	1
Raise the Roof Coalition in Concord	1
REAL Coalition	1
Reclaim Our Schools LA	1
Refund Oakland	1
Region 9 Head Start Association	1
Regional Assoc of Ca	1
Regional Immigration and Domestic Violence Roundtable	1
Regional Talent Development	1
Reinvent South Stockton Coalition	1
Right to Counsel	1
Right to the City - National Organization	1
Rights4girls	1
Riverside County EDA Workforce Development Board	1
Rural Domestic Violence Roundtable	1
Sac Kids First Coalition	1
Sacramento Complete Count Census Committee	1
Sacramento Housing Alliance	1
Sacramento Transit Riders Union (SACTRU)	1
Sacramento Vote	1
San Bernardino County Community Vital Signs Initiative	1
San Bernardino Healthy Communities	1
San Diego for Every Child	1
San Diego Immigrant Rights Consortium	1
San Diego Rapid Response Network	1
San Francisco Immigrant Legal & Education Network	1
San Francisco Latino Parity and Equity	1
San Joaquin County Together	1
San Joaquin Valley Health Fund	1
San Mateo County Coalition for Immigrant Rights	1
Sanctuary Long Beach Coalition	1
Santa Ana Building Healthy Communities	1
SDSU	1
Sierra Health Foundation Healthy Sacramento Coalition	1
Sobrato Family Foundation	1

Sobrato Policy Partners	1
South LA BHC	1
South LA Healthy Homes Collaborative	1
SPA 6 Homeless Coalition South Los Angeles	1
SPA 7 Integrated Community Health Coalition	1
Stockton AB 617 Steering Committee	1
Stockton Non-Profit All-Stars	1
Storyline Partners	1
Sustaining Mission Arts Culture and Communities	1
TechHire Oakland	1
Ten x Ten Coalition	1
The Children's Movement of California	1
The Healthy Equitable and Active Land Use Network (HEALU)	1
The Latino Giving Circle	1
The Richmond Our Power Coalition	1
Theatres Advancing Social Change	1
Traditional Arts Recovery (national)	1
Transitions Clinic Network	1
Transportation Equity Working Group	1
UC Accountability Committee	1
UC Office of the President's Global Food Initiative	1
UCLA Law Review	1
UCSD Refugee Health Unit	1
Unidos-US	1
Unincorporated Tenants United	1
United Neighbors In Defense Against Displacement (UNIDAD)	1
United Parent Leaders Action Network	1
United Ways of California	1
University of California Riverside School of Medicine Community Advisory Board)	1
Uplift Inglewood Coalition	1
US Food Sovereignty Alliance	1
Valley Watch Network	1
West LA Veterans Collective	1
Whole Child Policy Table	1
Women in Media	1
Women's Law Center	1
YMCA	1
Youth Development Program Group	1
Youth Justice Coalition	1
Youth Opioid Response California	1

**Exhibit 3. Social Network Statistics by Region and System**

Region	System	Number of Edges	Number of Nodes	Number of Survey Orgs in filter	Number of Survey Orgs in Network	Density	Number of Components	Number of Clusters	Betweenness Centralization
Bay Area & Northern CA	Justice	278	212	17	53	27%	2	13	0.27
Bay Area & Northern CA	Schools	298	231	20	57	21%	5	16	0.22
Bay Area & Northern CA	ICD	413	310	29	74	33%	3	17	0.25
Bay Area & Northern CA	Health	401	300	28	70	20%	5	18	0.21
Bay Area & Northern CA	Power	417	304	31	70	31%	4	16	0.32
Central CA	Justice	353	271	24	68	19%	5	19	0.19
Central CA	Schools	343	260	28	62	13%	6	19	0.22
Central CA	ICD	448	337	36	80	14%	7	25	0.16
Central CA	Health	407	310	33	77	14%	7	23	0.17
Central CA	Power	386	296	32	73	12%	7	21	0.21
Los Angeles	Justice	306	208	20	64	23%	3	16	0.18
Los Angeles	Schools	329	214	22	68	26%	3	16	0.18
Los Angeles	ICD	363	251	29	75	20%	4	17	0.15
Los Angeles	Health	369	254	27	71	19%	4	17	0.17
Los Angeles	Power	322	225	28	66	20%	4	18	0.21
Southern CA	Justice	309	250	22	58	18%	6	16	0.24
Southern CA	Schools	358	293	29	65	13%	7	18	0.17
Southern CA	ICD	559	439	47	105	14%	9	24	0.18
Southern CA	Health	525	411	39	95	15%	6	22	0.22
Southern CA	Power	492	384	40	85	17%	6	23	0.17



**Exhibit 4. Power Building Statistics and Organizational Leadership, by Region and System**

Region	System	Organizing & base building	Advocacy & policy	Communications cultural / arts narrative change	Infra-structure	Leadership Development	Alliances & coalitions	Research & legal	BIPOC-Led
Bay Area & Northern CA	Justice	52%	55%	55%	31%	72%	59%	28%	53%
Bay Area & Northern CA	Schools	48%	52%	55%	34%	76%	59%	34%	35%
Bay Area & Northern CA	ICD	46%	49%	49%	30%	68%	57%	35%	52%
Bay Area & Northern CA	Health	46%	49%	57%	32%	76%	54%	32%	32%
Bay Area & Northern CA	Power	56%	49%	59%	29%	76%	56%	27%	48%
Central CA	Justice	61%	78%	53%	42%	67%	69%	42%	50%
Central CA	Schools	62%	69%	59%	38%	62%	67%	44%	36%
Central CA	ICD	65%	72%	52%	41%	61%	65%	39%	44%
Central CA	Health	60%	67%	53%	35%	70%	63%	37%	39%
Central CA	Power	67%	70%	53%	40%	67%	65%	40%	50%
Los Angeles	Justice	64%	67%	52%	38%	67%	69%	45%	45%
Los Angeles	Schools	60%	65%	58%	33%	58%	63%	49%	36%
Los Angeles	ICD	57%	64%	53%	40%	53%	64%	47%	41%
Los Angeles	Health	61%	63%	52%	37%	59%	63%	46%	33%
Los Angeles	Power	62%	62%	56%	36%	60%	64%	47%	39%
Southern CA	Justice	62%	66%	53%	53%	56%	66%	47%	64%
Southern CA	Schools	58%	55%	48%	35%	50%	52%	42%	45%
Southern CA	ICD	59%	59%	50%	41%	53%	57%	47%	49%
Southern CA	Health	60%	58%	47%	40%	55%	55%	47%	49%
Southern CA	Power	62%	60%	50%	40%	56%	54%	48%	52%

Exhibit 5. Proportion of TCE Grantees Receiving Funding in Each Power Building Strategy, by Region				
	Bay Area & Northern CA	Central CA	Los Angeles	Southern CA
Organizing & base building	39 (81.3%)	47 (83.9%)	40 (80.0%)	48 (73.8%)
Communications, cultural, narrative change	36 (75.0%)	41 (73.2%)	37 (74.0%)	46 (70.8%)
Alliances & coalitions	36 (75.0%)	33 (58.9%)	34 (68.0%)	45 (69.2%)
Advocacy & policy	30 (62.5%)	33 (58.9%)	37 (74.0%)	43 (66.2%)
Leadership development	30 (62.5%)	32 (57.1%)	26 (52.0%)	26 (40.0%)
Infrastructure development	28 (58.3%)	25 (44.6%)	25 (50.0%)	37 (56.9%)
Research & legal	11 (22.9%)	12 (21.4%)	15 (30.0%)	16 (24.6%)
Any power building funding	47 (97.9%)	55 (98.2%)	46 (92.0%)	62 (95.4%)
<b>Total</b> (Any funding)	48	56	50	65

Exhibit 6. Visual of Proportion of TCE Grantees Receiving Funding in Each Power Building Strategy, by Region

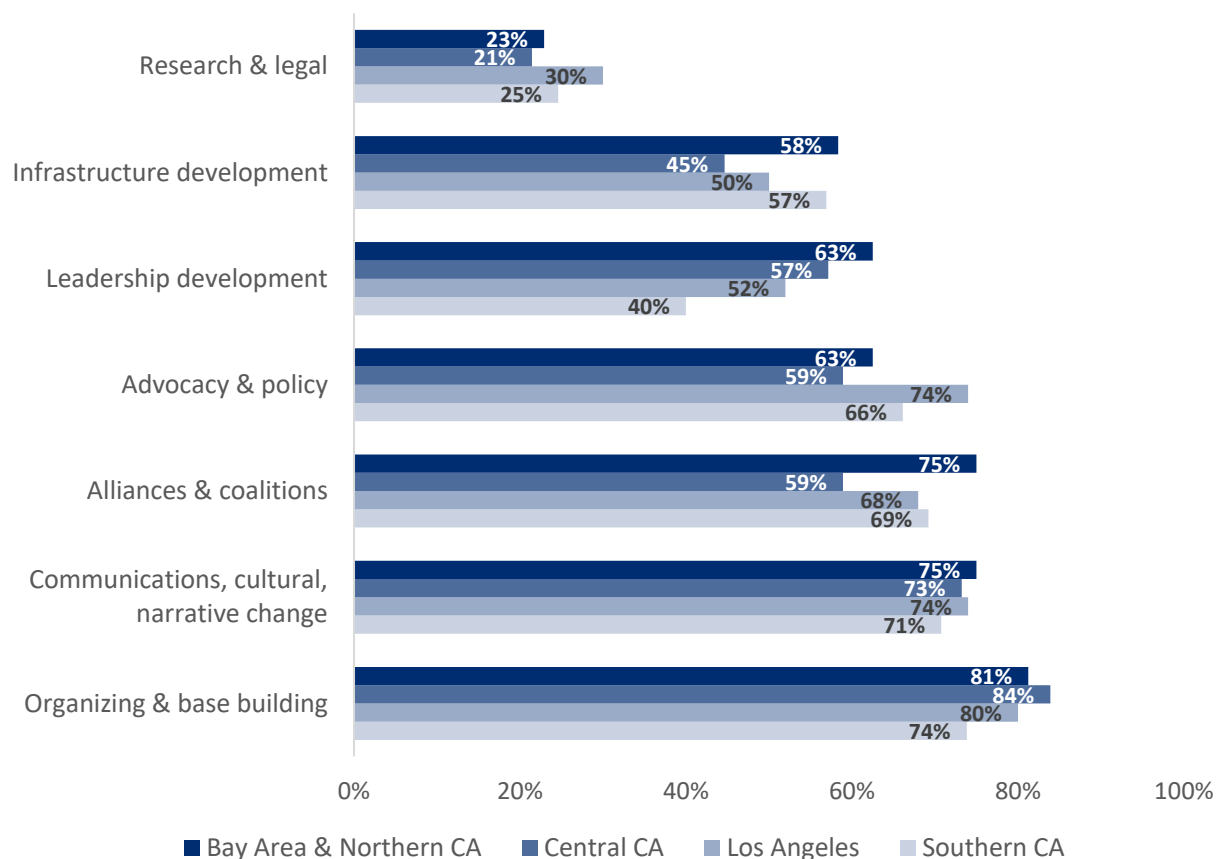


Exhibit 7. Proportion of TCE Grantees Receiving Funding in Each Power Building Strategy, by System

	Power	Justice	ICD	Health	Education
Organizing & base building	117 (87.3%)	58 (86.6%)	107 (83.6%)	97 (80.2%)	83 (85.6%)
Advocacy & policy	95 (70.9%)	50 (74.6%)	86 (67.2%)	80 (66.1%)	64 (66.0%)
Communications, cultural, narrative change	108 (80.6%)	56 (83.6%)	95 (74.2%)	91 (75.2%)	77 (79.4%)
Research & legal	30 (22.4%)	23 (34.3%)	32 (25.0%)	31 (25.6%)	25 (25.8%)
Alliances & coalitions	99 (73.9%)	48 (71.6%)	97 (75.8%)	84 (69.4%)	64 (66.0%)
Leadership development	79 (59.0%)	40 (59.7%)	71 (55.5%)	59 (48.8%)	55 (56.7%)
Infrastructure development	76 (56.7%)	37 (55.2%)	75 (58.6%)	68 (56.2%)	52 (53.6%)
Any power building funding	132 (98.5%)	64 (95.5%)	124 (96.9%)	116 (95.9%)	95 (97.9%)
<b>Total (Any funding)</b>	<b>134</b>	<b>67</b>	<b>128</b>	<b>121</b>	<b>97</b>

Exhibit 8. Visual of Proportion of TCE Grantees Receiving Funding in Each Power Building Strategy, by System

