

RESILIENCE

through it all

“Receiving the PPP funding was a huge bonus for us. The fact that we didn’t have to put effort into securing the funding was, in the words of one of our advisory committee members, a real plus of being part of a fiscal sponsor during these times.”

—The Fund for People in Parks

**COMMUNITY
INITIATIVES**
in service to great ideas



RESILIENCE

through it all

As we reflect on the tumultuous year past, we have profound gratitude and pride for the resilience of our Fiscally Sponsored Projects and the adaptable infrastructure Community Initiatives has built to support them.

Climate change, social justice, and healthcare disparities all converged this year to demand we understand and embrace our interconnected world.

Tested by a large-scale, persistent disaster and unprecedented social change, Community Initiatives and our Fiscally Sponsored Projects rose to the challenge. Our Projects delivered crucial new strategies to invest in people, infrastructures, and communities most in need.

Our twenty-five-year history of meaningful engagement in the most vulnerable communities meant ***we were ready*** when multiple disasters converged. We were ready when communities were displaced by wildfires. We were ready to support our social justice advocates on the front lines. We were even ready to respond to the economic crisis facing all of our Projects. One of the most effective services we provided was simple and rapid access to critical Paycheck Protection Program (PPP) loan funds. The PPP loans provided crucial support to our Projects and their leadership who could spend their valuable time responding to community need, rather than worrying over the stability of staff payroll.

In the early days of the COVID-19 pandemic, we embarked on an innovative public-private partnership that leveraged our infrastructure to dramatically expand

our impact in the region. The Alameda County Public Health Department asked us to partner with them and participate in the Silicon Valley Community Foundation's streamlined regional philanthropic response effort to raise funds for the ten San Francisco Bay Area counties. To date, we have collaborated with 34 organizations, raised approximately \$2.4 million in funds, and served 18,685 households and 30,398 individuals.

Internally, the pandemic illustrated our staff's agility as they rose to the challenges posed by shelter-in-place restrictions. Well before COVID-19, Community Initiatives was on track to utilize online and virtual practices. The pandemic accelerated the timeline and in less than a week we were able to effectively administer 98% of our processes virtually. ***By keeping our team safe and healthy, our Projects received uninterrupted service.***

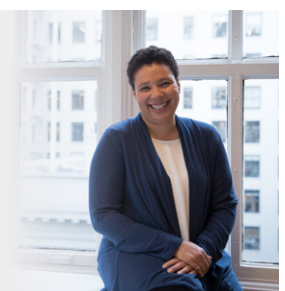
We know COVID-19 will continue to have significant, compounding effects for Projects and their communities. We are proud to say that Community Initiatives met and exceeded its full potential in 2020. Built on more than two decades of resilience, I am confident that Community Initiatives will continue to provide transformational leadership and evolve structurally and strategically to help our region adapt and thrive.

Sincerely,

Ruth Williams

Ruth Williams, President and CEO

Our Projects delivered crucial new strategies to invest in people, infrastructures, and communities most in need.



SUCCESSSES

from our projects

Every year, we conduct an independent survey of our Projects and ask them about their biggest successes. **In 2020, Projects shared successes and improvements in the following areas:**



26%

Organizational
Improvements



21%

Fundraising and
Financial

20%

Collaborations and
Partnerships



20%

Products Developed

18%

Events that they
Coordinated



22%

2019

46%

2020

46% OF PROJECTS CITED
THEIR BIGGEST SUCCESS AS:
**Community Outreach &
Engagement Activities**
(UP FROM 22% IN 2019)

RESILIENCE

through adversity

During our annual survey, we were inspired by our Projects' commitment to continue their work through unpredictable challenges.

In the 2020 survey, Projects most commonly reported COVID-19 as their biggest challenge (48%) while 25% cited their response to the pandemic as their project's biggest success.



PROVIDING REAL *help* WHERE IT'S NEEDED MOST

IN ORDER TO HELP ADDRESS THE IMPACTS OF THE COVID-19 PANDEMIC, IN 2020 COMMUNITY INITIATIVES EXPANDED OUR WORK BEYOND OUR FISCALLY SPONSORED PROJECT SUPPORT.

Early this spring we collaborated in an innovative public-private partnership to apply our core infrastructure to meet urgent needs in our community. Together with the Silicon Valley Community Foundation and Alameda County's Public Health Department, ***Community Initiatives leveraged our infrastructure to raise and distribute approximately \$2.4 million in donations to Alameda County residents.*** To date, Community Initiatives partnered with 34 nonprofit organizations and provided direct assistance to 18,685 households and 30,398 individuals. Funding was allocated in three overall categories: to meet the most urgent needs, bolster the available safety net, and address long-term ecosystem capacity-building. Nonprofits could apply to become one of Community Initiatives' partner organizations under any of these three categories, and most applied for more than one.

We provided critical technical assistance and collaborated with Alameda County Public Health Department to establish parameters for redistributing a large amount of money very quickly. We took the time to conduct a needs assessment and scan, develop an intentional funding strategy, and create a theory of action and associated framework. Community Initiatives ensured that funding practices did not exacerbate inequity, did not overlook the most vulnerable, nor create wasteful inefficiencies or redundancies.

The most common forms of direct assistance provided were: food (83% of organizations), housing/rental payment support (67%), and utility payment support (67%). Three hundred (300) individuals received case management to support enrollment in public benefit programs and linked them with long-term support services.



Weathering the storm in 2020 demanded a community response on an unprecedented scale. We believe that Community Initiatives' exceptional flexibility, expertise, and history in the region allowed us to deliver some of the most important assistance to those most at-risk, while ***strategically allocating money to the right places to create long-term resilience.***

WE HAVE HELPED BUILD A FOUNDATION THAT PREPARES OUR COMMUNITY AND OTHERS TO RESPOND QUICKLY IN EMERGING CRISES. OUR RECOMMENDATIONS FOR FUTURE FUNDING MECHANISMS AND STRATEGIES INCLUDE:

- Center the needs of the most vulnerable populations in the community
- Minimize administrative burdens on applicants and funded organizations
- Coordinate with other efforts in the region
- Establish a permanent rapid-response fund
- Address the digital divide
- Prioritize flexibility and trust the expertise and self-determination of organizations and communities

RESILIENCE *through adversity*

THE COVID-19 PANDEMIC EXACERBATED HEALTH AND ECONOMIC DISPARITIES FACED BY MILLIONS. IT EXPOSED VULNERABILITIES AND WEAKENED THEIR ALREADY FRAGILE POSITIONS. TO MEET THE UNPRECEDENTED NEED, COMMUNITY-BASED ORGANIZATIONS ARE FORCED TO RAPIDLY ADJUST IN ORDER TO ACCOMMODATE INCREASED DEMAND FOR SERVICES.

Community Initiatives provided a critical link to stability, expertise, and resources that helped keep dozens of Projects open. Our long-established banking relationship allowed us to secure elusive, yet vital, Paycheck Protection Program (PPP) loans. We are grateful to have kept our 296-person work force intact and experienced only three COVID-19 related layoffs. Now, our staff is working to ensure that all eligible PPP loans will be forgiven. We continue to provide relief for nonprofits that otherwise would have struggled under the loan's administrative burden.

We know our team provides essential support to our Projects, especially in difficult times. To keep our staff safe, we transitioned to virtual work and provided uninterrupted services to our Projects. In April, Community Initiatives hosted a 90-minute virtual Town Hall to talk with our Projects about changes to client services, finance, and human resources. During the Town Hall, we outlined how we adapted our processes in order to prioritize our Projects' well-being and emphasized our team's increased online/virtual accessibility. We answered questions on the CARES Act, explained when funds would be available, and how a project could determine what support they might receive.

This convening was viewed by our Projects as one of Community Initiatives' COVID-19 successes. *In a time of great uncertainty, conversations like the Town Hall helped to create trust, community, and confidence.* Our Projects recognized that fiscal sponsorship provides agile, timely assistance with COVID-specific restrictions and complications. Working with Community Initiatives provided critical benefits in difficult moments, including calm guidance in the face of ever-changing and tenuous circumstances.

WE ARE PROUD TO HIGHLIGHT THREE PROJECTS WE WERE ABLE TO SUPPORT THROUGH RAPID TRANSITION THIS YEAR.

SOUTH KERN SOL

IMPACT: “The COVID-19 pandemic has highlighted the inequalities that impact vulnerable communities across the world. Our work has become more critical because our community is turning to us to read timely content on community resources available. As a result of COVID-19 we are unable to hold events in public or give presentations in person.”

RESPONSE: “We are so grateful to have Community Initiatives as our Fiscal Sponsor because you really took care of us and took the initiatives to apply for this funding for all of us.”

RESULT: “We have had many successes. Our project received funding to help provide food relief for vulnerable communities impacted by COVID-19. We have secured additional funding and we are... currently working under extraordinary conditions to keep people informed during the COVID-19 pandemic. Communities of color have rarely felt empowered to lift up their voices. Our reporters live and are part of the community they serve, and our stories are written with a racial equity lens. We are a convener of organizations who are helping provide COVID-19 relief.”



IMPACT: “It has made our work in mental/emotional health more pressing and important than ever as so many people were grieving and suffering under the strenuous chaos of the pandemic. At the same time, the pandemic shocked the philanthropic sector into a paralysis or sharp reorientation which caused us to lose many of the grants we were aiming to receive for 2020.”

RESPONSE: “Applying for the federal loan and distributing it to all of the fiscally sponsored projects was incredibly helpful and saved us from a disastrous few months. Community Initiatives staff made themselves very accessible and quite responsive...”

RESULT: “We were able to align and mobilize our entire network of healing providers to support all the people in crisis at the high of the pandemic. During the BLM uprisings, we put together herbal medicine care packages for Black leaders and healers in the Bay Area. We ended up providing over 400 care packages across the region! Most of the Black leaders we provided care packages to said that this was the first time they had ever connected to plant-based holistic care in their lives.”



IMPACT: “The pandemic has reduced budgeted fundraising and grants... We were forced to cancel our annual fundraising event. Three grants we had expected to receive were canceled. Significant resources were focused on changing program delivery...”

RESPONSE: “We are truly appreciative of the quick response on the PPP! I appreciated the Zoom meeting, clear communication, updates, and ultimate funding.”

RESULT: “Breakthrough attracted a new grant from the Sierra Health Foundation. Additionally, Breakthrough broadened services to its students with new partners; Sacramento Municipal Utility District [provided] six weeks of free STEM projects for all of its middle school students attending the summer program; [we] added new services to help youth improve their ACT/SAT scores using PrepMedians video training modules; [we] added IXL.com to measure student learning gaps and produce custom lesson plans for recovery; [and] completed redesign of the summer academic program to a virtual hybrid program that addresses and reclaims school-year learning loss.”



2020 COLLECTIVE *reach*

TOGETHER, OUR PROJECTS SERVED OVER

566,000 PEOPLE

308

TOTAL NUMBER OF EMPLOYEES
SUPPORTED BY COMMUNITY
INITIATIVES' HR DEPARTMENT FOR
ALL OR PART OF THE YEAR

TOTALLING

108

WE WELCOMED

23 new
PROJECTS

*That's more new Projects
than 2018 (10) and 2019 (10)
combined!*





“WE CAME TO COMMUNITY INITIATIVES FROM ANOTHER, LESS EXPERIENCED FISCAL SPONSOR. IT BECAME CLEAR JUST HOW MUCH WE HAD BEEN MISSING WITH OUR PREVIOUS FISCAL SPONSOR—THE EXPERIENCE WITH SMALL AND LARGE PROJECTS, THEIR AVAILABILITY AND RESPONSIVENESS, AND THE **CLEAR PASSION FOR THE ESSENTIAL WORK WE DO IN OUR COMMUNITIES.**”

Breakthrough Sacramento



STAFF



CEO'S OFFICE

Ruth Williams, *President & CEO*

Marisa Olson, *Executive Assistant & Board Liaison*

HR

David McGee, *Vice President of Human Resources & Operations*

Rula Adranly, *Human Resources Business Partner*

CLIENT SERVICES

Heidi Hernandez Gatty, *Vice President of Client Services*

Brandy Shah, *Legal Director of Client Services*

Nicki Leszman, *Senior Client Services Manager*

Jose Plascencia, *Client Services Manager*

Rose Cohen Westbrooke, *Client Services Manager*

Erika Parke, *Client Services Program Coordinator*

FINANCE

Carl Taibl, *Chief Financial Officer*

Scott Calhoun, *Corporate Controller*

Matthew Calles, *Accounting Supervisor*

Cathy Nelson, *Senior Payroll Administrator*

Keith Sau-Simuro, *Accounts Payable*

Paige Thomas, *Project Accountant*

Jenny Wu Zhen, *Project Accountant*

Tina O'Grady, *Project Accountant*

Brandon Wong, *Project Accountant*

BOARD OF DIRECTORS

Chris McCrum, *Chair*

Mary Ann J. Fake, *Treasurer*

Dee Dee Mendoza, *Secretary*

Steve Barton

Janet Camarena

Connie Lee

Abbas Moloo

Loren Pogir

Barbara Rhomberg

Kenji Treanor

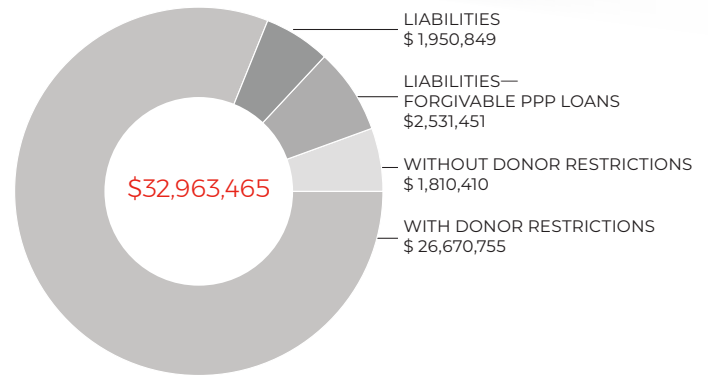
Phillippe Wallace

Robert L. Weiner

2020 FINANCIAL REPORT

STATEMENT OF FINANCIAL POSITION

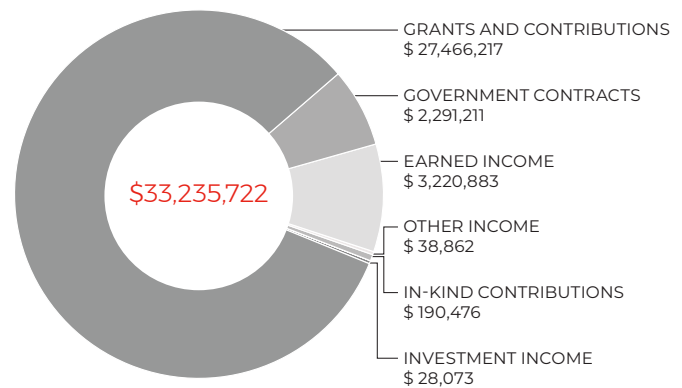
Total Assets	<u>\$32,963,465</u>
Liabilities	1,950,849
Liabilities—Forgivable PPP Loans	<u>\$2,531,451</u>
NET ASSETS:	
Without donor restrictions	1,810,410
With donor restrictions	<u>26,670,755</u>
Total Net Assets	<u>28,481,165</u>
TOTAL Liabilities and Net Assets	\$32,963,465



STATEMENT OF ACTIVITIES

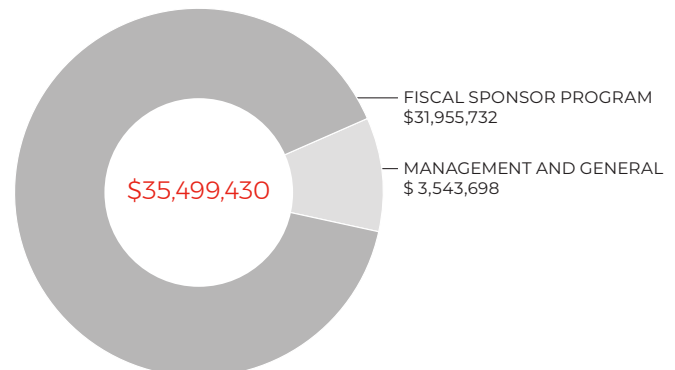
REVENUE AND SUPPORT:

Grants and Contributions	\$27,466,217
Government Contracts	2,291,211
Earned Income	3,220,883
Other Income	38,862
In-kind Contributions	190,476
Investment Income	<u>28,073</u>
TOTAL Revenue and Support	\$33,235,722



EXPENSES:

Fiscal Sponsor Program	\$31,955,732
Management and General	<u>3,543,698</u>
TOTAL Expenses	<u>35,499,430</u>
Change in Net Assets	(2,263,708)
Net Assets, Beginning of Year	<u>30,244,873</u>
Net Assets, End of Year	\$28,481,165



“APPLYING FOR THE FEDERAL [PPP] LOAN AND DISTRIBUTING IT TO ALL OF THE FISCALLY SPONSORED PROJECTS WAS INCREDIBLY HELPFUL AND SAVED US FROM A DISASTROUS FEW MONTHS.”



"Community Initiatives made our work possible. Great team, great service and great experiences."

Get Screened Oakland



"Early on in the pandemic, I appreciated Community Initiatives' introduction to other projects which were grappling with some of the same challenges we were."

The Healing WELL



"We couldn't have done the work we are doing with a very small community in rural Alaska without Community Initiatives' support."

Preservation of St. George Marine and Community Heritage

"Even with the changes, working with and through Community Initiatives is the best ... We can do our work because Community Initiatives does its work."

Global Network of Black People Working in HIV



**COMMUNITY
INITIATIVES**
in service to great ideas

