



CASE STUDY

The California Endowment: Racial Equity Grantmaking in a Place-Based Initiative

by Maggie Potapchuk

Leadership	C. Dean Germano, Chair of the Board; and Robert K. Ross, President and Chief Executive Officer
Year Founded	1996
Mission	To expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.
Current Program Area	<p>Health Happens with Prevention: implementation of the federal health law by enrolling uninsured children and adults in affordable coverage and by pursuing the opportunities created by the law to expand prevention.</p> <p>Health Happens in Neighborhoods: make changes in neighborhood conditions to promote safety, health and fitness and will pursue policy changes at the local, regional and state levels to create health-promoting environments.</p> <p>Health Happens in Schools: change policies and practices in school districts to improve attendance and reduce suspensions/expulsions, enhance nutrition and physical activity and support the physical, social and emotional needs of young people. This includes a focus on the status of boys of color.</p>
Staff Size	137
Endowment Size	\$3,562,148,280
Average Grant Size	\$102,545.23
Geographic Area	California



Over two days in 2010, executive and senior staff of The California Endowment (TCE) shared a unique experience with representatives from each of the 14 sites in the foundation’s Building Healthy Communities Initiative. Together, foundation and community leaders read and discussed storyboards from each community depicting an unsettling history that isn’t taught in schools. Some little-known facts about the rural city of Salinas, one of the 14 sites, were shared on the storyboard:

“The land currently occupied by the city of Salinas was historically settled by Native Americans known as Ensen.”

“Large Spanish land grants for the Catholic missions gave way to Mexican land grants for smaller rancheros.”

“During the 1870s and 1880s [there] was land reclamation undertaken by Chinese labor to clear and drain the swamps.”

Each community’s storyboard became a symbolic message, validating the struggles and legacies of their elders.

This workshop on structural racialization was a departure from other foundation-led “place-based” initiatives, as it specifically addressed structural racism in the context of place. Understanding the history of each community from the perspectives of indigenous communities and different racial and ethnic groups, including their histories of resistance against injustice and exploitation, was an important starting point for foundation and community leaders as they embarked together upon an ambitious 10-year initiative to reduce health disparities.¹



Power dynamics are always present when foundations participate in the civic square. An even deeper power dynamic exists when foundations invest in place-based initiatives, especially in communities of color. In recent years, place-based initiatives have received attention in philanthropic literature² – specifically, in relation to leadership, evaluation and the role of the funder. These publications sometimes discuss issues of diversity, inclusion or racial disparities. But racism, racial equity and privilege are rarely mentioned.

TCE's ambitious 10-year, \$1 billion statewide Building Healthy Communities (BHC) initiative stands out for its intentional efforts to integrate a racial equity framework into a place-based grantmaking approach to social change. A health conversion foundation³ and the 16th largest foundation in the country, TCE launched BHC in 2010 in 14 California communities.⁴ The initiative's goal is "to support the development of communities where kids and youth are healthy, safe and ready to learn."

This case study examines aspects of TCE's place-based initiative and its early implementation in relation to racial equity principles and grantmaking practice. Though only at the four-year mark, there are some critical observations and possible lessons for philanthropy from the BHC experience to date, which can advance discussion about place-based work in the field.

An Evolving Analysis of the Social Determinants of Health

BHC emerged out of a reflective process at TCE. After 10 years of grantmaking focused on health access, workforce diversity and disparities, the foundation wanted to make more impact and shifted its focus to the root causes of health inequities. Dr. Robert K. Ross, TCE's president & CEO, describes the organization's changing focus. "The key contributors are what we recognize as the 'social determinants' of health: poverty, racism and hopelessness," he says. "These factors feed the heavy burden of disease and despair in low-income communities, and these disease conditions are largely preventable ... So with our eyes open, we have decided to stop dipping our feet and jump into the pool on the matter of these social determinants of health."⁵

After extensive research and development, the foundation designed and launched BHC in 2010 in 14 urban and rural communities throughout California. Linking policy and systems change strategies with sustained levels of community investments, the initiative in its early design sought to achieve 10 outcomes:

1. All children have health coverage.
2. Families have improved access to a health home that supports healthy behaviors.
3. Health and family-focused human services shift resources toward prevention.
4. Residents live in communities with health-promoting land use, transportation and community development.
5. Children and their families are safe from violence in their homes and neighborhoods.
6. Communities support healthy youth development.
7. Neighborhood and school environments support improved health and healthy behaviors.

8. Community health improvements are linked to economic development.
9. Health gaps for young men and boys of color are narrowed.⁶
10. California has a shared vision of community health.⁷

The initial BHC framework did not explicitly mention race or equity, except in language focused on health gaps for men and boys of color. In interviews, staff were asked to share how they came to apply a structural racialization analysis to BHC's grantmaking. "There was not a critical moment," shares Charles Fields, regional program manager. "We have been on an evolutionary path – when you notice the significant disproportionality in health outcomes, that's based on race, gender and sexual orientation; it's based on class; it's based on geography." This reality is clear when looking at just a few of the racial disparities of health across the state:

- ▲ "Black Californians are two to three times more likely than other racial or ethnic groups to be hospitalized for preventable conditions such as asthma, diabetes and heart disease"⁸
- ▲ Compared to other racial and ethnic groups, Native Hawaiian/Pacific Islanders have some of the highest rates of diabetes; Filipinos, Vietnamese and South Asians also have diabetes rates higher than the California average, despite having a generally younger population.⁹

The Three Big Campaigns within the Building Healthy Communities initiative are:

1. Health Happens with Prevention: We will take full advantage of the implementation of the federal health law by enrolling thousands of uninsured children and adults in affordable coverage and by pursuing the opportunities created by the law to expand prevention.
2. Health Happens in Neighborhoods: We will make changes in neighborhood conditions to promote safety, health and fitness in the 14 BHC sites and will pursue policy changes at the local, regional and state levels to create health-promoting environments.
3. Health Happens in Schools: We will change policies and practices in BHC school districts to improve attendance and reduce suspensions/expulsions, enhance nutrition and physical activity, and support the physical, social and emotional needs of young people. We have a particular focus in this campaign on the status of boys of color who currently suffer outrageously high rates of suspensions, expulsions and dropouts.¹³

- ▲ “Significant racial and ethnic disparities exist in infant mortality rates. African-American infant mortality rates were nearly three times higher than those of whites in 2008 ... Latinos who have over half of the births in California, had the highest actual number (1504) of infant deaths in 2008¹⁰ ... Maternal mortality rates increase for all races/ethnicities over the last decade in California. African-American women were three to five times more likely than any other group to die from pregnancy-related causes. United States-born Latinos had the second highest mortality rate in 2008, which was nearly double their 1999 rate.”¹¹
- ▲ “Rates of doctor-diagnosed asthma are highest in Native Hawaiians/Pacific Islanders (28 percent), American Indians/Alaska Natives (26 percent), and African Americans (21 percent). In addition, the rate of preventable hospitalizations for asthma in the African-American community is over three times that of any other race or ethnic group, due in part to lower quality outpatient care.”¹²

Today, TCE has an equity action agenda that “recognizes that race/racism and social determinants adversely affect the health and well-being of historically underserved communities in California – race and place matter. To improve health where we live, we need to focus on the structural elements that perpetuate inequity and engage in systems change.”

Integrating Racial Equity into BHC

For TCE, part of the process of integrating a racial equity framework was establishing a common language and analysis among foundation staff and grantees. In 2011, TCE hosted a Systems Thinking and Race workshop for executive leadership, TCE staff and grantee representatives from BHC sites. It was led by Philanthropic Initiative for Racial Equity;¹⁴ John A. Powell, at the time, the executive director of Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University;¹⁵ Rinku Sen, executive director of Applied Research Center (now called Race Forward) and Colorlines; and other key racial justice leaders.¹⁶ This two-day workshop was described in interviews as a turning point that provided necessary conceptual grounding for BHC. Regional sessions with grantees followed.¹⁷

Interviewees cited four elements in which TCE began applying a racial equity framework:

“TCE has an equity action agenda that “recognizes that race/racism and social determinants adversely affect the health and well-being of historically underserved communities in California – race and place matter. To improve health where we live, we need to focus on the structural elements that perpetuate inequity and engage in systems change.”

Strategy

Though community organizing and public policy advocacy were always part of TCE’s grantmaking, these strategies are now core to BHC accounting for 85 percent of TCE’s grantmaking compared with 15 percent in the past.¹⁸ Tia Martinez, consultant and grantee, describes TCE’s current theory of change as seeking to “build power among marginalized oppressed people and give folks the skills they need to use their power to actually change systems.” Internally, this process is described as five distinct and integrated strands of work:

- ▲ Building resident power
- ▲ Enhancing collaborative efficacy
- ▲ Fostering youth leadership
- ▲ Creating a new narrative
- ▲ Leveraging partnerships

Dr. Anthony Iton, senior vice president of Healthy Communities, communicates to staff that “we will be unsuccessful unless all five things are happening simultaneously in each of our cluster areas.”¹⁹

Staff Development

The BHC initiative has been described as a different type of grantmaking for TCE – an integration of activities, a greater coordination with community sites on policy advocacy, and a process of applying a structural racialization framework. After a major personnel shift in 2009²⁰, more program staff were hired who have an orientation to building community power, awareness of race, class differences, and being “comfortable” with community organizing. Dan Boggan, a former TCE board chair, shares that this transition was not easy but probably one of the most important ones for the organization – in his words, “making the change from staff telling you how to spend the money, to staff members in the communities trying to help people decide what is most important to getting things done, and building capacity in these communities so they can turn those dials toward success.”

The foundation is at an early stage of building staff members’ knowledge and skills when it comes to integrating racial equity in their work. To develop an organization-wide understanding of health equity, in the last two years TCE has focused on creating a common language and understanding of the concepts with programmatic staff during quarterly staff meetings. (It was noted that there has been limited engagement of operations staff in this process).

Dianne Yamashiro-Omi, who was TCE's director of equity and diversity during the launch of BHC, reflected on the progress made during her tenure. "As a foundation talking about addressing racial equity, diversity and inclusion, the question was are we walking our talk?" she recalls. "Those discussions led us to conduct a diversity audit ... which led us to create a diversity review committee, and we developed a process to collect data on board, staff, and grantees." According to Yamashiro-Omi, the diversity audit was a process established to ensure that such practices would outlast staff transitions, leading the foundation to assess whether its institutional policies and practices were supportive of equity and to create new performance markers for each department. One example of the impact of the organization-wide diversity audit was that TCE's board established a policy to identify and work with investment managers of color.²¹

Board Commitment

One critical component of the progress TCE has made to date is the board's support of racial equity approaches. The board has been primarily people of color since TCE's inception. "The board committed to a 10-year initiative that is huge and really a bold vision," shares Jim Keddy, a current staff executive and former board member who is White. "The board already had existing sensitivity and high level awareness of these concerns, and issues [such as racism] were regularly were discussed in board conversations."

“If we don't change power dynamics, just having those new policies is not going to make a difference ... The design shifted to a deeper investment of power building and lighter touch on prescriptive policy change.”

Capacity Building

TCE invested in providing a comprehensive menu of technical assistance and training programs for the 14 sites, including topics such as community organizing, power analysis, language equity and communication, racial justice training, and intergroup relations. Though innovative in the context of building communities' knowledge and skills regarding racial equity, especially for a place-based foundation initiative, the use of these technical assistance resources by grantees has been uneven. "Just thinking about our workplan, I really need a technical assistance strategic plan that is driven by community priorities," explains Rene Castro, TCE's Long Beach community hub director. "There are about 20 different examples of how we used technical assistance, but it's not maximizing and building upon the experience ... you have to understand community priorities, do an assessment; at the same you are updating a community action plan, monitoring it, etc." Next steps in this arena are integrating racial equity frameworks into the technical assistance tools that can best meet the needs within each BHC site's strategic plan, coordinating assessment of TA providers in each community, and connecting learning processes across sites.

Organizing and Policy Advocacy with a Racial Equity Framework: School Discipline Reform

The logistics of implementing policy campaigns within a time-limited initiative like BHC can be a challenge. But the foundation has demonstrated a commitment to working on policy change in tandem with building power in communities. "To focus only on policy change is a subtly racist argument and ignores the fact of systemic devaluation of certain populations and the exclusion of those populations in the decision-making venues," says Iton. "If we don't change power dynamics, political, economic, etc., just having those new policies is not going to make a difference ... The design shifted to a deeper investment of power building and lighter touch on prescriptive policy change." Now, TCE sees policy change as a measure of change in community power.

With this approach, BHC's support has contributed to important statewide policy reforms related to school discipline. In each of the 14 communities, one of the first discussions with community members was, "What do we need so that children are healthy, safe and ready to learn?" The answer from many of the communities was addressing the overuse of school suspensions.²²

This priority is underscored by a recent report from UCLA that revealed startling statistics, such as "nearly one out

of every five African-American students, one in nine American Indian students, and one in 13 Latino students in the state sample were suspended at least once in 2009-2010, compared to one in 17 White students, and one in 35 Asian-American students."²³ While African-American males have extremely high suspension rates, the group with the second highest rate is African-American females whose suspension rates are higher than Latino and Asian males.²⁴ The study shows that suspensions are often punishment for minor infractions, such as missing a uniform shirt or being late to school due to the bus being delayed. Yet the consequences are not minor – a suspended student not only misses learning time, but as a consequence is also "left unsupervised, and has an increased risk of dropping out and becoming involved in the juvenile justice system."²⁵ These extreme disciplinary measures are disproportionately pushing students of color out of the educational system.²⁶

In addition, a policy brief by the Executives' Alliance to Expand Opportunity for Boys and Men of Color describes how economic and social insecurity combined with violence, limited opportunity and trauma culminate

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in a harsh reality for boys and young men of color. “In California, African-American children are 2.5 times and Latino children 1.3 times more likely to suffer from abuse than White children ... Studies have shown that maltreated children are more likely to be incarcerated. In California, African-American children are disproportionately represented in the foster care system by four times.”²⁷

Beginning in the spring of 2011, a coalition emerged among residents and statewide leaders to move this issue to the legislative agenda. Through BHC, TCE invested in organizing that had been building for 15 years in Los Angeles and nationally on school discipline. Three key components of the coalition’s work were building power within communities, connecting grassroots change makers and changing the narrative. On this latter component, TCE was described as playing a key role. “Paying attention to the bully pulpit was one of the most important roles for a foundation,” reflects Marqueece Harris-Dawson, executive director of Community Coalition, a BHC grantee. “And they were able to build unity and passion and have a great turnout for the campaign.”

In 2012 a critical group, the Alliance for Boys and Men of Color, joined the coalition as preparations for the legislative session began. The Alliance’s vision is that “All Californians stand to benefit by doing everything possible to ensure that young men of color have the chance to grow up healthy, to get a good education, and to make positive contributions to their communities.”²⁸ Coordinated by PolicyLink, the Alliance is a partnership with statewide advocates, communities and TCE, and is connected with youth organizing at the BHC sites. Over a thousand young men testified at regional hearings, and within BHC sites, young leaders of color began to emerge.²⁹ Ten school discipline reform bills were introduced in the state legislature; seven passed through the committee process, and five were ultimately signed into law by California’s governor.

Emerging Lessons For Philanthropy from BHC and Other Place-Based Initiatives

While many appreciate TCE’s leadership, some community leaders and grantee organizations express concerns that are often true of other foundation-led place-based initiatives, such as how to include the community’s voice in grantmaking decisions. These concerns echo some of those found in recent publications and articles that have critiqued foundations conducting place-based work. For example, in *Core Issues in Comprehensive Community-Building Initiatives: Exploring Power and Race*, Benjamin

Butler and Rebecca Stone discuss power and race issues among stakeholders (funders, residents, technical assistance providers and managers) and share how foundation behavior sets the tone within many comprehensive community building initiatives.

“Foundation behavior can help or hinder that process, depending on to what extent the funder takes responsibilities for redirecting attention from itself and its power position over resources to the other resource sectors. Instead, foundations have begun to promote the idea of being philanthropic “partners” in community initiatives, which tends to emphasize their role as resources rather than redirecting attention away from them ... Those on the receiving end of the funds tend to point to ways in which foundations act as de facto ‘senior partners’ in these new relationships, continuing to tightly control initiative resources, to insist on approving local leadership, and to pass judgment on whether their community partners are measuring up.”³⁰

Staff of foundations may defend this behavior because they believe that the stakes for the foundation are high. Yet the highest stakes really rest with the community residents involved, since many of the issues are life-and-death; they have to live with the risks they take in their community and the potential political fallout. Residents are also taking great risks when they trust powerful individuals and organizations – which are often mostly White – after historically being betrayed by authority figures who make policy decisions, and by leaders who may not be able to handle political pressure. They are uncertain whether their knowledge and leadership will be encouraged and supported, or if it will be a repeat of “father knows best”³¹

In the literature on this subject, common pitfalls of foundation-led place-based initiatives include starting the process, figuring out the foundation’s role in the context of power dynamics, and determining what strategies to invest in. Add the integration of a racial equity framework to the mix and there are additional challenges – particularly in an initiative as large-scale as BHC.

TCE is aware that there are many bumps in the road, and is putting capacity in place to learn while doing. “In seeking to create positive change in communities, we rarely experience smooth sailing,” says Jim Keddy, TCE’s chief learning officer. “We run into unanticipated opposition; we discover that our strategy is based on wrong assumptions; and we suffer sudden shifts in the environment caused by forces often outside of our control.” Fields explains that the learning process is two-way with communities: “We are both trying

to move things in communities, but communities are as well moving us ... It is becoming a more iterative process with the external and the internal.”

Preliminary lessons learned from integration of racial equity into the BHC initiative are offered below.

Respect the Community’s Leadership to Govern, Plan and Act – Independently

When determining community outcomes based on a theory of change³², what sometimes gets lost is prioritizing the needs of the community. Junious Williams, CEO of Urban Strategies Council, describes this struggle. “When I hear foundations say ‘resident-driven initiatives,’ it’s actually more like ‘Driving Miss Daisy.’ Residents may be driving the vehicle, but they are not deciding where the vehicle is going,” shares Williams. “It is a difficult transition going to a place-based portfolio ... Grantmaking decisions don’t seem to have changed hands and are still largely in the hands of a program officer ... That is really a structural problem, and probably not unique to them [TCE] and some of the other place-based initiatives. There is a real reluctance to actively engage and align the decision-making of the local resident governance body with the grantmaking of the foundation.”

TCE entered into communities with a specific framework, inviting predominantly institutional leaders and fewer grassroots leaders to the table; and with only basic

when residents were ready for them ... I think we eventually got there; we extended the planning process in almost every site for that reason.”

Interviewees observed that BHC’s traction in the school discipline policy arena was partly due to TCE tapping into work already happening on the ground – mature movements with track records but lacking resources. This is an example of how a foundation can help build community power by resourcing existing groups doing racial equity work.

Any foundation making this level of investment will want to track outcomes at the community level. But rather than imposing a framework, evaluation process or theory of change, it is critically important to allow autonomy and support for each community to define its priorities, and create a community strategic plan through an engagement and planning process. Before launching BHC, TCE supported a planning process at every site.

Deploy Foundations’ Credibility and Resources in Ways that Promote Racial Equity

Creating an inclusive table means having community residents and grassroots organizations as well as institutions and political leaders from each community involved. Conflicts will inevitably arise – especially when institutional policies are challenged by grassroots groups, and when there are differences regarding addressing racism and

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knowledge of how this initiative sits within the history of the communities’ past efforts and racial history. “Planning was messy,” says Community Coalition’s Harris-Dawson. “At the very beginning cards were not on the table ... why certain people are here and others not. Transparency improved definitely over time, as relationships got built and expectations became clearer.”

Iton shares, in retrospect, what might have been done differently in the planning process. “Start with deep community organizing, maybe 18-24 months unscripted,” he says. “Organizing with people coming together, and focus on some early wins on areas they see as problems and issues. Just have them get used to working together as residents, and then put to them to the task of putting together a plan and facilitated opportunities for both the community-based organizations and the system players to come to the table

historical baggage between groups. In initiatives started by foundations, what is the ongoing role of the foundation when such differences and conflicts arise? Fields shared some of his observations on this question when working with institutional and grassroots leaders. “That’s another thing we have to be really transparent about – we both believe in insider and outsider strategies, and so we are going to support good system leaders,” he says. “We are going to support good partnerships with our systems leaders and with our systems, and we will also strongly support organizing and advocacy at the grassroots level.” Yet who is defining “good” or “success,” and assessing the unintended consequences of systems’ practices and policies can be persistent issues. Reflecting on TCE, Urban Strategies Council’s Williams says, “I think they are better than most foundations. Over my career there are different foundation people who resort to power dynamics, and they [TCE] have

done so less than any other foundation. They have a culture of selecting people as program officers who don't go crazy with money or power."

In another example, Ross shares how foundations can use an advocacy role in moving an equity agenda. "We have discovered, in the early years of the BHC effort, that thoughtful, surgical application of our civic standing and reputation matters to community leaders – and that they want us to spend 'it' on their behalf," says Ross. "On occasion, this requires stepping out of character on behalf of grantees, and utilizing our voice as well. Why build, preserve and protect our respective brands and reputations if we are not going to spend it? Spend that damn brand."³³

Though always being aware of power dynamics in any given situation is important for foundations, it is equally important to apply a racial equity analysis to interpret the facts, define success, and assess decision-making and grantmaking processes.

Apply a Racial Equity Framework in Evaluation Processes

There are many models of how to engage communities to collect input and data. The question is how to do it with an equitable and inclusive process that ensures community voice and leadership. Typically data is filtered through a foundation initiative's goals, rather than based on the community's interpretation and priorities. Barbara Major's article *How does White Privilege Show up in Foundation and Community Initiatives?* discusses this point. "In the White foundation model, the community is forced to do what is unnatural ... Many different types of indicators can be useful, but foundations tend to value most what they can count. We as a community have to show what has been accomplished using the foundation's way of knowing (numbers) and not necessarily our way of knowing (living it and seeing it every day)."³⁴ Part of the ongoing feedback for evaluation reporting to foundations is ensuring that grantees, along with the clients and/or community they are accountable to, are the ones in the drivers' seat defining success.

For the BHC evaluation process, local evaluators were hired for each site instead of relying on a statewide evaluation process centralized within the foundation. Though the community evaluator will be in a position to contextualize community issues, he or she will still need to translate data to track five key evaluation points:

- 1) how community and policy units are working together,
- 2) power-building among residents,
- 3) collaborative structures,
- 4) changes being realized locally and statewide, and
- 5) how TCE structures and process are adapting to community capacity needs.

However, TCE's data parameters are not explicitly focused on racial equity. Maya Wiley, former executive director of the Center for Social Inclusion, has argued that evaluation should not be race neutral. "The core elements require an understanding of racialized nature of dynamics in relationships, biases and capacities," says Wiley. "We have to use a matrix that includes intended and unintended consequences, attitudes and biases, and capacities related to making the restructuring we seek informed by how race operates, not just what race is."³⁵ Though TCE has begun addressing power issues through evaluation, bringing a racial equity framework to the evaluation process would be a good next step.

Conclusion

Four years after BHC began, The California Endowment is working deeply in places, connecting policy change with community needs and "spending its brand" by communicating a strong message for equity. Though still early in the BHC timeframe, TCE is committed to strategic developmental learning processes – observing and reflecting on the new territory of integrating racial equity into foundation grantmaking and internal operations. The jury is still out on the actual impacts of this initiative across the 14 communities. Nonetheless, there is much to learn from TCE's BHC Initiative at this point, especially with regard to the foundation's role in working with communities with a structural racialization analysis. Hopefully many other foundations will be inspired and welcome a reflective gaze on their work as well.



Maggie Potapchuk, principal of MP Associates, focuses on building the capacity of organizations to effectively address structural racism and White privilege. She co-authored *Paying Attention to White Culture and Privilege* in *The Foundation Review*. She co-developed the site, www.racialequitytools.org.

Potapchuk was previously the senior program associate at the Joint Center for Political and Economic Studies for the Network of Alliances Bridging Race and Ethnicity. She serves on the leadership teams of Within Our Lifetime Network and Baltimore Racial Justice Action, and on the editorial board of the *Understanding and Dismantling Privilege* journal.

Endnotes

- 1 *Program Manager & Place Rep. Assignment Structural Racism Training*. Staff memo, 27-28 May 2010.
- 2 In recent years, place-based initiatives have received attention in philanthropic literature; here is a sampling of a few publications: Burns, Tom, and Prue Brown. "Heinz Endowments Study of Place-Based Philanthropic Investment Strategies." Urban Ventures Group Inc., Apr. 2012. "Best Practices in Place-Based Initiatives: Implications for Implementation and Evaluation of Best Start." *First 5 LA*. Harder + Company, Nov. 2011. Kubisch, Anne, Patricia Auspos, Prudence Brown, and Tom Dewar. *Voices from the Field III: Lessons and Challenges from Two Decades of Community Change*

- Efforts." The Aspen Institute, 2010. <<http://www.aspeninstitute.org/sites/default/files/content/images/rcc/VoicesfromtheFieldIII.pdf>>
- Ching, D.F. "A Public Hearing of the California Commission on Asian Pacific Islander American Affairs Addressing the Gaps of Place-Based and Regional Approaches." National Center for the Preservation of Democracy, co-sponsored by Asian Pacific Islander Legislative Caucus, 21 October 2011.
- Meehan, Deborah, Natalia Castañeda, and Anis Salvesen. "The Role of Leadership in Place Based Initiatives." *The California Endowment*. Leadership Learning Community, n.d. <http://leadershiplearning.org/system/files/TCE%20public%20scan%20final_060911.pdf>
- 3 TCE was established in 1996 as a result of Blue Cross of California's creation of its for-profit subsidiary WellPoint Health Networks. It focuses on access to health care, cultural competency and workforce diversity, and community health and disparities. TCE's original mission was "to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians."
 - 4 Boyle Heights, Central Santa Ana, Central/Southeast/Southwest Fresno, City Heights, Del Norte County and adjacent tribal lands, Eastern Coachella Valley, East Oakland, East Salinas (Alisal), Long Beach, Richmond, Sacramento, South Kern, South Los Angeles, Southwest Merced/East Merced County.
 - 5 "Mission Investing and the Social Determinants of Health: *Building Healthy Communities*." *calendow.org*. The California Endowment, 1 Jul. 2009. Web. 15 May 2014. <[http://www.calendow.org/uploadedFiles/Program_Areas/CHC/Mission%20Investing%20and%20the%20Social%20Determinants%20of%20Health_Building%20Healthy%20Communities\(1\).pdf](http://www.calendow.org/uploadedFiles/Program_Areas/CHC/Mission%20Investing%20and%20the%20Social%20Determinants%20of%20Health_Building%20Healthy%20Communities(1).pdf)>
 - 6 Though TCE's Boys and Men of Color program is a significant area of work, this case study does not include a discussion of it because there are other case studies currently underway. To learn more: <http://www.sonsandbrothers.us/>
 - 7 "Evaluation Frequently Asked Questions." *calendow.org*. *Building Healthy Communities: California Living 2.0*, Sep. 2009. Web. 15 May 2014. <http://www.calendow.org/HealthyCommunities/pdfs/Evaluation_FAQs_9_11_09.pdf>
 - 8 "Racial, Ethnic Health Disparities Persist in California, Study Says." *California Healthline*. California HealthCare Foundation, 4 Jan. 2011. Web. 15 May 2014. <<http://www.californiahealthline.org/articles/2011/1/4/racial-ethnic-health-disparities-persist-in-california-study-says>>
 - 9 Ponce, Ninez, Winston Tseng, Paul Ong, Yen Ling Shek, Selena Ortiz, and Melissa Gatchell. "The State of Asian American, Native Hawaiian and Pacific Islander Health in California Report." California API Joint Legislative Caucus, Apr. 2009. <http://www.cdph.ca.gov/programs/Documents/AANHPI_report_April2009.pdf>
 - 10 "Racial, Ethnic Health Disparities Persist In California, Study Says." *californiahealthline.org*. California Healthline, 4 Jan. 2011. Web. 15 May 2014. <<http://www.californiahealthline.org/articles/2011/1/4/racial-ethnic-health-disparities-persist-in-california-study-says>>
 - 11 *Ibid*, p.9.
 - 12 "The Landscape of Opportunity: Cultivating Health Equity in California." California Pan-Ethnic Health Network, Jun. 2012.
 - 13 *The California Endowment*. <http://www.calendow.org>
 - 14 *Center Scene: A Quarterly Newsletter of the Center for Healthy Communities*. The California Endowment, 2011. Web. 15 May 2014. <http://tceektrondr.calendow.org/chc/centerscene/pdfs/CHC_CenterScene_W111.pdf>
 - 15 John A. Powell is currently director of Haas Institute for a Fair and Inclusive Society at the University of California – Berkeley.
 - 16 Powell, John A., Connie Cagampang Heller, and Fayza Bundalli. "Systems Thinking and Race Workshop Summary." *The California Endowment*, Jun. 2011.
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 - 18 Fields, Charles. Personal interview, 3 Oct. 2013.
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