

## Improving nonprofit-government contracting will benefit communities across California

With the recent approval of the latest state budget, the State of California will invest billions of dollars in the coming year to help improve the lives of residents across the state. New spending supports programs focused on affordable housing, homelessness, health, food access, senior nutrition, the arts, and so much more. We are pleased that COVID relief efforts – including new funding to help cover supplemental sick leave costs – will include nonprofits.

To accomplish their objectives, state agencies and local governments will continue to turn to nonprofit partners to deliver key services as efficiently as possible. To succeed, nonprofits need contracting terms that set us up to partner effectively.

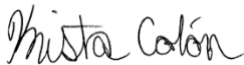
“As legislators we recognize that government alone cannot do it,” Senator Monique Limón (D-Santa Barbara), chair of the Senate Select Committee on the Nonprofit Sector, told a gathering of nonprofit leaders and state representatives at the recent California Nonprofits Day celebration at the Capitol. “The pandemic proved what we already knew to be true: we must ensure the partnership between government and nonprofits, and that partnership must be strong.”

Following the recommendations made by panelists at a joint hearing of the legislative nonprofit select committees, CalNonprofits convened an informal statewide coalition on contracting. Together we drafted a letter to the Governor and legislative leaders to begin a new phase of collaborative discussion.

On behalf of the hundreds of California nonprofits that have signed on to this letter, we look forward to seeking practical solutions that would strengthen our partnership with state and local governments, and ensure more fairness and equity for our organizations, communities, staff, and those we serve.

Signed,

California Coalition on Government Contracting



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Public Policy Director  
California Partnership to End  
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Communities



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Daryl Twerdahl  
Executive Director  
Meals on Wheels California




Ari Neumann  
Director  
West Sacramento Rural  
Community Assistance Corp.



Martine Singer  
CEO  
Children's Institute



Susan Gomez  
CEO  
Inland Empire Community  
Collaborative



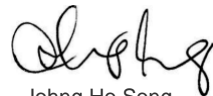
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Raymon Cancino  
CEO  
Community Bridges



John Ho Song  
Executive Director  
Koreatown Youth +  
Community Center



Jennifer Hark Dietz  
CEO  
PATH



Tom Collishaw  
President/CEO  
Self-Help Enterprises



Anna Hasselblad  
Director of Public Policy  
United Ways of California



Regina Birdsell  
CEO  
Center for Nonprofit  
Management



Manny Gonez  
Director of Policy Initiatives  
TreePeople

The Honorable Gavin Newsom  
Governor, State of California  
State Capitol  
Sacramento, CA 95814

The Honorable Toni Atkins  
Senate President pro Tem  
State Capitol  
Sacramento, CA 95814

The Honorable Monique Limón  
Chair, Senate Select Cmte on the  
Nonprofit Sector  
State Capitol  
Sacramento, CA 95814

The Honorable Anthony Rendon  
Assembly Speaker  
State Capitol  
Sacramento, CA 95814

The Honorable Luz Rivas  
Chair, Assembly Select Cmte on the  
Nonprofit Sector  
State Capitol  
Sacramento, CA 95814

Dear state leaders:

We, the undersigned organizations representing the California Coalition on Government Contracting, as well as many of our allies across the state, write to you today to convey ideas for strengthening the relationship between California state government and nonprofit partners in our mutual efforts to deliver the highest quality service to the people of California, especially in our most vulnerable communities. Aligned with the state's Californians for All initiative, the ideas presented below acknowledge the impact the pandemic has had on our communities and support strong and varied community-based resources to address increased need.

The California Coalition on Government Contracting is an informal statewide partnership of organizations that have come together to share ideas for improving the ways nonprofits and the state work together to use taxpayer dollars equitably, fairly, and efficiently in furtherance of our state's health, human services, environmental, education, and other vital priorities.

**Introduction**

Federal, state, and local governments partner with nonprofit organizations to provide services to communities and complete projects that benefit Californians. These government-nonprofit partnerships, when effective, provide nonprofits with the resources they need to meet government's policy, services, and program goals, and provide the government with a strong, diverse supply chain of providers.

For example, one-third of Medi-Cal services and more than one-fourth of Medicare services in California are delivered by nonprofits. All food bank services in California are provided by nonprofits; the need for these services has increased exponentially in the past two years. Domestic violence services providers in California are all nonprofits; in FY 20-21, they answered 213,674 crisis hotline calls and provided 608,658 shelter nights to survivors and their children. Five million acres of open land in California are permanently protected thanks to the work of 136 nonprofit land trusts. In total, government funding comprises about a third of nonprofit revenue in California. The fact is that government and nonprofits are interdependent, and our successful partnership is critical for meeting Californians' needs.

To effectively collaborate, we rely on contracts, policies, and processes that lay out critical details governing our shared goals and working relationships that drive the results. We share the state's interest in ensuring that such agreements result in efficiency, fairness, and most importantly: the best possible services for Californians.

The [Federal Acquisition Regulation \(FAR\) 15.404-4](#) states:

It is in the Government's interest to offer contractors opportunities for financial rewards sufficient to stimulate efficient contract performance, attract the best capabilities of qualified large and small business concerns to Government contracts, and maintain a viable industrial base.

Similarly, it is in the government's interest to offer to qualified large and small nonprofits contractor opportunities that provide sufficient financial rewards to stimulate efficient contract performance, attract the best capabilities of the nonprofit sector, and maintain a viable base of service providers so critical to Californians' health and wellbeing. A "viable industrial base" here means the inclusion of large and small nonprofits, those in metropolitan and rural communities, and those based in and led by people from marginalized communities.

During the height of the pandemic, state agencies provided greater flexibility on contracts with nonprofits and instituted improvements that made it easier for nonprofits and state agencies to work together to meet the changing needs of Californians. These improvements included telehealth options for healthcare services, electronic signatures on contracts and invoices, flexibility regarding delivery options for food access, and cost-reimbursement billing to allow for social distancing in homeless shelters. As the emergency lessens, nonprofits are seeing some of these improvements go away. The pandemic has shown that these changes work, and we hope to partner with you to keep as many of them in place as we can.

## Opportunities

We have identified several ways that the contracting relationship between the state and nonprofit service providers can ensure consistent, ongoing delivery of quality services. We are excited to partner with you to build trust and to make more progress together. A theme for these opportunities is that these proposals are commonplace and standard in federal contracts with nonprofits.

1) *Contract startup funds.* To move faster to implement programs, to expand the diversity of eligible partners, and to ensure more equity and fairness in service delivery, the state can and should shift away from requiring nonprofit contractors to front funds – often in the millions of dollars. Currently, nonprofits are often placed in the challenging position of having to consider pursuing loans to cover costs associated with starting up state-contracted projects and services. Many nonprofits are not positioned well to apply for, qualify for, or take such loans. And it is very difficult to find other funding to cover interest rates on loans.

- ▶ As federal agencies do, the state can and should incorporate startup funds into contracts, whenever possible.
- ▶ Current policies under CA Govt Code §11019 could be strengthened to apply to all state agency contracts with nonprofits, regardless of contract amount, and to allow state departments to provide pre-start payments if requested by the contracting nonprofit.
- ▶ Contracts should include sufficient protection of state resources to account for all upfront expenses and ensure compliance with the state's terms.

2) *Multiyear contracts and prompt renewal.* To avoid interruption of essential services, the state can and should enter into multiyear contracts that are evaluated and renewed promptly. Nonprofit partners are often left scrambling to pay staff salaries and other program expenses with other funds while they wait for their new contracts.

- ▶ Timely contract renewal will allow nonprofit contractors to prepare for the upcoming contract term and maintain consistent services.
- ▶ More multiyear contracts will allow nonprofits to plan better and will reduce the burden on state agencies, lowering the number of RFPs and contract applications the agency must oversee. Multiyear contracts provide time to assess the effectiveness of the contracted program, so that government agencies can better determine whether to continue investing in that program.
- ▶ With more multiyear contracts, the state can expand its focus on oversight and evaluation of existing contracts, while also increasing financial viability for the contracting nonprofit and reducing the risk of interruptions in services. Multiyear contracts also increase the ability of nonprofits to hire and retain staff; staff want job security, which multiyear contracts support.

3) *Prompt payments.* Policies and processes can be strengthened to ensure prompt payments on undisputed invoices for work completed under a state contract. Currently, it can take anywhere from 30 days to eight months for the state to remit payment on contracts after invoices are submitted. In particular, smaller nonprofits and those trying to serve disadvantaged communities are disproportionately harmed by these practices.

Together we could pursue changes to statute and process that would support prompt state payment on contracts:

- ▶ The [California Prompt Payment Act \(PPA\) of 2013](#) (PPA) contains language explicitly excluding nonprofits from prompt payment under specified conditions. These exceptions place an undue financial burden on the organizations that can least afford it. Revisions to these exceptions would support a more level playing field.
- ▶ Wire transfers of payments and online invoicing would support more timely payments to nonprofit contractors and reduce paperwork logjams for state agencies. Nonprofits could choose ACH or a similar payment method. The state should provide a secure online portal for contracting nonprofits to use to submit invoices and drawdown requests.

4) *Contract flexibility in emergencies.* As we saw at the beginning of the pandemic, emergencies often require immediate changes to contracted programs, including modifications to the contract budget, to respond in the moment to continue with the most needed services for our communities. Contract modifications can take many months, and nonprofits need to be able to act flexibly, within the purpose of the contract, to respond appropriately and quickly in emergencies.

- ▶ State contract policies could allow contracted nonprofits the ability to modify programs and program budgets to respond flexibly to immediate needs and must allow for ongoing payment on contract during emergencies so that vital services can continue during dire circumstances. Flexibility on the contract would only be needed until the state agency and the nonprofit have the opportunity to modify the contract to meet changing programmatic needs. [Senate Bill 784](#) (Glazer) exemplifies this proposed policy improvement.

5) *Full reimbursement for contracted program costs.* Nonprofits are often not reimbursed for the full cost of running contracted programs, including for administrative costs and to provide competitive staff wages and benefits. State indirect cost reimbursement rates typically do not cover actual administrative costs for contracted programs, requiring nonprofits to subsidize these programs. Increases in costs of doing business are not included in multiyear contracts. Smaller nonprofits and those serving disadvantaged communities are disproportionately impacted by the lack of sufficient cost recovery, hampering the state's efforts to reduce inequality and reach vulnerable Californians. Just as state government recognizes the need to contract fairly with business, the same standards should apply to nonprofits, including ensuring adequate contingency and overhead funding:

- ▶ State conformity with federal policies for reimbursement of contract administrative costs (see [OMB 2 CFR 200](#)) would support the financial viability of the provider community. A reasonable de minimis indirect cost reimbursement rate should be in place for nonprofits that do not have the capacity to negotiate an indirect cost rate with the state. As is often the case with federal contracts, full reimbursement to nonprofits for all administrative costs associated with a state contract would likely require a rate of 35-50 percent.
- ▶ Automatic cost-of-doing-business increases in multiyear contracts would also help ensure that costs associated with contracted programs are fully covered. Many nonprofits are unable to have pay-for-performance rates changed for eight or ten years.
- ▶ To ensure a vibrant nonprofit workforce providing high-quality services, contracts with the state should allow for compensation and employee benefit packages that support competitive salaries and annual cost-of-living increases. This approach is consistent with the goals of the state's Workforce Development Fund to create and maintain good-paying jobs, particularly in disadvantaged communities, and to support economic wellbeing for workers in these positions. Providing better wages to contractors would also reduce a cost-saving incentive to increase contracting out. Nonprofits should never be sought out as a cheap alternative to fairly compensated state employees.

6) *Equitable access to state contract opportunities.* Bidding and contracting processes often leave out nonprofits in under-served and rural parts of California. For example, 34 percent of Bay Area nonprofits receive government funding, while only 5 percent do in the Inland Empire, and only 1 percent in the Sierras. As a group, nonprofits in communities of color have \$1,668 per capita, while as a group, nonprofits in predominantly white communities have \$3,123 per capita.

And despite state efforts to increase access and equity writ large, many nonprofits struggle to access government contracts because they do not have the information they need to apply or because contracting policies exclude them. Nonprofits spend an inordinate amount of time on grant applications and reports, which can distract them from mission-critical work. Streamlined approaches focused on dialogue and learning can pave the way for deeper relationships and mutual accountability. Certain clauses in state contracts can also be prohibitive because they compel a nonprofit partner to assume undue risk. These issues are accentuated in smaller nonprofits and those in rural and marginalized communities.

We recommend:

- ▶ The current state grants portal ([grants.ca.gov](https://grants.ca.gov)) does an excellent job of making state grant opportunities more accessible and equitable for nonprofits. [Cal eProcure](#) should allow for clearer nonprofit access, by, for example, identifying opportunities that are eligible only for nonprofits, or by designating a distinct status for nonprofits as is done for small businesses and Minority Business Enterprise (MBE) firms.
- ▶ Contract requirements—including burdensome reporting and insurance requirements—could be simplified for smaller contracts, under \$50,000, for example, so that smaller nonprofits can apply. Insurance requirements should be commensurate with the risk inherent in the contract. RFPs for smaller contracts should be streamlined to facilitate easy application. Language in RFPs and contracts could be simplified to increase accessibility for smaller nonprofits that have limited resources for legal expertise.
- ▶ Very small grants, under \$25,000, for example, should be issued with minimal burden for the nonprofit grantee, including providing the grant as one-time funds and not requiring a reimbursement approach. An example of a grant program following these practices is the Small Business COVID-19 Relief Grant program, which vetted applicants but did not require the grantee to expend resources and then seek reimbursement.
- ▶ A nonprofit liaison in each state agency that contracts with or provides grants to nonprofits could offer in-house expertise on the nonprofit sector, to help ensure that contracts and grant programs account for the unique ways in which nonprofits do business and to support contract and grant compliance. [Senate Bill 543](#) (Limón) exemplifies this proposed policy.

We value our working relationship with the state and the opportunity to continuously improve our collaboration in service to the people of California. And we are prepared to be held accountable. We want to work with you to implement the policy solutions proposed here, which will better position California nonprofits to provide—in partnership with the state government—services vital to the wellbeing of Californians, especially during emergencies like the current pandemic.

These recommendations will also help address current inequities resulting in uneven distribution of resources and services in our state. Our hope is that these recommendations can be implemented at the state level and can also apply to city and county contract and grant programs using pass-through state funding.

We thank you for your consideration and look forward to further conversations with you.

Sincerely,



Jan Masaoka, Chief Executive Officer  
California Association of Nonprofits  
San Francisco, CA

cc: The Honorable Betty Yee, Controller, State of California  
Members, Assembly and Senate Select Committees on the Nonprofit Sector  
Senator Steve Glazer  
Senator Tom Umberg



*Joined by:*

**Organization**

1000 Cranes for Recovery  
211 Orange County  
360 Collaborative Solutions/Compound  
Long Beach  
A Coming of Age Foster Family Agency  
& Counseling Center  
A Greater Hope  
A Manna Group Grantwriter  
A Place Called Home  
A.V. Living Water Worship Center  
AAPI Equity Alliance  
AbilityPath  
Academic Solutions USA  
Active San Gabriel Valley  
Adam's Forge  
ADAP House of Hope  
Advancing Steps  
Advocacy Inc.  
Ag Innovations Network  
Alano Club of Redding  
Alchemist CDC  
Alliance for a Better Community  
Alzheimer's Los Angeles  
Amanecer Community Counseling  
Service  
American Academy of Pediatrics -  
Orange County Chapter  
American Bookbinders Museum  
Amigos de los Rios  
Amor y Paz Family Services  
Animal Protection League  
Anti-Self Destruction Inc.  
API Equality-LA  
Archway Recovery Services  
Arts Alive/ Kings and Clowns  
Arts for Healing and Justice Network  
Asian Business Association  
Aspiranet  
Aspire Creative Arts Program  
Association of California Symphony  
Orchestras  
Association of Community Human  
Service Agencies  
Association of Regional Center  
Agencies  
Audubon  
Autism Deaf Empowerment Advocacy  
Foundation Inc  
Avance Latino  
Bay Area Bioscience Education  
Community  
Bay Area Community Services  
Bay Area Crisis Nursery  
Bay Area Women Against Rape  
Benjamin E Jones Community  
Resource Center  
Beverly Hospital Foundation  
Big Brothers Big Sisters Association of  
California  
Big Brothers Big Sisters of San Diego  
County  
Bike East Bay  
Blue Zones Project Mendocino County  
Boys & Girls Clubs of La Habra  
Boys and Girls Clubs of Carson  
Breathe Southern California  
Bridgeville Community Center  
Brighter Beginnings  
Brilliant Corners  
Brooke Frost & Associates  
Building Up Lives foundation  
BVCHD's Mom & Dad Project  
California State University Emeritus and  
Retired Faculty and Staff Association  
California Alliance of Child and Family  
Services  
California Association of Museums  
California BrainWaves  
California Child Care Resource &  
Referral Network  
California Climate Action Now!  
California Community Economic  
Development Association  
California Community Living Network  
California Federaci3n de F3tbol  
California Forward  
California Health Advocates  
California Latinas for Reproductive  
Justice  
California Nurses for Environmental  
Health and Justice  
California Partnership to End Domestic  
Violence  
California ReLeaf  
California Urban Forests Council  
Callifornia Forward Action Fundion  
CalNonprofits  
Cambodia Town  
CAMEO  
Canopy  
Caravanserai Project  
Caulder Lamm Alliance for Children  
CDTech  
Cecilia's Attic Inc  
Cedars of Marin  
Center for Empowering Refugees &  
Immigrants  
Center for Family Strengthening  
Center for Human Rights and  
Constitutional Law  
Center for Human Services  
Center for the Pacific Asian Family,  
CPAF  
Center for Volunteer & Nonprofit  
Leadership  
Centinela Youth Services, Inc.  
Central California Asthma Collaborative  
Central Coast Alliance United for a  
Sustainable Economy (CAUSE)  
Centro La Familia Advocacy Services  
Ceres Community Project  
Changing Tides Family Services  
Child Parent Institute  
Children's Bureau of Southern  
California  
Children's Choir of Chico  
Children's Institute  
Chinatown Community Development  
Center  
Chinatown Service Center  
CISS, Inc.  
City of Cudahy  
Climate Resolve  
ClimatePlan  
CoachArt  
Coalition for Compassionate Care of  
California  
Coalition for Engaged Education  
Coco Moms Inc  
Code Tenderloin  
Committee for Greater LA  
Community Action Marin  
Community Bridges  
Community Center For Healthy Minds  
(CCHM)  
Community Coalition  
Community Forest Advisory Committee  
Community Health Councils  
Community Investment Strategies  
Community Living Campaign  
Compass Family Services  
Conflict Resolution Center of Santa  
Cruz County  
Consoler Resources Inc.  
Consortium for Early Learning Services  
Conveniently Me  
Cope Family Center  
Cornerstone Theater Company  
Corporation for Supportive Housing  
(CSH)  
Covenant House California  
Cradle to Career Fresno County  
Create Possibility  
Creative Child and Family Services, Inc.  
Crittenton Services for Children &  
Families  
Dance Fitness Academy & Healing Arts  
Day One  
DayBreak Adult Care Centers  
Diablo Ballet  
Divine Serenity Foundation  
Dolores Huerta Foundation  
Dream Big Foundation NPC  
Dreams for Change  
DUC Learning Center  
Early Childhood Mental Health Program  
East Bay Agency for Children  
East Bay Asian Youth Center  
East Bay Community Law Center  
East Contra Costa Community Alliance  
East LA Rising Foundation  
Eastmont Community Center  
El Concilio California  
El Sol Neighborhood Educational  
Center  
El Teatro Campesino  
Empowered Aging  
Equality Advantage Foundation  
Eth-Noh-Tec  
Ethnic Media Services, fiscally  
sponsored by the San Francisco  
Study Center  
Every Neighborhood Partnership  
Eviction Defense Collaborative  
Exceptional Parents Unlimited  
FACES SF  
Faith Network of the East Bay, DBA  
Children Rising  
Families In Schools  
Families In Transition of Santa Cruz  
County, Inc.  
Family Assistance Program  
Family Service Agency of Santa  
Barbara County  
Family Service Association  
FASD Network of Northern California  
Federacion Duranguense USA  
Fields Comprehensive Youth Services,  
Inc.  
Filipino American Service Group Inc.  
Finally Family Homes  
Financial Beginnings California

First Place for Youth  
 First Responder's Resiliency Inc.  
 Fixin San Mateo County  
 Food Bank of Contra Costa and Solano  
 Food Exploration and Discovery (Food ED)  
 Food For Thought  
 Foothill College  
 Foster Care Counts  
 Fred T. Korematsu Institute  
 Fresh Lifelines for Youth  
 Fresno Building Healthy Communities  
 Fresno Community Health Improvement Partnership (FCHIP)  
 Fresno Metro Ministry  
 Friends of the Children - SF Bay Area  
 Friends of the San Luis Obispo Botanical Garden  
 Friends Outside in Los Angeles County  
 Front Porch  
 Full Circle of Living and Dying  
 Full-Circle Learning  
 Fundamental Strategy  
 Gang Alternatives Program  
 Genesis House Inc  
 Get in Motion Entrepreneurs  
 Giving 365  
 Global Refugee Awareness Healing Center  
 Golden Gate Senior Services  
 Good Works Movement  
 Goodwill Central Coast  
 Grand Vision Foundation  
 Greater Nonprofits  
 Harbor Area Gang Alternatives Program  
 Harm Reduction Circle  
 HarperHaven Inc.  
 HASTINBRO Foundation  
 Haven Hills, Inc.  
 Haynes Family of Programs  
 HEAL  
 Healers United  
 Healing Dialogue and Action  
 Health Education Council  
 Health Projects Center  
 Health Research Associates  
 Healthy Kids Happy Faces  
 Helping Hands Silicon Valley  
 High Desert New Beginnings, Inc.  
 Highlands Senior Service Center Inc  
 Home Daycare  
 Home Start, Inc.  
 Homebridge  
 HomeRise  
 Hope Counseling Services  
 Hope Rising Lake County  
 Housing Art N Development Services  
 Housing California  
 Hub Cities Career Center  
 Huckleberry Youth Programs, Inc.  
 Hughes Training and Development  
 Human Care Alliance  
 Human Impact Partners  
 Human Services Association  
 Huntington Beach Tree Society, Inc  
 Idyllwild Forest Health Project  
 Impact Philanthropy  
 Imperial Valley LGBT Resource Center  
 Inland Empire Children's Cabinet  
 Inland Empire Community Collaborative  
 Inland Empire Community Foundation  
 Inland Empire Resource Center  
 Innovation Education  
 Innovative Health Care Services  
 Institute for Local Government  
 Instituto de Avance Integral Latino  
 Irvine Ranch Conservancy  
 Isla Vista Youth Projects  
 J-Sei, Inc.  
 Jericho Road Pasadena  
 Jewish Family Service of Los Angeles  
 Jewish Family Service of San Diego  
 JIREH Providers  
 Joint Venture Silicon Valley  
 JVS SoCal  
 Kamp Of Life  
 Keep Eureka Beautiful, Landscape & Beautification Committee  
 Kinder Kids Montessori Inc  
 KIPP SoCal Public Schools  
 Kitty's Wildlife Refuge & Rescue  
 Korean American Community Services  
 Korean Community Services, Inc  
 Koreatown Youth + Community Center  
 LA Commons  
 LA Conservation Corps  
 Laity Arts  
 Larkin Street Youth Services  
 Launch Productions, Inc / Launch LA  
 Leadership Counsel for Justice & Accountability  
 LEAP (Leadership Education for Asian Pacifics)  
 Legal Services for Prisoners with Children  
 Leslys CPR  
 Liberty Hill Foundation  
 LIFE ElderCare  
 Lifestyle Elevation Media Foundation, Inc.  
 Little Tokyo Service Center  
 Loaves & Fishes Family Kitchen  
 Long Beach Ballet Arts Center  
 Long Beach Gray Panthers  
 Los Amigos de Guadalupe  
 Los Angeles Area Chamber of Commerce  
 Los Angeles County Bicycle Coalition  
 Los Angeles LGBT Center  
 Love is the Answer Mission Ministries  
 Low Income Investment Fund (LIIF)  
 LTC Ombudsman Services of San Luis Obispo County  
 Luna Kids Dance, Inc.  
 Lutherans Restoring Creation - California  
 Maker of Natural Gardens  
 Making Hope Happen Foundation  
 Malinda Wings of A Dove  
 MALO Motivating Action Leadership Opportunity  
 Martha's Village and Kitchen, Inc.  
 Maternal and Child Health Access  
 MD Live  
 Meals on Wheels California  
 Meals on Wheels Diablo Region  
 Media Alliance  
 MEND-Meet Each Need with Dignity  
 Mendocino Coast Children's Fund  
 Mercy Brown Bag Program  
 Mesa  
 Michelle's Place Cancer Resource Center  
 Microenterprise Collaborative of Inland Southern California  
 MilVet  
 Miracle Activation Center  
 Mission Accomplished  
 Mission Peak Heritage Foundation  
 MNM Project H.O.P.E.  
 Mountain Counseling & Training, Inc  
 Mountain Homeless Coalition  
 MOXIE Theatre  
 Museum of Ancient Wonders  
 Music Changing Lives  
 Music in Schools Today  
 Musuem of Future Sports  
 My Friend's Place  
 My New Red Shoes  
 NAMI Alameda County South  
 NAMI Solano County  
 National Asian Pacific American Families Against Substance Abuse  
 National Stewardship Action Council  
 Nature for All  
 New Reflections, Inc  
 Newport Beach Public Library Foundation  
 Newstart Housing Corporation  
 NEXT Village SF  
 NightFlare  
 Nonprofit Alliance of Monterey County  
 Nonprofit Finance Fund  
 Nonprofit Solutions  
 Nonprofits Insurance Alliance  
 North East Trees, Inc.  
 North Star Academy  
 North Valley Caring Services  
 On-Site Dental Care Foundation  
 Open Door Legal  
 Open Heart Kitchen  
 Operation New Hope  
 Opportunity Junction  
 Optimist Youth Homes And Family Services  
 Orange County Family Justice Center Foundation  
 OROO Services, LLC  
 Our City Forest  
 Our Journey  
 Outreach Unlimited  
 Oxnard Performing Arts Center Corporation (OPAC)  
 Pacific Center for Human Growth  
 Passion To Love and Care Ministry, Inc  
 Passion To Love and Care Ministry, Inc  
 Pat Brown Institute at Cal State LA  
 PATH  
 PathPoint  
 Pathways to Independence  
 Pathways Volunteer Hospice  
 Peace Over Violence  
 Peninsula Family Service  
 Peninsula Youth Theatre  
 Peppermint Ridge  
 Pesticide Action Network North America  
 Phena's Kitchen  
 Philanthropy California  
 Pilgrim Terrace Cooperative Homes  
 Planning and Conservation League  
 Pleasantview Industries, Inc.  
 Possibility Labs  
 PRC  
 Precious Lamb Preschool  
 Primary Care At Home Inc.  
 Progress Foundation  
 Progressive Employment Concepts  
 Project Sentinel  
 Project Sister Family Services  
 Prosperity Tiny Homz Inc  
 Raise A Child Inc.  
 Reach Out

Reading and Beyond  
 Ready To Work  
 Rebirth Homes  
 Rebuilding Together Peninsula  
 Redlands Footlighters, Inc  
 Redwoods United Inc.  
 Renaissance Entrepreneurship Center  
 ReScape California  
 Rescue Her. Transitional home for domestic violence woman and children  
 Rescue-A-Life Foundation  
 Rewild 4 Habitat  
 Richmond Community Foundation - RCF Connects  
 Richstone Family Center  
 Rising Worldwide  
 Riverside Food Systems Alliance (RFSA)  
 Rose Foundation for Communities and the Environment  
 Rural Communities Resource Center  
 Rural Community Assistance Corporation  
 Saave Our Forest/Fallbrook Land Conservancy  
 Sacramento Philharmonic & Opera  
 SAFE Saving A Family Everyday  
 Saint Helena Hospital Foundation  
 Samaritan Center  
 San Diego Second Chance Program  
 San Fernando Valley Youth Chorus  
 San Francisco Conservation Corps  
 San Francisco Human Services Network  
 San Francisco Public Health Foundation  
 San Francisco Study Center  
 San Joaquin County Child Abuse Prevention Council  
 San Joaquin River Parkway & Conservation Trust, Inc.  
 San Jose Dance Theatre  
 Sanctuary of Hope (SOH) Los Angeles and SOH AV  
 Santa Barbara Botanic Garden  
 Santa Barbara Foundation  
 Santa Cruz Barrios Unidos  
 Santa Cruz Volunteer Center  
 Santa Paula Latino Town Hall  
 Save The Bay  
 SBC Pathways to Housing Network  
 SBCC Foundation  
 sbnetworks.org  
 Sebastopol Area Senior Center  
 Second Chance For Women And Children Inc.  
 SELA Collaborative  
 Self-eSTEM  
 Self-Help Enterprises  
 Self-Help for the Elderly  
 Senior Advocacy Network  
 Senior Coastsiders, Inc.  
 Senior Services Coalition of Alameda County  
 Sequoia Riverlands Trust  
 Service Center for Independent Life  
 Service Opportunity for Seniors / SOS Meals on Wheels  
 SF CARD  
 Shadow Husky Rescue, Inc.  
 Shasta County Fire Safe Council  
 SHIELDS for Families  
 Show Up & Love  
 Silicon Valley Council of Nonprofits  
 SistersWe Community Garden Projects  
 Skid Row Housing Trust  
 SLOPOST  
 Smart Housing Collaboration  
 SMART IACH  
 So Central Prevent Coalition  
 SoCal Grantmakers  
 Social Impact Commons  
 Social Justice Learning Institute  
 Society of St. Vincent de Paul Fontana Rialto Blessed John XXIII Conference  
 Sol Forastero, Inc.  
 Solano Family & Children's Services  
 Sonoma Ecology Center  
 South Asian Network  
 South Central Prevention Coalition  
 South Gate Chamber of Commerce  
 Southeast Rio Vista YMCA  
 Southern California Black Chamber of Commerce  
 Southern California Center for Nonprofit Management  
 Southside Community Connections  
 SparkPoint Contra Costa  
 SPIRITT Family Services  
 SST Nonprofit Services  
 St. Vincent's Hill Neighborhood Coalition  
 StepUpDads  
 Stiles Hall  
 Stopping Pressure on Teens  
 Strong Women  
 Success in Challenges, Inc.  
 Summerplace Inc  
 Susie Mae Foundation  
 Sustainable Claremont  
 Sustainable Solano  
 Sweetwater Collaborative  
 Swim with Heart  
 T.D.D. Supportive Living Inc  
 Tahirih Justice Center  
 Teen Kitchen Project  
 Tegloma of Northern California (TONCA)  
 Tehama County Board of Supervisors  
 Thai Community Development Center  
 The Black Clover Foundation, Inc.  
 The Body Comes to Mind Foundation  
 The C.R.E.W. (Concerned Resource & Environmental Workers  
 The Center For Youth and Community Development  
 The Children's Movement of Fresno  
 The Dandelions Montessori  
 The Defeating Epilepsy Foundation  
 The Fresno Center  
 The G.R.E.E.N Foundation  
 The Gardens at Heather Farm  
 The Hazelle Catherine Bass Institute for the Arts  
 The Ivy Heritage Foundation, Inc.  
 The New Conservatory Theatre Center  
 The Nonprofit Partnership  
 The People Concern  
 The Prep Institute  
 The Reading Channel  
 The River Project  
 The Switzer Learning Center  
 The Terrace Foundation.org  
 The Wonderseed Foundation  
 Third Sector  
 Thrive Alliance  
 Tree Foundation of Kern  
 TreePeople  
 Tri-County Respite Care Service  
 Two Countries One Heart - Dis Países Un Corazón  
 U.S Vets Homeless Feeding & Housing Services  
 UCP of the North Bay  
 Ujima, Inc.  
 Ultimate Restoration Unlimited, URU Inc.  
 Unidos Por La Musica  
 Unique Horizon  
 United Policyholders  
 United Seniors of Oakland and Alameda County  
 United Way California Capital Region  
 United Way of Kern County  
 United Way of San Luis Obispo County  
 United Way of Santa Cruz County  
 United Ways of California  
 United We Lead Foundation  
 Universal Healthcare Outreach Solutions  
 Urban Resource Systems  
 UST  
 Vacaville Museum  
 Valley Business Consulting & Training  
 Vic James Center  
 Vietnamese American Community Center of the East Bay  
 Village Community Resource Center  
 Village Movement California  
 Volunteer Center of Santa Cruz County  
 Wa Sung Community Service Club  
 Walnut Avenue Family & Women's Center  
 Watts Labor Community Action Committee (WLCAC)  
 Wattskanda  
 Wellnest  
 West Fresno Family Resource Center  
 West Valley Community Services  
 Western Chapter ISA  
 Wings Homeless Advocacy  
 Wonderseed Foundation  
 Woodland Tree Foundation  
 Words2Action  
 Worker Education & Resource Center  
 Worksite Wellness LA  
 World Health Awareness Team  
 Yerba Buena Gardens Festival  
 YMCA of San Diego County  
 Your Children's Trees  
 Youth Recovery Connections  
 Youth Research Vox  
 Youth Together, Inc  
 Youth&Kidscore2  
 YouthPower Community Solutions  
 YWCA of Watsonville