

THE NEED FOR FISCAL SPONSORSHIP

In 1996, leaders from The San Francisco Foundation identified a challenge: Community-benefit projects needed a place to incubate their ideas without having to become independent nonprofit organizations. The foundation responded to the challenge by creating a new organization that today is called Community Initiatives.

Every day, Community Initiatives strengthens communities across California by enabling individuals and groups working together to create and invest in projects that benefit the public. We achieve this mission by providing fiscal sponsorship and financial, human resources, and grants management services.

Through the support of many donors, Community Initiatives serves inspired leaders as they build new programs to benefit us all. Whether it is the person who identifies a new idea to combat homelessness, or foundations working together to create a joint initiative, through fiscal sponsorship, Community Initiatives responds to critical needs in our community.

It is our privilege to offer this report detailing Community Initiatives' history of success and our vision for a robust and dynamic nonprofit sector. We thank those who have supported and continue to support our work.

In service,

John Kreidler

Chair

M. Melanie Beene

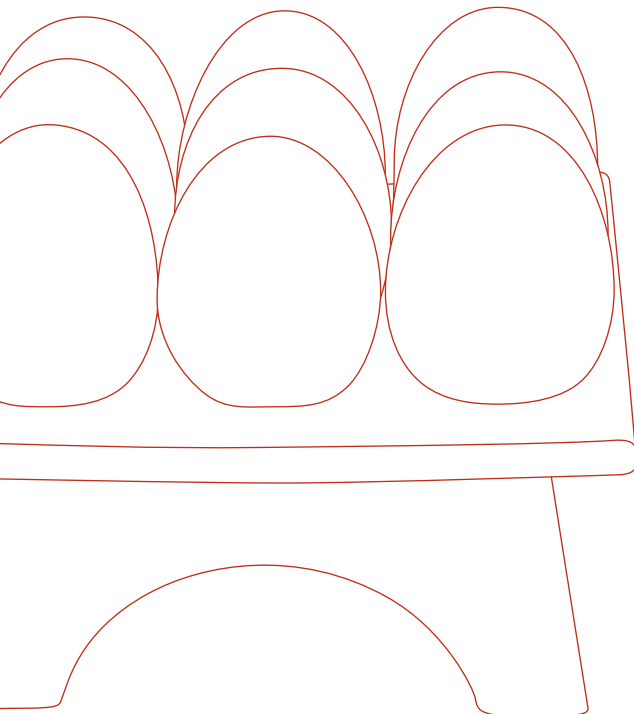
President and Chief Executive Officer

WHEN GOOD IDEAS CAN'T WAIT

A handful of environmentalists identify a problem: Someone needs to coordinate the myriad climate change projects in the Bay Area so that funders and others working in the field can make sense out of what is happening. A donor steps in to support the idea but no organization exists to steward the project. Nonprofit organizations aren't formed overnight, but sometimes the need is immediate.

At Community Initiatives, inspired leaders focus on bringing their mission to life. Community Initiatives handles financial management, tax filings, human resource needs, and other back-office issues.

When Community Initiatives was founded in 1996, fiscal sponsorship was still gaining acceptance. Today it is broadly recognized as an important service for incubating projects that deliver public benefit.



“We created Community Initiatives to fill an essential need in our community. It has exceeded expectations and made The San Francisco Foundation a more efficient organization.”

Warren Hellman
FORMER BOARD CHAIR
THE SAN FRANCISCO FOUNDATION

Four main reasons our clients choose to work with Community Initiatives instead of becoming independent nonprofits:

- **They're just getting started.** Starting an organization takes time, effort, and money. By working with Community Initiatives, projects work more efficiently and focus on building their programs while Community Initiatives takes care of administrative issues.
- **Their program will only exist for a short period of time.** When an initiative has been designed to exist only for a fixed period of time, it is not worth the time, effort, and money to set up an independent nonprofit. Community Initiatives enables projects to easily set up a professional infrastructure without a lot of headaches.
- **Community needs demand quick action.** Sometimes good ideas can't wait. When a new initiative is set up to help respond to a critical need, project leaders must be ready to take donations immediately. Without a nonprofit organization to respond to, people cannot give. Community Initiatives acts as a behind-the-scenes partner to help take immediate action in the face of a pressing challenge.
- **Collaborative partnerships need a third-party home.** When multiple partners come together to create a new collaborative initiative, it often makes sense that it be housed on neutral ground. This is particularly true for public/private partnerships. Community Initiatives offers a reliable, established base for partnerships among grant makers and between government and foundations.



Paula Jones of San Francisco Food Systems shares her experience working with Community Initiatives:

"For years I had been vexed by a problem—people with limited resources often cannot afford to buy nutritious food. Then one day a simple solution came to me, and I set out to create a way for farmers markets to accept food stamps."

"Using Community Initiatives was a quick, easy way for me to take advantage of an opportunity that was happening fast. There is no way I could have focused on the policy and programmatic work without someone else handling the human resources, insurance, and accounting."

"I had heard about nightmare experiences and wanted to do it by the book. I knew with Community Initiatives they would tell me what I needed to know."

"The public/private partnership I created makes connections between government programs, the sustainable agriculture industry, and those with the greatest nutritional needs. Thanks to Community Initiatives, we've been able to get better food to the people who need it."

A TRUSTED FINANCIAL PARTNER

Trust is earned when an organization does what it says it will do and does it well. Simple...but not always easy to find. Community Initiatives works every day to earn the trust of those it serves.

At Community Initiatives, we understand that credibility is important. Social entrepreneurs and community leaders starting new projects need someone whose expertise and personable service they can rely on. With Community Initiatives they can be confident that they have a knowledgeable expert on their team.

As a fiscal sponsor, Community Initiatives serves as the umbrella 501(c)(3) nonprofit organization through which other projects

or initiatives can operate. Using the same standards as the federal government, it evaluates prospective projects to ensure each one is legitimately delivering a public benefit.

Community Initiatives selects a broad range of projects that have the potential to benefit our community, and provides each one with financial services, human resources, and grants management support.



In late 2006, the Oakland-based **Intertribal Friendship House** faced a problem.

Back taxes had incorrectly been levied on their property and no one had caught the mistake or tracked the penalties for several years. During this crisis a new leadership team emerged but needed help as they

restructured. A revitalization plan was launched and Community Initiatives was approached to provide financial services.

Intertribal Friendship House provides important social services to Bay Area Native Americans and is the heart of a vibrant multi-generation, multi-tribal community. It is one of the oldest urban Indian centers in the country.

Its three facilities provide a cultural center and gathering place where classes are taught in basket weaving, beadwork, drumming, and dance. The organization also hosts community events and feasts while providing a sanctuary and gathering place for those in need.

Debts have now all been paid, and the Intertribal Friendship House continues to provide a place for the preservation of traditions and cultural identity.

Community Initiatives' projects represent a variety of fields including arts and culture, education, environment, health, human services, and public affairs. They range in size from \$20,000 to more than \$2 million.

While there is no ideological filter for the projects we sponsor, projects must serve the community at large. All projects must have a community advisory board, not just a single person working alone.

Because Community Initiatives is a mission-driven nonprofit organization, we provide our services as cost-effectively as possible. Our rates compare favorably with other fiscal sponsors. Community Initiatives operates on a sliding scale, and as a project grows, rates go down.

As in a co-op, at the end of each fiscal year any surplus income not needed for operations is rebated back to the projects, providing them with additional funds to achieve their missions.

Community Initiatives supports many programs, which means projects can take advantage of the economies of scale offered by being part of Community Initiatives. Projects gain the purchasing power of a large organization, e.g., benefiting from health insurance, even if they have only a few employees.



“We looked at several fiscal sponsors before choosing Community Initiatives. In the course of my research, I heard from other projects about how responsive and supportive Community Initiatives staff was to their needs. That has certainly been my experience—both with Nuestra Casa and as Board Chair at PLAN.”

Laura Valdez

BOARD MEMBER, NUESTRA CASA

SUPPORT FOR FOUNDATIONS

The scholar recording an oral history project. The social entrepreneur creating a new approach to housing-policy decision making. A trusted sponsor can help transform a good idea into a real program.

Foundations face a challenge when attempting to support unincorporated community projects; such projects can become an administrative headache and expose the foundation to increased liability. Community Initiatives solves that

challenge by providing a straightforward, non-bureaucratic, legal structure through which good ideas can find the support they need. Likewise, foundations can work collaboratively or take risks with ideas worth trying before those efforts reach the organizational stage.

Community Initiatives helps foundations with re-granting, providing funders with another mechanism to maintain quality programs that fulfill their missions.



“With Community Initiatives, California benefits from the results of hundreds of wonderful projects. These are an important part of our nonprofit landscape and could not be realized without Community Initiatives’ support.”

Pamela H. David
EXECUTIVE DIRECTOR
WALTER & ELISE HAAS FUND



Grants management services include:

- Providing financial and programmatic oversight of fiscally sponsored projects
- Accepting grant funds as the grantee organization
- Monitoring grantee projects to make sure they comply with the terms of the grant
- Monitoring grant reports

In short, Community Initiatives makes it easier for funders to support new or small initiatives.

Community Initiatives works with grant makers to create sophisticated financial vehicles to help them achieve their goals and provides a crucial service by supporting important community efforts that benefit all constituencies.

Good fiscal sponsorships provide a win-win for everyone. The communities served through the partnerships are benefited. The unincorporated groups, projects, and grassroots coalitions can focus their attention on their missions and programs. And the funders themselves are able to achieve their own missions more broadly.

When multiple funders want to pursue a project jointly, they often turn to a neutral service provider to house the operation rather than run it out of any of the collaborating foundations.

Over the years, the **San Francisco Arts Education Funders' Collaborative (AEFC)** has involved the participation of 36 funders, including foundations, corporations, agencies, and government.

Since its inception, AEFC has provided more than \$3.3 million in support for arts education in the San Francisco Unified School District, reaching every elementary school and child development center in the district. Programs have included teacher professional development, grants to schools, a free guide to local arts education opportunities, and publications highlighting key strategies for providing quality arts education.

“Without Community Initiatives, it wouldn't have been possible to effectively work together over 14 years. While much work remains to be done to reach the long-term vision of sustained, quality arts education for all children in San Francisco public schools, the AEFC has been instrumental in making real progress toward that goal.”

— JUDY NEMZOFF
Program Director
San Francisco Arts Commission

PROJECTS SPONSORED BY COMMUNITY INITIATIVES

Since our founding in 1996, Community Initiatives has helped improve our community by serving as a fiscal sponsor to the following extraordinary nonprofit projects.

- Action Point Project
- Active Voice
- Adults with Congenital Heart Disease Center
- Alameda County Foster Youth Alliance
- Anti-discrimination Education
- Arthur H. Coleman Community Health Foundation
- Arts Education Funders' Collaborative
- At The Crossroads
- Attention Trust
- Bay Area American Indian Scholarship Council
- Bay Area Climate Solutions
- Bay Area Comprehensive Academic Arts Partnership
- Bay Area Immigrant Rights Coalition
- Bay Area Network For Diversity Training In Early Childhood
- Bay Area Nonprofit Job-search Organization
- Bay Area Parent Leadership Action Network
- Bay Area Partnership
- Bay Area Scholarship Awards
- Bay Area Science Education Consortium
- The Bay Mariner
- Bayview / Hunters Point Community Jobs Initiative
- Bayview Opera House Restoration
- Bill Rigney Biography Project
- Breast and Gynecological Cancer Treatment Task Force
- Business Council on Climate Change
- Business Development Initiative
- Butler Cherry Ranch Project
- Butler Koshland Fund
- California Commission on the Fair Administration of Justice
- California Connected by 25 Initiative
- California Family Resource Association
- California in Paint 2000
- California Legislative Program
- California School Funding and Governance Project
- Campaign for Better Nutrition
- Castro Area Planning + Action
- Celsius and Beyond Foundation
- Center for Non-Profit Leadership
- Cities21.org
- City Concert Opera Orchestra
- Civic Engagement
- Coalition for Progressive Values
- CommunicArte Project
- Communities of Opportunity
- Community Development Block Grant 25th Anniversary Committee
- Community Fire Service Selection Project
- Community Jobs Initiative
- Community Task Force On Homes for Children
- Council of California Community Foundations
- Creating Solutions
- Cultural Participation Initiative
- Culturally Effective Healthcare Development
- The Democracy Center

“There is an important role for fiscal sponsorship in our communities. The San Francisco Foundation has referred many projects to Community Initiatives with excellent results.”

Sandra R. Hernández, M.D.
CEO, THE SAN FRANCISCO FOUNDATION



Active Voice has been a vibrant project of Community Initiatives since 2005.

The mission of Active Voice is to leverage the impact of powerful, character-driven media to put human faces on public policy. Active Voice works with social justice groups around the country, helping them host screening events that spark dialogue, engage new audiences, and raise the visibility of their work. Since 1997, Active Voice has contributed to numerous film-based campaigns, including *The Visitor*, *Trouble the Water*, *Muhammad: Legacy of a Prophet*, *Twilight: Los Angeles*, and *Renewal*, a Web-based effort aimed at the religious environmental community.

“Community Initiatives is a great fit; they manage our finances and human resources, including payroll, benefits management, insurance, and employer-paid taxes. Relying on Community Initiatives’ administrative expertise to handle these back-office details allows Active Voice to concentrate on its mission and grow.”

– ELLEN SCHNEIDER
Executive Director
Active Voice

Diversity Abroad
Foundation

Diversity in Philanthropy

EAG/OARC/PNSC:
Excelsior Action
Group/Ocean

Avenue Revitalization
Collaborative/Portola
Neighborhood Steering
Committee

Early Childhood Funders

The Early Manuscripts

Eastern Horizons

Election Science Institute

Electronic Library

Employment Justice
Research Center

Energy Resource
Foundation

Equal Equity Law Project

Excelsior Youth Center

Eyes of Our Children

FAITHS: Foundation
Alliance with Interfaith to
Heal Society

Federation of Southern
Cooperatives / Land
Assistance Fund

First 5 San Francisco

Foundation Consortium
For School-Linked Services

Foundation for the
Principles of Human
Understanding

French-American Cultural
Foundation

Friends of Women’s Health

Gen Art SF

Gerson/Overstreet
Architects Scholarship
Fund

GO SERVE

GoKid.org

The Good Death Institute

Guitars in the Classroom

Help Raise Healthy
Children

Helping Wheels

Hep B Free Project

High Hopes

Independent Actors of
Marin

Infant/Toddler Consortium

Institute for OneWorld
Health

Intertribal Friendship
House

The John Burton
Foundation for Children
Without Homes

Keepers of the Flame

Laguna Honda Foundation

Latina Literature Project

Legal Community Against
Violence

LGBT Early Childhood
Education

Lieder Alive!

LifeCycles Urban Education
Center

Life On Wheels

Life’s Work Center, Inc.

Marin City Children’s
Program

Math You Can Bank On

Mayor’s AIDS Leadership
Forum

Mentor Me Petaluma

MetroJews.org

Microbicides as an
Alternative Solution

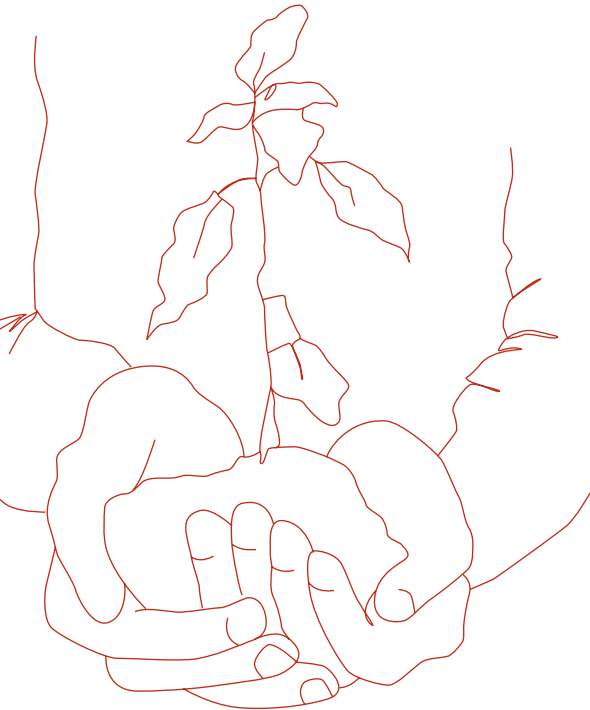
Mission Dignity

Mission Science Workshop

Movement Strategy Center

MoveOn.org

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| Municipal Fiscal Advisory Committee | Parent Advisory Council | San Francisco Family Support Network | Teachers 4 Social Justice |
| Muscriptions | Polar Gateway | San Francisco Free Press | Teaching Artists Organized |
| Music Concourse Community Partnership | Practical Support Program Initiative | San Francisco Partnership for Parks | Teen Experience |
| Music Concourse & Garage Fund | Preschool California | SF Asset Building Initiative | Telegraph Hill - Bailey Cottage |
| Neeki Foundation | Project Stay | SF Beacons Youth Development Initiative | Ten Year Planning Council |
| New Global Citizens | Protecting Class Action Settlement Funds | SF Child Care Planning and Advisory Council | Threshold 2008 |
| NewTithing Group | Quality Child Care & Welfare Reform Initiative | SF Food Systems Council | USOperaWeb |
| NIA Collective | Quilombo | SF Human Services Network | Vabang! Dance |
| Non-Profit Housing Coalition | Reach for Tomorrow, Research Today | SF - Zurich Initiative | Vested Interests |
| Nuestra Casa | Redstone Tenants Association | 7th Street McClymonds Corridor Improvement Initiative | Virtual Incubator Academy |
| The Odyssey | Rotea Gilford Youth Development Foundation | Small Business Forum | The Voices Summer Writing Workshops |
| Older Adult / Community Civic Engagement | San Francisco Bay and Delta Estuary Center at Pier 45 | Social Venture Partners Bay | Volunteerism Project Fund |
| Om Organics | San Francisco Classical Voice | The Soul of America Project | Walker/Hupp Foundation |
| OMI (Ocean, Merced and Ingleside Neighborhoods) Cultural Committee | | Square Peg Foundation | Walter S. Johnson Foundation Research Projects |
| | | Starting Points | West Oakland Community Partners for Education |
| | | | Working Group on American Indian Issues |
| | | | Youth Spirit ArtWorks |
| | | | Youth Wisdom Project |



“We were early and enthusiastic supporters of fiscal sponsorship. The service provided by Community Initiatives adds flexibility and effectiveness to our grant making.”

Thomas C. Layton
 PRESIDENT
 THE WALLACE ALEXANDER
 GERBODE FOUNDATION

A COMMUNITY OF SUPPORT

Community Initiatives gratefully acknowledges the thousands of donors who have supported our projects across the years. The following list highlights our foundation, corporate, and government donors through June 30, 2008, who have given a minimum of \$50,000 in the aggregate. The largest donor's combined gifts total \$12.4 million. Many individual donors have provided needed support to make our community initiatives happen.

**With gratitude to our
many donors for 8,975 gifts
from 2,931 donors
totaling \$115,656,000
FY96-FY08**

The Atlantic Philanthropies
Bank of America
Elizabeth and Stephen Bechtel, Jr. Foundation
Bella Vista Foundation
Blum Family Foundation
The Bothin Fund
California Department of Health Services
The California Endowment
California Healthcare Foundation
California Wellness Foundation
Carnegie Corporation of New York
Casey Family Program
The Annie E. Casey Foundation
Marguerite Casey Foundation
The J. P. Morgan Chase Foundation
Cisco Systems Fund
City and County of San Francisco
City of Oakland
Columbia Foundation

Community Foundation Silicon Valley
Contra Costa County
County of Alameda
County of San Mateo
S.H. Cowell Foundation
East Bay Community Foundation
The Education Trust, Inc.
The Enoch-Gelbard Foundation Inc.
Eucalyptus Foundation
Fannie Mae
Fidelity Charitable Gift Fund
Firelight Foundation
Fleishhacker Foundation
Flora Family Foundation
Ford Foundation
Friedman Family Foundation

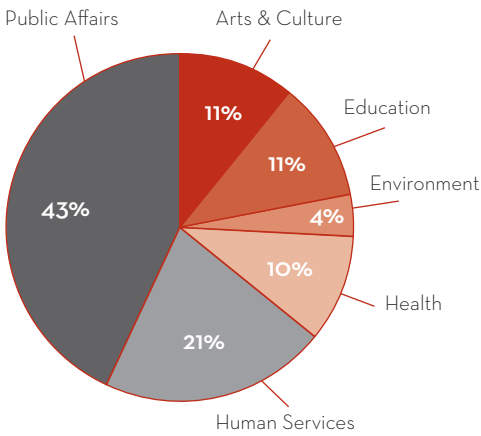
Ernest Gallo Foundation
The Gap Foundation
Bill & Melinda Gates Foundation
The Wallace Alexander Gerbode Foundation
Ann & Gordon Getty Foundation
The David B. Gold Foundation
Goldman Fund
Richard and Rhoda Goldman Fund
Evelyn and Walter Haas, Jr. Fund
Miriam and Peter Haas Fund
Walter & Elise Haas Fund
The Luke B. Hancock Foundation
Edward W. Hazen Foundation

The Hearst Foundation
Clarence Heller Charitable Trust
The William & Flora Hewlett Foundation
The Independent Production Fund
The Institute for Educational Leadership
The James Irvine Foundation
Jewish Community Endowment Fund
Robert Wood Johnson Foundation
The Walter S. Johnson Foundation
Justice, Equality, Human Dignity, Tolerance Foundation
Kaiser Foundation Health Plan Inc.
W.K. Kellogg Foundation
Koret Foundation
Louis R. Lurie Foundation
Marin Community Foundation
McBean Family Foundation
Gordon and Betty Moore Foundation

Charles Stewart Mott Foundation	Rappaport Family Foundation	Sierra Health Foundation	US Environmental Protection Agency
NAMM Foundation	The Rockefeller Foundation	The Silver Lining Foundation	United Way of America
Northern California Council for the Community	Rockefeller Brothers Fund	The Skoll Fund	United Way of the Bay Area
Noyce Foundation	Louise and Claude Rosenberg Jr. Family Foundation	May and Stanley Smith Charitable Trust	University of California at Davis
The Omidyar Foundation	The San Francisco Foundation	Sonoma County Community Foundation	Van Loben Sels Foundation
Open Society Institute	San Francisco Mayor's Office of Children, Youth & Families	State of California	Viragh Family Foundation
The Orfalea Fund	Sandler Family Supporting Foundation	W. Clement & Jessie V. Stone Foundation	Wallace Global Fund
The Bernard Osher Foundation	Charles and Helen Schwab Family Foundation	Levi Strauss Foundation	George Washington University Medical Center
The David & Lucile Packard Foundation	The Schwab Fund for Charitable Giving	Stuart Foundation	We Interrupt This Message
Lucile Packard Foundation for Children's Health	The Seaver Institute	The Morris Stulsaft Foundation	Wells Fargo Bank
Patterson Family Foundation	Shinnyo-En Foundation	Surdna Foundation, Inc.	Wells Fargo Foundation
Peninsula Community Foundation	The Shorenstein Company	Tides Foundation	The Woodheath Foundation, Inc.
Pottruck Family Foundation		Tosa Foundation	Zellerbach Family Foundation
		The Nick Traina Foundation	The Zenith Insurance Company
		Trio Foundation	

IMPROVING MANY COMMUNITIES

Types of organizations using Community Initiatives' fiscal sponsorship



Location of Community Initiatives projects

