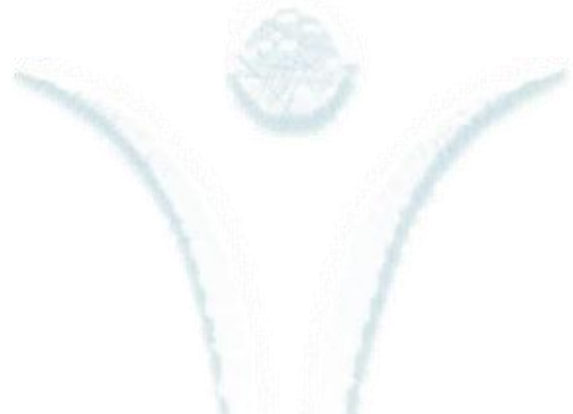


We Are the Change:
**Celebrating Emerging Leadership in San Diego's Immigrant,
Refugee and Border-Based Communities**



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Contents

I.	INTRODUCTION	4
A.	The Changing Demographics of San Diego County	4
B.	Scope of Study	5
II.	METHODOLOGY OF THIS REPORT	7
A.	The Work of the Foundation for Change	7
1.	Grant-making	7
2.	Leadership Development	7
3.	Capacity-building	8
4.	Network-convening	8
B.	Leadership Development Survey and Summit	9
1.	Survey Findings	9
2.	Summit Feedback	10
III.	LANDSCAPE ANALYSIS	12
A.	Populations	12
1.	Immigrant	12
2.	Refugee	13
3.	Border-Based	15
B.	AREAS OF CURRENT INITIATIVE	16
1.	Civic Engagement and Immigrant Integration Initiatives	17
2.	Immigrant Health and Worker Initiatives	19
3.	Identity Based Initiatives	21
4.	Place-Based and Regional Planning Initiatives	23
C.	Strategies	25
1.	Organizing	25
2.	Advocacy	25
IV.	NEW DIRECTIONS / RECOMMENDATIONS	27
A.	Leadership Development in Cultural Context	27
B.	Gaps Analysis and Opportunities	28
C.	Funding Recommendations	31
V.	CONCLUSION	32
VI.	APPENDIX	33

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In 2008, the San Diego Foundation for Change (F4C), like so many small non-profit organizations, faced a crisis in funding in the wake of the Great Recession. While recognizing the peril this presented to our own organization, leaders at F4C also knew that the crisis would be felt even more deeply by leaders and grassroots organizations in historically under-resourced communities. As a result, F4C's leadership determined to make San Diego's changing demographic landscape the focus of its philanthropic and programmatic work.

This report represents the culmination of many years of work by many people. Listed below are not just staff and Board, but also key volunteers and members of Grantmaking Committees and Community Funding Panels. We are sure to have missed someone, and for this we express our regret in advance, but our intent is not just to recognize individuals – after all, these people volunteered without expecting reward or recognition.

This list is important because it offers a glimpse of a broad and diverse constituency of people who – for all their differences – felt inspired by the Foundation for Change's commitment to social justice values and to the work of supporting leaders, organizations and networks in communities that have, historically, been under-resourced by philanthropy.

We acknowledge their commitment with deep gratitude.

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The above listed names are associated with the Foundation for Change as individuals; whose opinions may not reflect their affiliated organizations.

I. INTRODUCTION

A. The Changing Demographics of San Diego County

The face of San Diego is changing before our eyes. In fact the pace of demographic change has been accelerating across many decades, but because this change has not been equally distributed throughout San Diego County, many residents (perhaps especially those living in our region's wealthier, north-coastal communities) are unaware of how profound in fact the change has been.

At a glance, the change can be illustrated most easily by the decline in the percentage of San Diego County residents who have self-identified as "white only" in recent decennial censuses:

Census Year	"White-only" San Diegans
1980	65 %
1990	62 %
2000	57 %
2010	49 %

And the scope of this change can be illustrated by any of a thousand interesting demographic facts, such as these culled from the 2010 Census by Beth Jarosz, Senior Research Analyst at the San Diego Association of Governments (SANDAG):

- One in four San Diegans (25%) were born outside the United States;
- A language other than English is spoken in one in three San Diego households (33%).
- The most common name of first-time homebuyers in San Diego County in the decade of the 1990s was Smith. In the first decade of the 2000s it was Nguyen.
- More San Diegans under the age of 18 identify as "Latino" or "Hispanic" (40.1%) than identify as "white" or "Anglo" (38.7%)¹

But neither aggregate numbers nor interesting statistics shed full light on the civic life that is emerging from within San Diego's diverse communities. To understand the context in which the next generation of San Diego's homegrown leadership will come of age requires a better understanding of the historical processes which have brought about this changing demographic landscape; of the lived experience of emerging leaders within these populations; and of the institutional settings in which social processes of adaptation, acculturation and social formation are giving shape to San Diego's future.

Leadership Development in the context of San Diego's changing demographic profile ... this is the subject of this report.

¹ Statistics from 2010 Census as reported by San Diego Association of Governments.

B. Scope of Study

Before outlining the scope of this study, three limiting constraints need to be acknowledged up front. First, of course formal educational institutions represent a significant opportunity for emerging leaders from historically under-represented communities in San Diego. At **schools, colleges and universities**, individuals are able to develop further their intrinsic leadership skills, to cultivate personal relationships with other leaders from within the greater San Diego community, and to seize opportunities for professional growth and advancement. Programs from within these formal educational institutions and community-based programs aimed at advancing opportunity for under-represented constituencies within these institutions (scholarships, counseling services, mentoring programs, for instance) are of great importance. This report will not focus on this realm of work, however; instead, it will focus on leadership development that happens “outside” these formal educational channels.

Organized labor provides a second major venue for leadership development within San Diego’s changing demographic communities. The [San Diego and Imperial Counties Labor Council](#) includes 135 affiliated labor groups with a membership of more than 200,000 working families. This report will not address the leadership development efforts of labor unions, because the Foundation for Change has as its purview the work of 501(c)3, non-profit organizations.

Finally, a number of recognizable leadership training programs exist in San Diego, for instance:

- [LEAD San Diego](#), with programs “designed to give participants a balanced and comprehensive look at important issues, and influential organizations and individuals that shape our region.”
- The [San Diego Leadership Alliance](#), which hosts an annual Institute to “equip Fellows with the skills, opportunities, and relationships to make change in San Diego”

Programs like these can represent important opportunities for individuals from within under-represented communities – and, as noted, leaders from the San Diego Leadership Academy were helpful in giving shape to this report. This report will not address these programs; however, because they do not have leadership development from within San Diego’s changing demographic communities as their central focus.

So what is left? What kind of leadership development happens “outside” of educational institutions, labor unions and formal leadership training programs?

The most familiar metaphor – so familiar people sometimes forget that it is a metaphor – is to talk about leadership development at “the grassroots.” One of our Board members at the Foundation for Change says the metaphor that works for him is the image of “capillaries” that move blood into the “veins” of San Diego’s body politic. The focus of this report is on these “capillaries,” places where leaders are being developed before they are recognized as leaders, sometimes before they are even inclined to identify as leaders themselves.

With that said, let’s turn now to the scope of this report.

In 2008, F4C determined to make San Diego's changing demographic landscape the focus of its work. Across five years of deep engagement with leaders, organizations and networks emerging from within diverse communities, we have come to describe this demographic landscape by referring to three distinct, although at times intersecting, **populations**: "IMMIGRANT"; "REFUGEE"; and "BORDER-BASED". Enormous racial, ethnic, cultural and linguistic diversity characterizes each of these populations, and yet a degree of shared experience within each makes it possible to draw meaningful generalizations.

(NOTE: Of course these categories are not comprehensive of marginalized and under-represented communities. For instance, while their populations intersect and overlap with these populations, neither the LGBT community nor the African-American community fit neatly within these categories. Leaders at F4C were well aware of these limits, but with limited resources the organization's leaders felt that some sharpening of focus was required.)

Demographic changes are not the only forces reshaping San Diego's civic landscape. Constellations of philanthropic and programmatic actors have also been shaping streams of work within these populations. At the Foundation for Change we think of these streams of philanthropic and programmatic work as comprising a larger "movement" for social justice. For the purposes of this report, however, we will describe these as broad **areas of current initiative**. We have identified four such areas of particular importance to immigrant, refugee and border-based populations in the San Diego/Tijuana region:

1. Civic Engagement and Immigrant Integration Initiatives
2. Immigrant Health and Worker Initiatives
3. Identity-Based Initiatives (Culture, Gender, Youth, Faith)
4. Place-Based and Regional Planning Initiatives

Finally, the Foundation for Change's historic commitment to social justice values has led us naturally to concentrate our work on **strategies** of ORGANIZING and ADVOCACY.

These three axes, then, define the scope of this study and provide the framework for the landscape analysis which is the centerpiece of this report (see [Section III](#) below.)

1. Populations
 - a. Immigrant
 - b. Refugee
 - c. Border-Based
2. Areas of Current Initiative
 - a. Civic Engagement and Immigrant Integration Initiatives
 - b. Immigrant Health and Worker Initiatives
 - c. Identity-Based Initiatives (Culture, Gender, Youth, Faith)
 - d. Place-Based and Regional Planning Initiatives
3. Strategies
 - a. Organizing
 - b. Advocacy

II. METHODOLOGY OF THIS REPORT

A. The Work of the Foundation for Change

The core knowledge of the leadership landscape described in this report has been developed over several years of work. Since 2007 the Foundation for Change has interfaced with community groups in immigrant, refugee and border-based communities in the following ways:

1. Grant-making

In 2007 the Foundation for Change began to enter into grant-making partnerships with larger philanthropic institutions. Across five years we have assisted [The California Endowment](#), [The California Wellness Foundation](#), [Planned Parenthood - Pacific Southwest](#), the [Ford Foundation](#), the [James Irvine Foundation](#) and the [California Civic Participation Funders](#) in meeting their own strategic grant-making objectives in the San Diego/Tijuana region. Through these partnerships, the Foundation for Change has awarded \$786,000 since 2009 to grassroots and community-based organizations within immigrant, refugee and border-based communities for a variety of causes, all linked to issues of social justice and progressive social change. (For a listing of F4C grantees by year and grant cycle, see [appendix 3](#).)

These larger philanthropic institutions have partnered with F4C for one or both of two reasons:

- Many organizations within these emerging populations have yet to obtain their 501(c3) status. The Foundation for Change has identified, trained and resourced more established institutions to serve as Fiscal Sponsors, making it possible for these smaller and less formal organizations to receive philanthropic support.
- As a programmatic extension of its many re-granting partnerships, the Foundation for Change has also “gone beyond the grant” to provide leadership development, capacity-building and networking opportunities to its grantees, typically organized around a strategic agenda of organizing and/or advocacy.

2. Leadership Development

Through a series of programmatic initiatives (Census Outreach, Redistricting, Immigrant Worker Health Advocacy, Immigrant Day) we have employed methods that are familiar to others who work in social justice leadership development, for instance:

- convening groups of participants over a (short or long) period of time
- adult learning practices emphasizing experiential and collective learning
- curriculum delivery through a variety of program components (in our work these components have included grant-writing, grants-management and grant-reporting)
- a combination of training, coaching, self-reflection, assessment tools, retreats, study trips, financial awards, travel, and action learning.

As productive and effective as we believe these initiatives have been, we recognize that we still have much to learn from the hundreds of leaders with whom we have been engaged. For some

of our leading findings in this regard, see [Section IV.A](#). (“Leadership Development in Cultural Context”).

3. Capacity-building

Well aware of the limits to our own capacity, the Foundation for Change has worked with key local and statewide partners to provide capacity-building opportunities to its grantees, specifically around health advocacy and civic participation. We have organized initiatives in collective advocacy focused on:

- providing information and access to resources about health-related policies, including the Affordable Care Act (ACA), through partnerships with the [California Pan Ethnic Health Network \(CPEHN\)](#), the [Bi-national Border Health Network](#), the [California Immigrant Policy Center \(CIPC\)](#), and others
- enhancing the representation of immigrant, refugee and border-based communities through census participation, redistricting and a lobbying day in Sacramento, through partnerships with the [National Association of Latino Elected and Appointed Officials \(NALEO\)](#), the [National Network for Immigrant and Refugee Rights \(NNIRR\)](#) and others

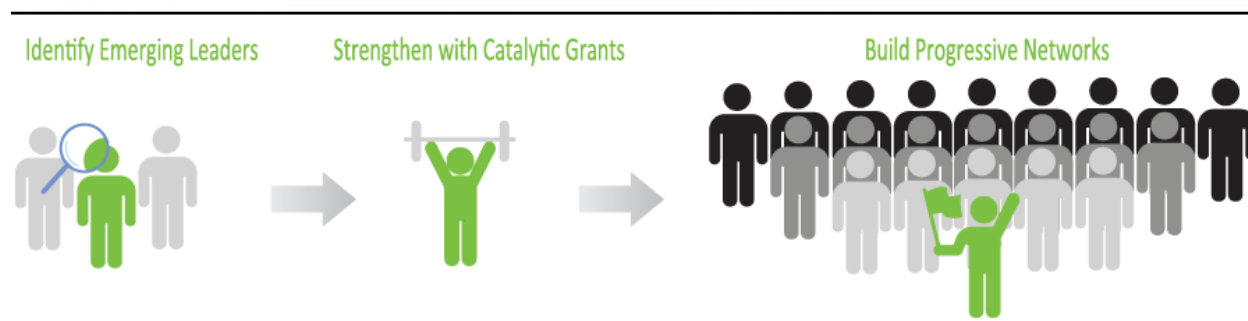
We have also, as a matter of ongoing practice, supported leaders in positioning their own organizations to benefit from broader philanthropic initiatives.

4. Network-convening

The Foundation for Change strongly believes that leaders and organizations are more powerful when they work together to analyze, strategize, and act in coherent movements for social change. In each of the last five years the Foundation for Change has engaged over 250 individual leaders (representing over 50 distinct organizations) in strategic conversations, trainings and collaborations. Topics for these many and varied gatherings have included: leadership development, progressive philanthropy, civic engagement, health advocacy and bi-national organizing for sustainability. For more on the role of networks see [Section IV.B](#). (“Gaps Analysis and Opportunities”).

The Foundation for Change has struggled to define and assess these networks, which - almost by definition - are continuously evolving. At different times across these past five years, we have talked about a “Democracy for All” network (composed of leaders and organizations focused on civic participation); a “Health for All” network (focused on improved health advocacy and access); and “Equality for All” network (focused on gender and LGBT equality). At the end of the day the Foundation for Change has not had the capacity to define and sustain networks of its own making; rather, we have found ourselves participating in networks like these (and others like them) which we have perceived to align with our social justice values. In this regard the Foundation for Change has more commonly played the role of a non-profit partner to allied organizations (including our own grantees), rather than as a strategic “funder” convening and giving shape to its own networks.

Across these years we came to understand this “method” of social justice capacity-building as illustrated in this graphic (which we borrowed and adapted with permission from our friends and allies at the Los Angeles-based [Liberty Hill Foundation](#)):



B. Leadership Development Survey and Summit

1. Survey Findings

In the spring of 2013 F4C surveyed community leaders in immigrant, refugee and border-based communities, asking them about their varied engagements in the development of community leadership. The purpose of the survey was to improve F4C’s understanding of both formal leadership development “programs” and also the informal processes that grow community leaders and place these leaders into our region’s “leadership pipeline.”

Survey Outreach

F4C utilized past grantee data, community knowledge, and word of mouth to identify organizations working to train community members as leaders in immigrant, refugee and border-based communities. Baseline data was also gathered via already-established relationships with F4C grantees.

For further details or complete results from F4C’s survey of Immigrant, Refugee, and Border Communities please contact us at info@foundation4change.org

Limitations to the survey include:

- lack of a single, overarching institutional, definition of “leadership development”
- lack of a centralized database of organizations with leadership development programs in the San Diego/Tijuana region
- community organizations not self-identifying as a leadership development program
- possible language barriers (the survey was only offered in English)
- time constraints for survey completion
- limited relationships with some racial-ethnic populations

F4C invited 78 individuals from 61 organizations to respond to the survey. Prospective respondents were invited via email blast and subsequent follow up phone calls to complete the survey. Each organization received at minimum one email requesting survey completion. In

most cases two or more emails were sent. About a third of the 61 organizations received a phone call requesting survey completion.

An original deadline of one week was set to request survey completion. The deadline was extended to encourage further responses and to open the survey to organizations that were identified by survey respondents as network affiliates in the San Diego/Tijuana region. The survey was closed after two weeks.

Survey Response

Of the identified 78 individuals representing 61 organizations, 27 individuals representing 26 organizations completed the survey. Only one survey per organization was requested. In one case two individuals from the same organization completed the survey; both surveys were used in survey analysis. See [appendix 1](#) for surveyed organizations.

The survey consisted of 23 questions, some multiple choice and others open-ended, the survey queried leaders about their organization's leadership development programs and activities. The questions identified basic demographic information of the community served, basics of the leadership program including numbers served and duration of the program, expected outcomes and challenges of the program, knowledge of and connections to local and national networks, tracking of leaders, effects of current proposed legislation (like the Affordable Care Act and, prospectively, Comprehensive Immigration Reform), funding sources and infrastructural constraints.

A key finding from the survey was the degree to which respondents shared the following topics as warranting the greatest interest and attention for their organizations:

- economic development strategies
- capacity building/learning/networking opportunities
- funding core operations and improving organizational infrastructure

These emphases are reflected in the report's recommendations below.

2. Summit Feedback

To add value and depth to the Leadership Development survey, F4C hosted an Immigrant, Refugee, and Border Communities Leadership Development Summit on June 8, 2013. The summit's goal was twofold: first, as a learning/networking opportunity to encourage community building among the participating leaders; and, second, to solicit additional feedback on the results of our survey and on San Diego's leadership development landscape. Thirty-eight individuals representing 25 organizations attended the summit. (Of the 25 organizations represented at the summit, 14 had also completed the survey, while 11 had not. These 11 "new" organizations brought the number to 37 for the total number of organizations that provided input via either the survey and/or participation in the summit.) See [appendix 1](#) for details.

The summit commenced with presentations from Amanda Lee Solomon, Ralph Achenbach and Christian Ramirez, offering a historical perspective of immigrant, refugee, and border-based communities in the San Diego/Tijuana region. (For a summary of these presentations, see [Section III.A.](#), “Populations.”) Foundation for Change Program Officer Andrea Rocha then provided an overview of survey results and background on the foundation’s assessment of leadership development programs within these communities. Participants were then asked to self-select into one of four groups, identified per survey results as of greatest interest: civic participation, economic and worker justice, gender and culture, and youth. The breakout groups had 30 minutes to share background, assess F4C findings in each area, and identify what other assets and gaps had not been captured in the presentation of findings.

Key findings from each breakout group reinforced F4C’s survey findings and a number of other common threads shared by one or more breakout groups:

- positive impacts due to the changing political landscape of San Diego
- the gap between diversity of population and existing leadership organizations
- the concern of influx of outside funding without proper identification of needs
- a lack of collaboration
- a lack of public transportation matching San Diego’s geography

For a more detailed listing of feedback from Summit participants, see [appendix 2](#).

The summit closed with questions of next steps for both F4C and the individuals in attendance. To facilitate the continued networking of community leaders and encourage continued dialogue, F4C provided a follow up e-mail with contact information for all summit attendees.

III. LANDSCAPE ANALYSIS

A. Populations

Across five years of deep engagement with leaders, organizations and networks emerging from within diverse communities, we have come to describe San Diego's changing demographic landscape by referring to three distinct populations: "IMMIGRANT"; "REFUGEE"; and "BORDER-BASED".

1. Immigrant

(Special thanks are due to Amanda Lee Solomon, Adjunct Professor of [Ethnic Studies at the University of California, San Diego](#). Much of this section is based on remarks that she shared at F4C's "Leadership Summit" on June 8, 2013.)

"Immigrants" are people who were born as foreign nationals, yet now reside in the United States; by this definition almost one in four San Diegans (23 %) are immigrants. However, if one considers the US-born siblings and children of immigrants, it is easy to see that more than one in three San Diegans can be rightly considered part of "San Diego's immigrant community."

It is impossible to describe in detail the diversity of experiences which characterize San Diego's many immigrant populations. For instance, even the populations that are commonly lumped together under the umbrella category of "Asian-Pacific Islander" include:

- descendants of Chinese laborers in the 1800s
- multiple generations of Japanese American farmers
- Filipino seamen recruited into the Navy when the islands were under US occupation
- Southeast Asian refugees uprooted by military interventions beginning in the 1960s
- Pacific Islanders like the indigenous people of Guam, Chamorros, who share a similar status as Puerto Ricans since their island is an unincorporated territory
- recently arrived South Asian and/or South Korean immigrants, many of whom are H-1B visa holders working in the biotech and information technology industries

As even this partial snapshot illustrates, there are concrete, historical answers to the question of why immigrants have settled in San Diego, many rooted in the history of US international economic policy and in the history of U.S. military interventions abroad.

Of course these many and varied flows have been shaped by U.S. Immigration policy. Perhaps most notable was the 1965 Immigration Reform Act (the "Hart-Cuellar Act"), which replaced transparently racist national quotas with seven categories of "preference," dominated by two themes:

1. family reunification – policies were premised on the assumption that existing relationships would "cushion" the newly arrived
2. professional status – highly skilled workers and those working in professions deemed to have a "labor shortage" were privileged in the immigration process. (This focus on

the “best and the brightest” was originally framed as means of competing with the Soviet Union in the economic battles of the Cold War.)

A major consequence of the 1965 Act was the relative “opening” of the United States to immigration from the east with a simultaneous movement toward “closing” flows of immigration from within the western hemisphere. Across coming decades these policies would lead to the formation in the popular American public consciousness of two categories - the “model (and presumably Asian) immigrant” and the “illegal (and presumably Latino) alien.” These categories hardened despite that beginning in the 1970s the process of “chain migration” from different parts of Asia began to unfold in unexpected ways and in unexpected numbers, with a great diversity of “new” API immigrants (especially from Southeast Asia) joining long-tenured populations.

Through the 1960s and 1970s, many established leaders from US immigrant communities became involved in the Civil Rights and other social movements, but by the 1990s the influx of more affluent new immigrants (under professional status), as well as relative assimilation of generations of Asian-Americans produced a movement toward neo-conservatism within many (perhaps especially Asian) immigrant communities. This movement has been exploited by US politicians who have sought to pit the interests of immigrant communities against one another and against the interests of other ethnic-minority populations (especially African-American) in policy spheres ranging from urban development (think the Los Angeles riots of 1994) to educational and economic opportunity (think admissions policies in higher education).

As this brief commentary makes evident, their varied histories make it impossible to draw broad generalizations about San Diego’s immigrants, who come from an enormous variety of places of origin, who occupy diverse positions of status within U.S. immigration law, and who maintain varying degrees of transnational ties with their home communities. This diversity can be rightly perceived as a great strength, giving rise to a variety of ideas, approaches and perspectives on issues of public importance, but of course it can also lead to real and perceived conflicts of interest. The issues confronting an undocumented Filipina household worker are fundamentally different from those facing an Indian engineer arriving on a H1-B Visa.

2. Refugee

(Special thanks are due to Ralph Achenbach, past Chair of the [San Diego Refugee Forum](#). Much of this section is based on remarks that he shared at F4C’s “Leadership Summit” on June 8, 2013.)

Within the broader population of “immigrant” San Diegans is found another, distinct community of refugees. In the aftermath of World War II, the newly-forming United Nations coined the term and gave it its contemporary definition: “refugees” are migrants who are:

1. living outside their country of origin
2. suffering from a well-founded fear of persecution
3. unable to return home

The typical refugee, then, is an “involuntary” migrant forcibly displaced from his or her home country.

The international community typically seeks to facilitate one of three outcomes for the estimated 15 million international refugees worldwide: voluntary repatriation, local integration, or third-country resettlement. A small fraction of this larger number is identified for priority assistance by virtue of:

1. individual referral through UN High Commissioner of Refugee
2. group referral by UN for “particularly vulnerable” populations
3. a documented possibility of achieving family reunification

This target population is offered assistance and relief through an international network of “local voluntary assistance groups” or “VOLAGs.”

After the 1975 fall of Saigon some 140,000 Vietnamese airlifted out of Vietnam and approximately one-fourth of these arrived at Camp Pendleton in San Diego County. VOLAGs flocked to San Diego, with a focus on transitioning people out of resettlement camps. With some infrastructure in place, San Diego was established as a viable destination for refugees and Laotian and Hmong populations – and later “Amerasians” – were resettled to San Diego in the 1970s and 1980s. In ensuing decades San Diego received refugees fleeing conflicts in these nations:

- Iraq (from 1982)
- Ethiopia/Eritrea (from 1983)
- the Persian Gulf (from 1992)
- Somalia (from 1992)
- Bosnia (from 1992)
- Kosovo (from 1999)
- Sudan (from 2000)

The terrorist attacks of September 11, 2001 greatly impacted the flow of refugees to the United States, essentially putting the program on hold (an irony, given that most refugees are themselves victims of violence). A more routine flow of refugees to the US resumed beginning in 2004, and since that time San Diego has received more refugees than any other location in the nation, with the largest flows consisting of religious minorities from Iraq, predominantly Chaldean Christians. San Diego is now recognized as the second largest refugee resettlement site in the nation and is home to the second largest population of refugees from both Iraq (to Dearborn, Michigan) and Somalia (to Minneapolis, Minnesota).

While of course it is not true in every individual instance, for many the refugee experience is a profoundly disempowering one, and many refugees face profound and ongoing struggles resulting from exposure to the traumas of violence and forcible dislocation.

3. Border-Based

(Special thanks are due to Christian Ramirez, Executive Director of the [Southern Border Communities Coalition](#). Much of this section is based on remarks that he shared at F4C's "Leadership Summit" on June 8, 2013.)

Thirty percent of San Diego County residents now identify as "Hispanic" and close to 90 percent of these trace their ancestry to Mexico. These percentages will continue to grow, but - owing to changing demographic factors in Mexico and reduced rates of Mexican out-migration - most of this growth in the coming decades is expected to be "home-grown." While many San Diegans who trace their ancestry to Mexico are, of course, highly acculturated to life in the United States, the vast majority identify with extended families that - to one degree or another - span the international boundary. A majority of these extended families are also "mixed status" families in that they include individuals of differing status within the labyrinth of U.S. immigration law. For these reasons we at the Foundation for Change have come to think of these populations as "border-based."

(It may at first seem counter-intuitive, but San Diego County's "border-based" populations are in fact geographically dispersed. While concentrated, of course, in immediate proximity to the US-Mexico border in southern San Diego County, many from within this population reside in central, north, and east County San Diego. This population is also characterized by greater racial, ethnic, and linguistic diversity than is commonly recognized. San Diego is home, for instance, to thousands of immigrants from the Mixtec people of southern Mexico, with centers of population in the Linda Vista neighborhood of San Diego and in the North County inland cities of Vista and Escondido.)

San Diego's location "on the border" dates, of course, to the creation of the border itself, as stipulated in the Treaty of Guadalupe-Hidalgo signed in 1848 at the end of the US-Mexico War. The border we now see between San Diego and Tijuana, however, did not really begin to take shape until 1986, when Congress approved the Immigration Reform and Control Act (IRCA), a piece of legislation which struck a grand bargain by offering a "pathway to citizenship" for some persons residing without legal authorization in the United States, and in exchange for this pathway committed the US federal government to policies of ever-increasing border enforcement. This trade-off established the framework within which current efforts to achieve "comprehensive immigration reform" are still being played out today.

The federal government's strategy of border enforcement (which critics call "militarization") took full flower in the early 1990s, when massive investments in border infrastructure and border patrol personnel were directed at making it as difficult as possible for undocumented migrants to cross in urban areas like San Diego. A series of border enforcement initiatives pushed migration flows from San Diego/Tijuana and El Paso/Juarez to other, less populated regions of the US/Mexico border. The presumption was that Mexican migrants would be deterred from crossing by the difficulties and perils of crossing in the mountains and deserts of eastern California and Arizona. When this presumption proved false, and undocumented immigration continued unabated through the late 1990s and early 2000s, makers of US policy began to

include the calculus of “collateral damage” (migrant deaths) as a critical part of the formula for US border enforcement policy.

It is important to remember that the politics of the border in San Diego in the 1990s were much like these politics are in Arizona today. San Diego’s Pete Wilson’s ran for President in 1992 by building his campaign on the reputation he built through support of CA Proposition 187, which would have turned every public sector employee into a *de facto* immigration enforcement officer. While Prop 187 was overturned by the federal courts, voters across the nation continued to prove amenable to appeals from politicians who promised to push back against “illegal immigration.” At the national level, leaders of both Democratic (Clinton) and Republican (Bush, Bush) administrations found it good politics to give increasing powers to the U.S. Border Patrol (USBP) and the U.S. Immigration and Naturalization Service (INS). During this time the “border region” was codified as within 100 miles of any land or maritime border of the US, and local and state agencies forced to cede authority to the federal government within this jurisdiction.

In the wake of the terrorist attacks of September 11, 2001, the idea that the nation's security depended on “securing the border” became axiomatic for politicians of all ideological persuasions. The Bush administration institutionalized the axiom in 2003, when the U.S. Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE) - the successor agencies to the USBP and INS - were placed under the purview of the newly created Department of Homeland Security. The result was more than mere bureaucratic reshuffling; all matters pertaining to life on the border were now cast inherently in the light of national security, and the strategies of heightened vigilance and beefed-up enforcement came to trump all others in U.S. border policy. This trend has continued under the administrations of Barack Obama and, as this report is being written, it is proving the dominant narrative in the congressional debate over comprehensive immigration reform.

The San Diego-Tijuana border region remains a dynamic and rapidly changing place. Many local civic leaders recognize the need for expanding bi-national coordination and cooperation on fronts as diverse as commercial, environmental, cultural, educational and political. Sadly, these forward-looking impulses continue to be thwarted (and at times completely overwhelmed) by federal policies shaped by an historic American animus toward Mexico and Mexicans, by distorted concerns over U.S. national security, or by a toxic combination of both.

B. AREAS OF CURRENT INITIATIVE

Sitting at the intersection of philanthropy and community organizing/advocacy, the Foundation for Change has identified four distinct areas of initiative within which leadership is being intentionally cultivated in the immigrant, refugee and border-based communities of San Diego County. These types of initiative are listed here in no order of priority.

1. Civic Engagement and Immigrant Integration Initiatives

A small number of local organizations committed to the practices of civic engagement were launched in the 1980s and 1990s and are today robust organizations with real capacity to move policy agendas within their respective spheres:

- [Environmental Health Coalition](#) has a substantial base in San Diego's South Bay communities
- [San Diego LGBT Community Center](#) serves as a true community hub for San Diego's LGBT constituencies and progressive allies
- [Center on Policy Initiatives](#) uses community organizing strategies to complement its research and advocacy work
- [San Diego Organizing Project \(SDOP\)](#) organizes community-based campaigns from within faith-based congregations in San Diego's urban neighborhoods

In recent years additional organizations have joined this core leadership group:

- [ACLU of San Diego and Imperial Counties](#) has added a substantial organizing component to its more traditional work of advocating for civil rights
- [Alliance San Diego](#) has developed a substantial organizing capability by building coalitions to promote justice and social change, and serves as home to a number of multi-agency consortia, including (but not limited to) the [San Diego Immigrant Rights Consortium](#), the [Southern Border Communities Coalition](#), the [San Diego Naturalization Collaborative](#)
- The San Diego chapter of the [Alliance of Californians for Community Empowerment \(ACCE\)](#) organizes low-income, immigrant and working families around issues of local and statewide concern

Since 2008, when changing demographics in the United States were identified as a key to the election of Barack Obama, national and statewide funders have taken increasing interest in parts of the country - including San Diego County - where these dynamics are perceived to be changing the civic and electoral landscape. Nationwide many philanthropic efforts promoting civic engagement and immigrant integration are coordinated through funders' affinity networks like [Funders Committee for Civic Participation](#), the [Neighborhood Funders Group](#), and [Grantmakers Concerned with Immigrants and Refugees \(GCIR\)](#), and these same strategies have been the focus for the [California Civic Participation Funders](#), a partnership of California foundations key members of which have been investing in San Diego since 2010 as part of a larger statewide political strategy. These investments culminated in the formation of **Engage San Diego** as a "table" around which the above-named organizations agreed to coordinate some of their civic engagement efforts.

During 2012 the member organizations of **Engage San Diego** deployed their own resources (through both 501c3 and 501c4 vehicles) and coordinated the mobilization of their own voters through aggressive phone banking, door-knocking and data-gathering within hard-to-reach populations. Of more immediate relevance to this report, they also "sub-contracted" to many community-based organizations working in immigrant communities, enabling these organizations to mobilize their own base of support. The organizations which came together

under the banner of **Engage San Diego** in 2012 are each committed to cultivating leadership between election cycles, as part of a longer-term strategy to build what some call “civic participation infrastructure.”

Civic Engagement in Refugee Communities is a slightly different kettle of fish, as most refugees arriving to the US become naturalized as U.S. citizens upon arrival or shortly thereafter. (The exceptions include those that arrive under temporary status, generally on their own, and are awaiting refugee status based on a different set of circumstances such as discrimination, and fear of persecution, in the home-country - for instance, for being Lesbian Gay, Bisexual, Transgender or Queer.) As a rule refugee organizations in San Diego are preoccupied with getting the basic necessary services to their community members and to facilitate a process of integration. For this reason many leadership development programs within refugee communities in San Diego focus first on *issues of access* (from housing, to jobs, to transportation); then on issues of *cross-cultural and mental/behavioral health dynamics* (tradition v. new “home” dynamics); and only then on *civic engagement*. That said, through the [San Diego Refugee Forum](#) many refugee-focused organizations have dedicated substantial energy in the last several years to addressing *issues of access* identified in regional planning proposals, especially proposals emanating from the [San Diego Association of Governments \(SANDAG\)](#).

The Role of the Foundation for Change

From 2010-2012, the Foundation for Change partnered with a consortium of larger foundations to promote civic engagement strategies through community based organizations within historically under-represented communities. For instance:

- In 2010, the Foundation for Change provided \$146,000 in grants to community-based organizations in order for their members and constituencies/residents to participate in the 2010 Census, and then followed up with a six-month program of training and convening
- In 2011, the Foundation for Change provided \$70,000 in grants to community-based networks in order for their members to participate in shaping new redistricting lines (based on 2010 Census data) and then followed up with a six-month program of training, convening and advocacy
- In 2012, the Foundation for Change awarded \$225,000 in grants from external funders to organizations which came to comprise the anchors to **Engage San Diego**
- Since 2011 the Foundation for Change has awarded travel and training stipends totaling \$34,000 to 19 unduplicated organizations, enabling over 100 unduplicated leaders from immigrant, refugee and border-based communities to receive training on legislative advocacy, culminating in a visit to Sacramento to participate with other immigrant leaders from across California in *Immigrant Day*, a day of advocacy for legislation favorable to immigrant communities

See [appendices 3 and 4](#) for complete grant details.

2. Immigrant Health and Worker Initiatives

Across many years a disproportionate amount of organizing and advocacy in San Diego's immigrant, refugee and border populations has taken place under the broad banner of improving health outcomes and improving access to care, owing to the relative preponderance of funding from health-focused foundations at both the state level (most notably [The California Endowment](#) and [The California Wellness Foundation](#)) and local level (including the [Alliance Healthcare Foundation](#), the [Kaiser Permanente Community Benefits Program](#), and others). The full range and extent of these efforts is substantial and beyond the scope of this report.

Within this broad area of work, two developments are of particular relevance to this report - the *promotora* model of leadership development and the organizing of immigrant workers.

While not necessarily restricted by gender, *promotora*-style organizing in our region has historically been characterized (as the word suggests) by hands-on training providing low income women of color, many Latina, with the tools and information they need to educate and empower their peers. In most instances the original subject matter of *promotora* organizing has been health and well-being; but other issues such as housing, employment and education often emerge as central to the *promotoras'* work. With the support of statewide and regional *promotora* networks, San Diego *promotora*-based leadership development programs have transformed themselves into spaces where many women (and some men) in immigrant, refugee and border-based communities become advocates and agents of social change.

A majority of immigrants in San Diego can rightly be described as "economic migrants" in that economic need was among the primary reasons for their coming to the United States. For many immigrants, then, work becomes the central activity around which their daily life is organized. The work of organized labor in supporting San Diego's immigrant workers cannot be underestimated; it is, however, beyond the scope of this report. Many community-based organizations, however, work alongside labor to organize and advocate for the rights and needs of immigrant workers.

The role of the Promotora extends far beyond the 'disease-related information provider' to a passion for human rights and social justice. However, the quality that most makes Promotores uniquely effective is their ability to establish profound relationships based on mutual understanding, mutual respect and mutual empathy.

--Vision y Compromiso

The Role of the Foundation for Change

Because of the significant intersection with our own work, the Foundation for Change has partnered with a variety of organizations promoting the use of *promotora*-style methods of leadership development. For instance:

- [National Latino Research Center](#) at California State University San Marcos *Promotoras* from NLRC's **Poder Popular** network represent and advocate for farmworkers, day-laborers, local education reform and other causes, drawing on community-based organizations and the larger Latin@ population in North County
- [Comite Civico del Valle, Inc.](#) in Brawley serves as an organizing hub for *promotoras* representing disperse rural population in Imperial County
- [The California Department of Public Health](#) often convenes *promotoras* representing urban health settings, local education activists, and community-based organizations in central San Diego
- Overlapping networks of *promotoras* in urban health settings and community-based organizations in South County San Diego include those convened by:
 - [Vision y Compromiso](#), a statewide network with local roots in Chula Vista
 - The [Chula Vista Community Collaborative](#), ensures collaboration among partners and stakeholders in Chula Vista
 - The [South Bay Forum](#), is a political action committee for the Chicano/Latino community in the San Diego South Bay

Networks like these are in continual conversation about how to coordinate programming and share resources. To cite just a few examples:

- a newly-opened **Promotora Center** in Chula Vista, offers *promotoras* shared office space and other resources
- **Adelante**, a conference organized for and by *promotoras*, is made possible each year through multi-agency coordination
- in August 2013, a **Bi-national Promotoras Conference** for *promotoras* was held in Oakland, CA, agenda topics included a core competencies guide, bi-national success stories, and the role of *promotoras* in the Health Care Reform (ACA)

The most significant engagement of the Foundation for Change within this realm across the past five years, however, has been in *Immigrant Worker Health Advocacy*. Through a partnership with [The California Wellness Foundation](#), F4C has awarded over \$225,000 in grants to organizations engaged with immigrant workers in San Diego. Apart from providing grant support, the Foundation for Change has also organized training opportunities in health advocacy through a partnership with the [California Pan-Ethnic Health Network](#), with topics ranging from the Affordable Care Act to Sustainable Regional Planning. Additionally, F4C has linked these grantees to the [Bi-national Health Week](#) to help expand concepts of health equity from a bi-national perspective.

Within this initiative, the Foundation for Change has partnered closely with two organizations which serve to anchor an extended network:

- [Employee Rights Center](#) has resourced countless organizations and individuals on matters pertaining to the rights of immigrant workers, especially those employed in the “informal” sectors of the San Diego economy
- [Interfaith Committee on Worker Justice](#) has run numerous advocacy campaigns across the past decade defending the rights of low-wage workers in San Diego

F4C grantees in this category are not only advocating for the basic human rights and dignity of immigrant workers in our region; they are also advocating for access to basic health services for documented and undocumented workers alike. To highlight just a few examples:

- The [United Taxi Workers of San Diego](#) has been working to raise awareness and change policy related to the basic rights for San Diego’s (primarily immigrant) taxi workers
- [Asociación de Jornaleros y Trabajadoras Domésticas de San Diego](#) (San Diego Day Laborers and Domestic Workers Association) has been key supporters of the State-wide Domestic Workers Bill of Rights (AB 241), which was approved by the Governor September 26, 2013, ensuring basic rights of overpay, meals and rest to a highly vulnerable immigrant worker population
- The [San Diego Caregivers Association](#) has also been a strong advocate for the Domestic Workers Bill of Rights. Furthermore, they are active, like many other immigrant rights organizations throughout the state, in promoting a humane comprehensive immigration reform

See [appendices 3 and 4](#) for additional details on grants awarded and grants recipients.

3. Identity Based Initiatives

Initiatives organized around four broad categories – culture, gender, youth and faith – are strongly linked in that they focus on issues of identity formation, which are of central importance to people from immigrant, refugee and border-based communities. Many organizations engaged with these communities begin their work of leadership development by engaging constituents in programs or projects organized around one (or more) of these themes. The reasons for this are many:

- these strategies bring pride and self-esteem to community members
- they are less controversial and more inclusive than more transparently political organizing, holding the prospect of attracting the interest (or, at least, curiosity) of a wide range of San Diegans
- they attract funding from donors, institutions and corporate sponsors who perhaps would not otherwise support initiatives within these communities
- they can sometimes align with business interests seeking to promote regional, and even national and international, tourism

Due to its unique location on the US-Mexico border, its position as a nexus between the Pacific Rim and Latin America, and its status as one of the primary refugee resettlement regions in the US, San Diego is pulsating with cultural activity:

- In just a short walk through City Heights you can hear dozens of languages spoken, and depending on the time of year one might come upon the *Vietnamese Lantern Festival*, the *Somali Independence Day*, the *Karen New Year* (of ethnic minority groups from Burma), the *Mexican Day of the Dead* and any of a number of other cultural celebrations
- Neighborhoods from Linda Vista to the Diamond Neighborhood have embraced multiculturalism as a foundational strength
- In National City, members of the [Coalition for Philippine-American Organizations \(COPAO\)](#) organize one of the largest Filipino-American cultural festivals in the United States each spring
- In Barrio Logan, the murals at Chicano Park bear witness to the political struggles of San Diego's Mexican-American community and *Fiesta Del Sol*, a family-friendly weekend street festival celebrating the history and diverse cultures of San Diego and sponsored by [Justice Overcoming Boundaries \(JOB\)](#) is in its 8th year
- In San Ysidro, *The Front* (a cultural center supported by the community center [Casa Familiar](#)), celebrates art and culture from a unique Border Culture that is "neither from here nor there...."
- The [Media Arts Center](#) is in its 20th year of organizing the *San Diego Latino Film Festival* and the [Pacific Arts Movement](#) is in its 14th year of organizing the *San Diego Asian Film Festival*
- Organizations like [SAY San Diego \(Social Advocates for Youth\)](#), the [San Diego Youth Symphony](#), the [A|A Project](#), [ARTS \(A Reason to Survive\)](#), [Reality Changers](#), [TranscendANCE](#) and [Youth and Leaders Living Actively YALLA](#) engage immigrant, refugee and border-based youth in ways that are age and culturally appropriate

If you scratch the surface, we really are about social justice. We take the concept of equalizing the playing field quite literally for these kids.

--Mark Kabban, Executive Director, YALLA

This list offers just a glimpse of the plethora of cultural activity within immigrant, refugee and border-based communities in our region; it is by no means comprehensive.

The Role of the Foundation for Change

The Foundation for Change has not engaged directly with cultural organizations, neither in its role as a grant-maker nor in its own programs of leadership development. We have, however, engaged with a variety of gender-based and youth-based organizations specific to immigrant, refugee and border-based through our work in health advocacy. Some sought to combine social services and youth advocacy, for instance:

- *First Generation Youth Program*, serving primarily Burmese youth, through the [Karen Organization of San Diego](#)
- *Youth Leadership Development and Project Management Program*, serving primarily Vietnamese/Vietnamese American youth, through the [Little Saigon Foundation](#)
- [Somali Youth United](#), serving youth from North African immigrant families, primarily in City Heights
- *Jovenes Program* of the [Historic Barrio Community Development Corporation](#), serving over 500 primarily Latino youth per month through multiple activities at the Sherman Heights Community center
- [Youth and Leaders Living Actively \(YALLA\)](#) serving primarily Iraqi Chaldean youth in El Cajon

More recently youth-led organizations have begun to appeal to F4C for support of more specific policy and advocacy agendas. For instance:

- [San Diego Dream Team](#) raises awareness about the plight of undocumented immigrant youth (and those with residential status under Deferred Action for Childhood Arrivals or DACA) and organizes their constituents as proponents for humane immigration reform with a focus on family reunification
- [San Diego Immigrant Youth Collective \(SDIYC\)](#) holds many of the same values as the San Diego Dream Team, the organization's motto is "undocumented and unafraid." "Coming out" has taken on a double-meaning for SDIYC, as many of its constituents are gay, lesbian, bisexual or transgendered
- [Mid-City CAN Youth Council](#) develops and empowers City Heights youth through community organizing and advocacy

Our goal is to organize City Heights in order to advocate for changes that improve the community

-- Youth Leaders,
Mid City CAN Youth Council

Our experience is that programs of advocacy and youth empowerment like these, by virtue of the nature of the populations with which they are engaged, almost invariably face fundamental challenges of sustainability and leadership succession and therefore depend on infrastructural support offered by larger, "anchor" organizations – for more on this subject, see [Section IV.C](#) ("Funding Recommendations").

4. Place-Based and Regional Planning Initiatives

As the face of urban San Diego has been transformed by changing demographics, immigrant, refugee and border populations have come to play a central role in an increasing number of larger initiatives aimed at shaping the public landscape by impacting either a specific geographic community or the governmental processes of planning (land-use, transportation, economic development, etc.) which affect these communities.

Of course “place-based initiatives” are nothing new in San Diego. Many community centers serve as vital “hubs” to the political, cultural and economic life of their communities – for instance:

- [Sherman Heights Community Center](#) in San Diego’s Barrio Logan
- [Tubman-Chavez Community Center](#) in San Diego’s “Diamond” Neighborhood
- [Casa Familiar](#) in San Ysidro
- [Bayside Community Center](#) in San Diego’s Linda Vista neighborhood
- [LGBT Community Center](#) in San Diego’s Hillcrest neighborhood

This list is by no means comprehensive.

Across recent decades, two philanthropic families have made major investments in specific San Diego neighborhoods, each of which have included significant leadership development and “resident-led” components:

- [Price Charities](#) (formerly **Price/Galinson Charities**) in San Diego’s City Heights neighborhood
- [Jacobs Center for Neighborhood Innovation](#) in San Diego’s Diamond neighborhood

And in recent years, several recent large-scale planning initiatives in San Diego County have attempted to enlist community-based organizations in the work of engaging diverse populations in formal institutional or governmental processes that impact regional planning and therefore issues of equitable access to jobs, housing, schools, clinics and other basic services. Several of these are:

- [SANDAG’s San Diego Forward Regional Plan](#) is working in our region’s four main quadrants (North County, South Bay/San Ysidro, East County and Mid City) with key allies in order to mobilize residents for stakeholder gatherings. In North County, SANDAG works closely with the [Alliance for Regional Solutions](#) and the [Vista Community Clinic](#); in South Bay/San Ysidro, with [Casa Familiar](#); in Mid-City, with the [International Rescue Committee \(IRC\)](#), [MidCity CAN](#), and, more informally, with the [San Diego Refugee Forum](#); and in East County, with the East County Collaborative.
- **The Built Environment Project** is a multi-year resident capacity building process supported by [The California Endowment](#) views City Heights residents as the central and primary drivers for change, with community organizations, organizers and existing community leaders providing the necessary tools and support to engage residents. The goal of BET is to engage a group of community residents representing the diversity of City Heights including ethnicity, culture, age and gender to create a **Community Driven Action Plan (CDAP)** focusing on land-use. The capacity-building process focuses on building healthy and sustainable communities to foster resident knowledge around the concept of *Why Place Matters* and develop skills to organize and advocate for change. Leading members of the project include [Environmental Health Coalition](#), [Asociación de Liderazgo Comunitario \(ALC\)](#), [International Rescue Committee](#) and [City Heights Community Development Corporation](#).
- **Regional Planning for Equitable and Sustainable Development** promoted through its Metropolitan Opportunity Initiative; the [Ford Foundation](#) has been developing a San

Diego strategy to promote more equitable outcomes through local processes of regional planning.

The Role of the Foundation for Change

The Foundation for Change has not been deeply engaged in these place-based and regional planning efforts, and the complexity and sophistication of each renders them beyond the scope of our report. Almost every leader and organization with which F4C has been engaged across recent years, however, has been simultaneously engaged with one or more of these initiatives, and they constitute an integral part of the landscape being navigated by emerging leadership from within San Diego's immigrant, refugee and border populations.

C. Strategies

The organizations listed in this report are all engaged in one or both of two strategies: community organizing and/or advocacy.

1. Organizing

According to Marshall Ganz, organizing is a highly relational methodology of community engagement whereby community members (“organizers”) engage others in “discerning *why* they should act to change their world – their values – and *how* they can act to change it – their strategy.”² The most credible organizers are people from the community working within the community through non-hierarchical structures where all have an equal voice. Organizers like these catalyze opportunities for social change by bringing out the best in people, and working together to figure out how to mobilize the internal assets of any given community (from cultural capital to human resources) into a powerful base capable of actually achieving equitable solutions to deep-rooted social problems.

2. Advocacy

“Advocacy” refers to the work of supporting a cause and getting others to support it as well. It typically involves the work of speaking up and drawing attention to important issues. The primary intent of advocacy is to get political leaders, and others in power, to see that an issue - a piece of legislation, a government policy, for example - is having direct impacts on communities and that the conditions of the issue must be changed for the better. Types of work related to advocacy run the gamut from community leadership development to coalition building to lobbying (within parameters defined by organization’s tax status) to promoting legislative change.

² Harvard Educational Review
<http://isites.harvard.edu/icb/icb.do?keyword=k2139&pageid=icb.page60811>

Slowly but surely, San Diego's immigrant, refugee, and border-based communities are becoming strong advocates at the local, statewide and even national levels. The capacity of leaders from these communities to advocate effectively is enhanced by the role of strong intermediary organizations based in other parts of California but with a statewide purview, as well as by many of the local organizations listed above.

These intermediary organizations provide invaluable training and opportunities for analysis of the issues, as well as analysis of the adversaries who are advocating against a particular cause. They also provide direct opportunities for advocacy (legislative visits, for instance) and utilize a variety of communications vehicles (mass media, social media, correspondence with constituencies, etc.) to promote wide visibility and positive action around issues of concern.

IV. NEW DIRECTIONS / RECOMMENDATIONS

A. Leadership Development in Cultural Context

Across the past five years the Foundation for Change has been engaged deeply with hundreds of leaders from within San Diego's immigrant, refugee and border-based communities. We have learned that in these communities "leadership" is often conceived of differently than it is in the formalized, institutional contexts of U.S.-based non-profit corporations. In general terms, within these communities:

- **"leadership"** is not typically conceived of as a skill, nor is it something that derives necessarily from a title or formal position (although of course many people possessing titles or occupying positions are recognized as leaders)
- **"leaders"** are commonly recognized to be any and all who play an active role in doing for others and who are valued for their selfless contributions to the community
- **"leadership development"** is as likely to happen through informal processes as it is through formal programs

Our leaders are constantly looking for spaces to practice leadership.

--Nydia Ramirez,
Day Laborers Association

At the Foundation for Change we have come to recognize that leaders in immigrant, refugee and border-based communities often fulfill one (or sometimes more) of three roles:

- **elders** are leaders who, through years of struggle, have earned the wisdom and respect of others and are therefore trusted to serve as guides as a community works through a process of struggle
- **bridge-builders** are often second or third generation immigrants, who are often bilingual/bicultural (and/or "bi-national"), and who often possess even advanced educational degrees from institutions of higher learning in the U.S., and serve as intermediaries, capable of negotiating with larger, more formal institutions (for funding, for shifts in policy, etc.) on behalf of their communities
- **grassroots leaders** are typically low-income and first-generation immigrants, often with little formal education, participate actively (and often on many fronts) in their communities, beginning with the lives of their extended families and neighborhoods, serving to generate the groundswell for collective action where no formal options exist to uplift and defend the human rights marginalized communities

It is important to note that many leaders of these types (perhaps especially elders and grassroots leaders) do not conform to the model of a "classical leader" in the western sense of the concept - charismatic, outspoken, formally articulate. On the contrary, these leaders often work in shared and non-hierarchical structures, whereby everyone's leadership is celebrated as having a function and an equal value. The grandmother and the Dreamer alike have a role and an equal value in a movement for social change.

Leadership within Refugee Communities

According to Nao Kabashima, the current Chair of the San Diego Refugee Forum, funders, training intermediaries, and program designers must take into consideration distinct leadership styles and issues in order to provide culturally relevant, capacity-building support to organizations in refugee communities:

- Members of the refugee community pay close attention to, and generally act according to, leaders who were once also leaders in refugee camps. For example, Burmese refugees, upon arriving in San Diego, routinely 'seek out' leaders from their particular refugee camp in Northern Thailand.
- The incidence of stress and trauma runs very high in refugee communities, including among community leaders.
- Family and individual problems are generally seen as social problems - problems of the community - which must be resolved in consultation with community leaders.
- Many refugees, especially from war-torn African nations that fought territorial/land struggles along tribal lines, bring their tribal identity and attitude toward other tribes with them to the U.S. Inter-tribal dialogue and healing in a U.S. context is a difficult feat and occurs when the social problem is much greater than the tribal differences. The United Taxi Workers of San Diego is a good example of an intertribal organization that has been able to dialogue about their broader concerns as primarily African workers in San Diego.
- Refugee leaders (from the Iraqi Chaldean community, for instance) are often religious leaders. Young people within these communities are struggling with the balance between respecting religious elders and wanting to forge their own leadership styles. Supporting inter-generational dialogue is key in this context;
- Whatever their mission, community organizations within the refugee community serve as de facto community centers, places where people will come for socializing and other social consultations and staff members are expected to adapt to immediate community needs.

B. Gaps Analysis and Opportunities

GAP: Implementation of Federal Policy

The policy landscape facing San Diego's immigrant, refugee and border communities is rapidly changing. At the federal level the implementation of the Affordable Care Act and the prospect of Comprehensive Immigration Reform present extraordinary opportunity, but also great challenge and even peril. Coordinated strategies among local constituents are emerging on both these fronts, but there is nothing near the required institutional capacity to ensure full and effective implementation of these policies. This gap in capacity merits serious attention from both non-profit and philanthropic leadership.

GAP: Workforce Development for San Diego's *Promotoras*

A principal challenge facing the *promotora* leadership development model is that of taking the skills gained by participants and translating them into viable employment opportunities external to the *promotora* training program. Many *promotoras* discover little room for advancement and remain in low-income or stipend positions, forever dependent on how many grants their programs can receive to carry out their work. A key political gain was made in 2009, when October was declared by the State legislature as “*Promotora* Month” and officially recognized the contributions of *promotoras* as vital peer-to-peer health educators throughout the State. In October 2013 the activities of *Promotora* Month are sure to focus on the role that *promotoras* can play in the implementation of the Affordable Care Act.

GAP: Bi-national organizing

A number of organizations based in San Diego have developed bi-national models for community engagement, including the [Environmental Health Coalition](#), [WildCoast](#), [Via International](#) and the [Foundation for Change's own pilot project with grassroots leaders in Tijuana](#) (funded by the Ford Foundation in 2011). These efforts are still woefully underfunded; however, that this realm of work represents a significant gap in light of the challenges we face in the long-term development of our bi-national region.

OPPORTUNITY: Celebrating San Diego/Tijuana as a Global Metropolis

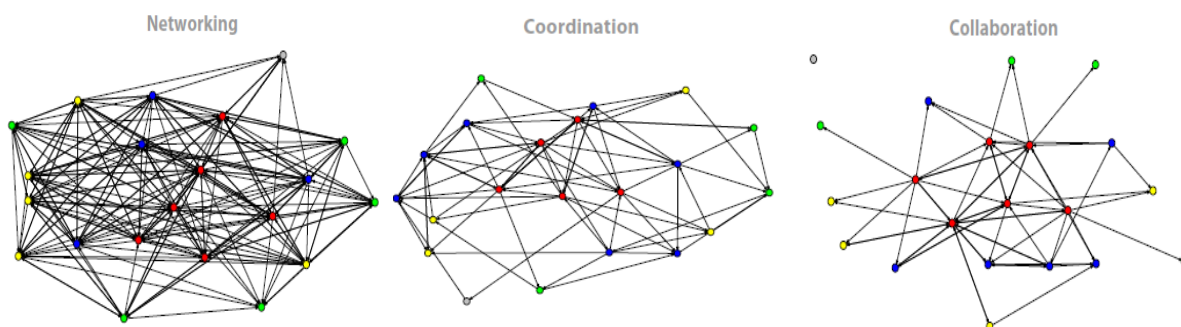
Leaders from San Diego's immigrant and refugee communities are committed to “remembering where we are from” and recognize that by doing this we can better “understand where we are, and where we are going.” At the same time San Diego's border-based communities are more and more invested in the notion that San Diego and Tijuana must work together to build a truly bi-national future for our metropolitan region.

We perceive the public mood of San Diego is more and more in alignment with these sentiments. More and more communities across San Diego are moving from a sometimes defensive promotion of “cultural awareness” to a more active celebration of cultural diversity as a foundational strength. And more and more leading San Diegans are recognizing San Diego's relationship with Tijuana as a potentially positive and transformative one.

There is opportunity to leverage this energy by celebrating San Diego/Tijuana as a Global Metropolis equipped for the 21st Century City, with efforts to be aligned with other major celebrations like [Tijuana Innovadora](#), the 2015 *Centennial Celebration* being planned for Balboa Park, and talk, however preliminary, of San Diego and Tijuana submitting a joint bid for the 2024 Olympics.

OPPORTUNITY: Network Maturation

Raul Martinez and Clare Nolan of Harder and Company Community Research have mapped the maturation of other networks through stages like this:³



At this level partners are aware of other agencies, but do not define roles. Agencies communicate occasionally and make decisions independently.

At this level partners share information, communicate frequently, and there are some defined roles and some shared decision-making. Fewer interactions are reported than at the networking level.

At this level partners share information and resources, communicate frequently with mutual trust, and make decisions jointly. Partners report the fewest total interactions at any levels.

As we hope this report will have evidenced, this process of maturation is well underway within the immigrant, refugee and border-communities of the greater San Diego region.

Increasingly, a wide variety of work within these communities is being coordinated through multi-agency collaboratives, such as:

- **The [San Diego Organizing Project](#)** (faith-based community organizing)
- **Engage San Diego** (civic participation and voter mobilization)
- Coalitions at [Alliance San Diego](#), including
 - [San Diego Naturalization Collaborative](#) (citizenship)
 - [San Diego Immigrant Rights Consortium](#) (immigrant rights)
 - [Southern Border Communities Coalition](#) (border advocacy)
- **The San Diego Refugee Forum** (refugee assistance)
- **Mid-City CAN** (place-based organizing in City Heights)

Networks, consortia and multi-agency collaboratives like these are increasingly well-positioned to “aggregate” the interests of San Diego’s immigrant, refugee and border-based communities and leverage these interests on to larger policy and advocacy agendas. They also present their participants with significant leadership development opportunities by virtue of the nature of their work.

³ See, for instance, “First 5 Monterey County Early Learning Opportunities Evaluation” and “2007-10 Systems-Level Evaluation: Mapping the Network – Relationships Among Funded Partners.” Raul Martinez, Harder and Co., rmartinez@harderco.com.

C. Funding Recommendations

1. Operational and Overhead Grants:

As is true for established organizations in other parts of the non-profit sector, the greatest need facing anchor organizations serving San Diego's immigrant, refugee and border communities is for core operating support. The Foundation for Change commends funders who are committed to providing this kind of support and encourages more funders to do the same.

2. Technical Assistance, Business Planning and Fiscal Sponsorship Grants

Many organizations serving immigrant, refugee and border-based communities are in need of resources to build their own capacity. The Foundation for Change has discovered that these kinds of resources can be delivered to emerging organizations even before they are established as 501(c)3 organizations through the fiscal sponsorship of a larger, more established organization. Funders wanting to support emerging leaders and organizations in their communities can encourage larger, well-positioned organizations to:

- provide services related to fiscal sponsorship (with appropriate compensation)
- serve as more than a financial "pass-through"
- engage as full partners with their sub-grantees

The Foundation for Change is glad to resource other funders with templates for Fiscal Sponsorship agreements and counsel for establishing productive fiscal sponsorship relationships.

3. Independent Research and Evaluation

The Foundation for Change recommends an independent evaluation to assess how leaders from immigrant, refugee and border-based communities perceive their participation to be taking shape in regional planning initiatives like [SANDAG's Regional Plan](#).

4. Advocacy and Organizing Grants

As a rule the strategies of organizing and advocacy are still under-funded across much of San Diego's non-profit sector. Organizations of many different types, and located within almost any geographic or issue area, can be supported by funders to develop capacity in deploying these strategies. An easy place to start would be by supporting (through modest participation stipends) the participation of organizations in the emerging networks and multi-agency collaboratives described in this report.

5. Travel and Training Grants

The Foundation for Change's experience with its Immigrant Day program ([described above](#)) has convinced us that these types of advocacy and leadership development strategies represent a high impact, low-overhead investment for interested funders. From small-scale, short-term initiatives like Immigrant Day, to larger and longer-term platforms for advocacy can be built.

V. CONCLUSION

When a small group of individual donors first convened in 1983 as a San Diego chapter of the Los Angeles-based Liberty Hill Foundation, they felt that they were the only philanthropists in the region willing to engage in a conversation about social justice. When the San Diego Foundation for Change was incorporated as a 501(c)3 organization in 1995, its leadership still felt much the same.

Across the past five years, however, this sense of “ideological isolation” has grown dramatically less profound. The Foundation for Change remains San Diego’s only philanthropic organization dedicated uniquely to social justice values, but across recent years we have found countless conversation partners within both the philanthropic and non-profit sectors.

Of great promise in this regard is the development of an organized conversation through [San Diego Grantmakers](#), which is now convening a philanthropic working group, called the *Social Equity Funders*. The creation of this working group holds the promise of improving the work of the local philanthropic community, especially as it collaborates with foundations from outside the area, which are expressing increased interest in San Diego. Local donors and foundations interested to learn more about this new collaborative venture are encouraged to contact [San Diego Grantmakers](#).

We hope that this report will prove helpful to foundations and donors interested to invest in emerging leadership in San Diego County. Our experience resonates with the observations of Deborah Meehan, of the [Leadership Learning Community](#), that oftentimes the processes of leadership development are “hidden in plain sight.” Especially in under-resourced communities, leadership development often happens “outside” of formal educational settings and “before” individuals self-identify for participation in formal leadership training programs. Instead, the processes of leadership development, according to Meehan:

- are often embedded within organizations, coalitions, networks and communities, which provide individuals the opportunity “step up” and groups of people the opportunity to “self-organize” and work together to achieve results
- can be difficult to identify because they do not always identify themselves as leadership development and because they often do not conform to our ideas about what leadership development should look like

We hope that this report will inspire other funders, allies and organizers in San Diego to learn more about San Diego’s changing leadership landscape.

VI. APPENDIX

Appendix 1: Survey Immigrant, Refugee, and Border Communities Summit

Name	Completed Survey	Attended Summit
ACLU Foundation of SD & Imperial Counties		
African Coalition Workforce	1	1
Alliance of Californians for Community Empowerment. (ACCE)		
Alliance San Diego	1	
American Friends Service Committee (AFSC) San Diego	1	1
Asociación de Jornaleros de SD	2	
Asociacion de Liderazgo Comunitario	1	4
Asociacion de Raza Educators		
Bayside Community Center	1	
CA Dept of Public Health/Binational Health/ Promotora Outreach		
Casa de Vecinos Organizados (CASA)	no survey requested	1
Casa Familiar - Cafe en la Calle		
Center for Social Advocacy	1	
Centro Cultural de la Raza		
Chicano Federation of San Diego County	1	
Chula Vista Community Collaborative	1	
City Heights Community Devt. Corporation		1
Council Of Philippine American Organizations Of SD County (COPAO)		
Employee Rights Center		
Engage		
Environmental Health Coalition		
Es por los Ninos	1	
Familia Indigena Unida	1	
Filipino American Arts & Cultural Festival	1	
Filipino Migrant Center		
Frente Indigena de Organizaciones Binacionales (FIOB)	1	3
Greater Logan Hieghts Community Partnership	1	2
Immigrant Youth Collective		
Interfaith Committee for Worker Justice	1	1
Interfaith Community Services	1	1
International Rescue Committee, San Diego	1	3
Justice Overcoming Boundaries		
Karen Organization of San Diego	1	3
KUYA ATE Mentor Program		1
License To Freedom		
Little Saigon Foundation	1	
MAAC Project		
Media Arts Center San Diego		
Mid City CAN	1	1
National Latino Research Center		
New Leaders Council		
Nile Sisters Development Initiative	1	1
Office of Binational Border Health		
Pacific Arts Movement (PAC)		
Peter Macapugay	no survey requested	1
Priya Reddy	no survey requested	1
Project Concern International		
San Diego CARE Givers		2
San Diego DREAM Team	1	3
San Diego Human Relations Commission	1	1
San Diego Organizing Project	1	1
San Diego Refugee Forum		via Karen
San Diego Table on Immigration (TIP)		
Sherman Heights Community Center		
Somali Youth United		
Southern Border Communities Coalition	no survey requested	1
The Center		
The Center on Policy Initiatives	no survey requested	1
Union Of Pan Asian Communities (UPAC)		
Unitarian Universalist Refugee and Immigrant Services (UURISE)		
United Taxi Workers of San Diego		1

US Mexico Border Health Commission		
Vecinos Organizados		1
Via International	1	
Vision Y Compromiso		
Young African Refugees for Integral Development	no survey requested	1
Youth and Leaders Living Actively (YALLA)	1	
Totals	27	38
Total Organizations Invited to Survey	61	
Total Surveys Received	27	
Total Organizations Surveyed	26	
Total Summit attendees	38	
Total Organizations at Summit	25	
Total Orgs. at Summit and Submitted Survey	14	

Appendix 2: Summit participant findings

Perspectives (Self Selected Groups)	Gaps	Assets
Civic Participation	<ul style="list-style-type: none"> • Funding opportunities versus community identified needs • Educational responsibility for both directions • Local economic strength to support organizing and civic organizing • Define: civic engagement/participation →productive citizens • Time needed to address immediate needs, while planning for longer term civic participation and civil society 	
Economic & Worker Justice	<ul style="list-style-type: none"> • Training and grassroots funding • Diversity of funding to lose dependence • Enlightening and engaging the community and business • Rights, civil obligations, voting, volunteering • Class consciousness • Lack of regional alliances • Collaboration 	<ul style="list-style-type: none"> • Diversity • Tradition/culture • Inter-connectedness • Collaboration • Changes in local government (Mayor's office)
Gender & Culture	<ul style="list-style-type: none"> • Promotora work: South Bay • Longterm vs immediate urgency • Assets & Gaps • Canvas for a cause: impact of immigration reform • Time: hours of operation • Cultural dialogue: traditions • Lack of transportation options • Employment: men vs women & competition within workplace • Institutional gender roles and lack of male participation • Lack of support for parents • Need for additional income: non-profits <hire stipend>leadership development 	
Youth	<ul style="list-style-type: none"> • Assessment of pre-existing youth groups – leading to coalitional collaborations – leading to 1 event • Need to attract and retain youth leaders/participants • Assessments of communities, needs, interests, ideas • Issue of geography & lack of cohesive transportation – especially for youth • Educating and involving both youth and families • Lack of access and use of University & local colleges 	<ul style="list-style-type: none"> • Extensive and very diverse existing youth groups (as represented by Summit Participants) • Different levels of leadership that youth fulfill • Place-based organizations where youth currently collaborate on local issues • Health funding has been overwhelming youth focused

Appendix 3: Grants awarded 2009 - 2013

Organization Name	2009 Grants	2010 Grants	2011 Grants2	2012 Grants	2013 Grants	Awarded
African Coalition Workforce			Immigrant Worker Health Advocacy	Immigrant Day		\$8,500
Alliance San Diego			Taking Off: Civic Participation, Immigrant Day	Immigrant Day		\$62,000
American Friends Service Committee	Immigrant Worker Health Advocacy	Immigrant Worker Health Advocacy	Immigrant Day	Immigrant Day, Immigrant Worker Health Advocacy	Immigrant Day, Immigrant Worker Health Advocacy	\$35,500
Asociacion de Liderazgo Comunitario	Media Justice for BIC	Census , Immigrant Worker Health Advocacy	Immigrant Day	Immigrant Day, Immigrant Worker Health Advocacy		\$34,230
Bayside Community Center		Census				\$7,500
Bienestar Human Services , San Diego	Immigrant Worker Health Advocacy					\$10,036
Calidad de Vida				TJLN Ford		\$1,100
California Immigrant Policy Center (CIPC)				Immigrant Day		\$1,000
Center for Social Advocacy (CSA), for San Diego County	Reproductive Justice for BIC	Census , Immigrant Worker Health Advocacy	Redistricting, Immigrant Day	Immigrant Day, Immigrant Worker Health Advocacy		\$46,938
Centro Binacional para el Desarrollo Indígena Oaxaqueño, Inc.	Immigrant Worker Health Advocacy					\$9,000
Chula Vista Community Collaborative		Census				\$7,500
Colectivo Chilpancingo, Youth Group, Tijuana				TJLN Ford		\$1,100
Colectivo Kumiai Spapoman de San Jose de la Zorra				TJLN Ford		\$1,100
Comite de Mujeres Lluvia Del Sur				TJLN Ford		\$1,100
Comité Pro Derechos Humanos Latinos Unidos		Census				\$7,500
Council of Philippine-American Organizations		Census	Redistricting	Immigrant Day		\$20,500
Employee Rights Center		Census	Immigrant Day			\$8,500
Environmental Health Coalition	Media Justice for BIC	Census	Taking Off: Civic Participation			\$91,730
Escondido Human Rights		Census				\$7,500
Familia Indígena Unida	Reproductive Justice for BIC	Census , Reproductive Justice				\$25,500
Frente Indígena de Organizaciones Binacionales (FIOB)		Census , Reproductive Justice	Immigrant Worker Health Advocacy	Immigrant Day		\$24,000
Fronteras Unidas Pro Salud, A.C. Tijuana	Reproductive Justice for BIC					\$8,500
Fundacion Esperanza				TJLN Ford		\$1,100
Hoover High School Parents Association		Census				\$3,950
Interfaith Committee for Worker Justice of SD County			Immigrant Day, Immigrant Worker Health Advocacy	Immigrant Day	Immigrant Day, Immigrant Worker Health Advocacy	\$19,500
Interfaith Community Services			Immigrant Day			\$1,000
International Rescue Committee, San Diego	Media Justice for BIC					\$7,800
Justice Overcoming Boundaries		Immigrant Worker Health Advocacy				\$8,000

F4C: Celebrating Emerging Leadership in San Diego's Immigrant, Refugee and Border-Based Communities

KAREN Organization of San Diego				Immigrant Day		\$1,000
Las Hormiguitas				TJLN Ford		\$1,100
License to Freedom		Census		Immigrant Day		\$7,250
Lideres Comunitarias Independientes, A.C.		Reproductive Justice				\$8,000
Little Saigon Foundation		Census		Immigrant Day		\$8,500
Los Niño's International		Census				\$3,000
Los Niños de Baja California				TJLN Ford		\$1,100
National Latino Research Center/CSU-SM		Census		Redistricting		\$16,700
Nile Sisters Development Initiative	Media Justice for BIC			Immigrant Day		\$10,230
Ollin Calli				TJLN Ford		\$1,100
Organización Vanguardia de Mujeres Libres Maria Magdalenas, A.C.		Reproductive Justice				\$5,500
Pastors on Point				Redistricting		\$12,000
Proyecto Fonterizo de Educacion Ambiental (PFEA)				TJLN Ford		\$1,100
Red Ciudadana para el Mejoramiento de las Comunidades (RECIMEC)				TJLN Ford		\$1,100
San Diego Caregivers Organization/ Filipino Migrant Center				Immigrant Day, Immigrant Worker Health Advocacy		\$9,000
San Diego Day Laborers and Household Workers Association	Immigrant Worker Health Advocacy	Census , Immigrant Worker Health Advocacy		Immigrant Worker Health Advocacy		\$39,000
San Diego DREAM Team				Immigrant Day, Immigrant Worker Health Advocacy		\$7,000
San Diego LGBT Center				Taking Off: Civic Participation		\$40,000
San Diego Organizing Project				Taking Off: Civic Participation		\$50,000
San Diego Refugee Forum		Census		Redistricting		\$17,800
Sherman Heights Community Center				Redistricting		\$12,000
Somali Youth United	Reproductive Justice for BIC	Census		Immigrant Day, Immigrant Worker Health Advocacy		\$23,500
Sun and Moon Vision		Census				\$10,000
TJLN - Fiscal Sponsorship				TJLN Ford		\$1,100
Unitarian Universalist Refugee and Immigrant Services (UURISE)				Immigrant Day, Immigrant Day, Immigrant Day		\$2,000
United Taxi Workers of San Diego				Immigrant Day, Immigrant Worker Health Advocacy, Immigrant Day, Immigrant Day, Immigrant Worker Health Advocacy		\$18,500
Visión y Compromiso		Census				\$7,500
Youth And Leaders Living Actively (YALLA)				Immigrant Day, Immigrant Worker Health Advocacy, Immigrant Day		\$9,500
Total Grants	\$106,526	\$217,638	\$352,000	\$57,100	\$53,000	\$786,264

*BIC = Border and Immigrant Communities

Appendix 4: Overview of Grant Fund and Grants Awarded

Year	Fund	# of GRANTS Awarded	Total Amount Awarded	Total # unduplicated Organizations
2009		12	\$ 106,526.00	12
	Worker Health	4	\$ 35,036.00	
	Media Justice	4	\$ 35,490.00	
	Reproductive Justice	4	\$ 36,000.00	
2010		26	\$ 217,638.00	25
	Worker Health	5	\$ 40,000.00	
	Reproductive Justice	4	\$ 29,500.00	
	Census	17	\$ 148,138.00	
2011		28	\$ 352,000.00	23
	Worker Health	6	\$ 45,000.00	
	Immigrant Day	12	\$ 12,000.00	
	Taking Off	4	\$ 225,000.00	
	Redistricting	6	\$ 70,000.00	
2012		29	\$ 57,100.00	25
	Worker Health	4	\$ 30,000.00	
	Immigrant Day	15	\$ 15,000.00	
	Tijuana Network	10	\$ 12,100.00	
2013		12	\$ 53,000.00	6
	Worker Health	6	\$ 46,000.00	
	Immigrant Day	6	\$ 7,000.00	
TOTAL			\$ 786,264.00	56