



**BUILDING THE  
ECONOMY THAT WE  
HAVE ALWAYS NEEDED**

## Executive Summary

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Members of the California Asset Building Coalition (CABC) work with California's seniors, entrepreneurs, those doing low paid work nonetheless deemed essential to public health and the economy, young people who are former foster youth or first-generation college students, people who have been previously incarcerated and others who have been disproportionately harmed, physically and financially, by the pandemic. They are also disproportionately people of color including immigrants or people perceived as being immigrants. Racism, anti-immigrant discrimination, misogyny, ableism, ageism, and other forms of systemic oppression operating in the pre-COVID-19 economy excluded low-income women, Latinx, Asian, Black, and immigrants of color from the income streams, savings, and asset-building and debt-free justice opportunities that would have allowed them to safely and comfortably shelter in place and avoid having to rely on unstable, low-income, high-exposure work. These experiences of exclusion were even greater for members of these demographics who were also LGBTQ and/or survivors of domestic abuse. Having been excluded from wealth building strategies before the global health crisis hit, these communities should have been able to rely on a public infrastructure of income and other material support as basic human rights. Without either, the consequences of the current pandemic will endure far beyond this economic period.

CABC members have re-tooled their operations to meet an unprecedented spike and shift in household and small business needs. The sudden widespread loss of income without intergenerational wealth to rely on caused families across California to face an increased risk of losing their housing, basic utilities like power, water, gas, phone and internet service, their cars and even food. In response, CABC members are prioritizing their communities' survival and stabilization and to trying to build the economic policy infrastructure that should and could have prevented the magnitude of the crises we now have. They are doing so by providing direct cash relief to people who need it to make ends meet day to day and increasing advocacy for policies that will meet the actual need for healthcare, education, housing, consumer and entrepreneur financial protection, work protections, and basic utilities for the long-term.

Many have succeeded in their efforts, at least temporarily, by working with funders and local officials: they have raised significant funds that have been distributed to families in dire need and have secured moratoria on evictions and utility-shut offs. They have also worked in coalition to protect small but meaningful amounts of resources people had or received in the form of COVID-19 relief from garnishment, levy, and intercept. The writing is on proverbial the wall, however, that many if not most of these resources will soon fade away without significant work by CABC and our allies, including policy makers, leaders in the funding community, and other advocates to make the temporary wins permanent and even stronger.

## Our Calls to Action

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In response to the information and insights that our members shared with us through this process, the CABC Steering Committee reiterates our promise to build the collective power of asset building leaders across California so that every family, micro-entrepreneur, and community previously excluded by racism, racist xenophobia, misogyny, and similar forms of othering and discrimination has the assets they need to thrive, even and especially during a public health crisis.

**We call on CABC members** to use CABC to connect with, learn from, and build each other up. Sign up for updates, participate in meetings, and invite others to do so. Make explicit to your funding partners and local policy makers that asset builders are developing our collective power to make deep systemic change.

**We call on policymakers** to join us in advocating for large-scale material support to relieve and build up the communities hardest hit by the pandemic and the broken economy that predates the COVID-19 virus. The disproportionate pandemic-related losses in marginalized communities is affecting every aspect of life – from education, nutrition, employment, housing and beyond. Without major intervention, this economic upheaval will financially impair families for generations. We must close the gaps in health and labor protections to safeguard the well-being of all workers, including the self-employed and especially those in industries deemed essential to public or economic health. We must also make permanent and build on what has worked so far to help people avoid risks to their health while in search of income. CABE members have jumped in to help those who have been excluded from that assistance, whether by design or poor implementation. With these lessons, we can build the reality we need to prevent widespread, multigenerational financial losses and to finally allow for the creation of wealth and prosperity for all Californians.

**We call on philanthropic leaders to collaborate with us** to strengthen each part of the asset building ecosystem. Let us plan together for foreseeable macro-economic shifts, invest more, more boldly, and more wisely, and with integrity for achieving our core values that the people we serve know more about what they need than we do. Let's also be more transparent in our planning and decision making, be more actively anti-racist, and invite leadership from communities that have been most excluded historically from decision making tables.

# Introduction to the California Asset Building Coalition and Our Members

The California Asset Building Coalition (CABC) is the largest statewide network of organizations that provide direct assistance and advocacy for low-income families and individuals to save money, invest for the future, and achieve economic mobility. CABC members are cornerstone community resources emergency responders. Through constant community engagement, effective programs, and successful advocacy, the people who work at asset building organizations have earned the trust of tens of thousands of Californians whose families have been the target of generations of racist, misogynist, anti-immigrant, and similarly oppressive economic policies and practices.

**Asset building is how individuals, families, and communities gather the resources that will move them towards economic well-being, for now and for years to come**

- Asset Funders Network

**Asset ownership determines how well a household, a business, or a community fares during economic crises.**

- California Asset Building Coalition

CABC members are working directly with the communities bearing the hardest impacts of the coronavirus pandemic, physically and financially: predominantly households of color that lack intergenerational access to wealth, families who have gone into debt just to make ends meet, and workers who are systemically pushed – often by racist and anti-immigrant policies- into the most precarious and least lucrative employment opportunities. They are helping parents of young children, young people just starting out, micro-entrepreneurs,<sup>1</sup> seniors, people of all genders leaving incarceration and others similarly situated to survive our current economy and help create, and thrive in, the economy they need. Since 2014, CABC has provided our members forums to connect with each other for peer and cross-sector learning, to develop their capacity to shape state economic policy that responds to local needs and influences national policy, and to work with philanthropic leaders to direct resources to where they are most needed.

This report presents research and recommendations resulting from interviews with CABC members across the state in May and June of this year and feedback from leaders who participated in our August member-only meeting. We interviewed and consulted senior staff of organizations that are providing immediate coronavirus-related relief through direct cash assistance and help accessing state and federal programs such as Pandemic Unemployment Assistance, the Paycheck Protection Program, and Economic Payment Assistance.<sup>2</sup> Many of those who we heard from also provide financial coaching and planning to heads of households, essential workers, micro-business owners, and others to prepare for the short and long term economic future. Still others are primarily advocates building local, state, and national economic policies to protect people who are financially vulnerable from predators, such as high-rate lenders and debt collectors, and to build household and community assets for prosperity and resilience. We spoke with CABC members across California- from the San Francisco-Bay Area, the Central Coast, the Inland Valley, and Southern California. All of them are doing critical, life- and community-altering work, largely without any clear state or federal leadership or guidance. We are looking to one another, our collective, to forge what must come next.

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<sup>1</sup> We are referring to entrepreneurs who have created their own jobs – often out of necessity - and employ up to about 5 workers, sometimes called ‘mom and pop establishments.’

<sup>2</sup> Often called ‘stimulus’ despite the actual name of the program and its expressed intent to replace income lost because of the pandemic.

# Racism and Other Forms of Economic Exclusion Make Low-Income, Low-Asset People of Color More Vulnerable to Pandemic Related Economic Hardship

Nearly every CABC member interviewed reported that racism, anti-immigrant discrimination, misogyny, ageism, and other forms of systemic oppression operating in the pre-COVID-19 economy left the communities they work with particularly vulnerable to the pandemic-related financial hardship. The pre-pandemic economy excluded low-income Latinx, Asian, and Black communities, including immigrants from the income streams, savings, and asset-building opportunities that would have allowed members of these communities to safely and comfortably shelter in place and avoid engaging in unstable, low-income, high-exposure work. Many of the seniors that CABC members work with faced racism, misogyny, and anti-immigrant practices over critical periods of their entire work lives, leaving them without enough retirement savings or income, relying on financial support from adult children who are also financial unstable, and living in insecure rental housing or with family members who are exposed. Since the outbreak of Covid-19, these elders risk infection when they go to a food pantry or grocery store, provide childcare for family members who must work, or need to work themselves.

Small business entrepreneurs and workers in these communities also contend with linked health and wealth consequences due to pre-pandemic economic exclusion. Many small business owners are entrepreneurs by necessity, having been driven out of the labor market and into self-employment by anti-immigrant policies, racial discrimination, or similar forces. A large number of small business owners do not have established banking relationships or assets to borrow against in emergencies, due in part to exclusion from credit and capital markets by race and immigrant status, and are left out of government sponsored lending programs meant to keep them in business. CABC members report that many of these businesses have shuttered, and laid off workers while others lack adequate health care coverage and cannot afford to offer health insurance to their employees or are uncovered themselves

These elders, entrepreneurs, and small business employees, along with those doing low paid work nonetheless deemed essential to public health and the economy, former foster youth, low-income and first-generation college students, and people who have been previously incarcerated are disproportionately people of color including immigrants or people perceived as being immigrants. Having been excluded from wealth building strategies before the global health crisis hit, these communities should have been able to rely on a public infrastructure of income and other material support as basic human rights. Without either, the consequences of the current pandemic will endure far beyond this economic period.

**CABC MUST BE  
EXPLICITLY ANTI-RACIST  
IN OUR ANALYSIS AND  
ACTIONS.**

Racism, anti-immigrant discrimination, misogyny, ableism, ageism, and other forms of systemic oppression permeated the pre-pandemic economy.

That economy excluded low-income women, Latinx, Asian, Black, and other immigrants of color from income and asset-building opportunities and targeted them with predatory financial practices (including fines and fees).

The worst pandemic impacts, physically and financially, are concentrated in communities of low-income people of color who lack intergenerational wealth, have gone into debt to make ends meet, and have been pushed to work in the most precarious, high-risk, and least paid industries.

We must work with public and private sector leaders who believe that people of color, including immigrants, women, people with disabilities and others are worth the investments necessary.

Parents who must choose between sheltering in place with their children, working without sufficient safeguards, or placing their children in unsafe childcare and learning environments risk worse health outcomes for the entire family and lower lifetime earnings as career trajectories buckle. Students of all ages whose families cannot afford to provide equitable access to learning conditions will similarly face lower lifetime earning potential than their more affluent peers, compounding, again, the racial, gender, and immigrant wealth gaps for another generation.

CABC, our members, and our allies are building what Californians have always needed: an infrastructure of policies that advance private and public support for personal, family, and community economic health. To do this, we must address each of the forces that led us here, especially racism and racist xenophobia, such as by coordinating with policymakers and private sector leaders who believe that people of color, including immigrants, are worth the investments necessary to create that infrastructure.

## CABC Members Mobilized to Respond

While the federal and state response to the financial impacts of Covid-19 took months to develop and implement, CABC members reacted much more quickly to the sudden and dramatic increase and shift in type of need for financial support. Asset building members interviewed report an immediate increase in calls and requests for assistance when the state required everyone to shelter in-place and close non-essential commercial establishments. CABC members serving small and micro-businesses saw a massive increase in requests for help figuring out how to apply to relief programs while those serving individuals and households found themselves flooded with questions about relief checks, taxes, housing, unemployment insurance, and ultimately, financial planning as employment opportunities jobs and income evaporated.

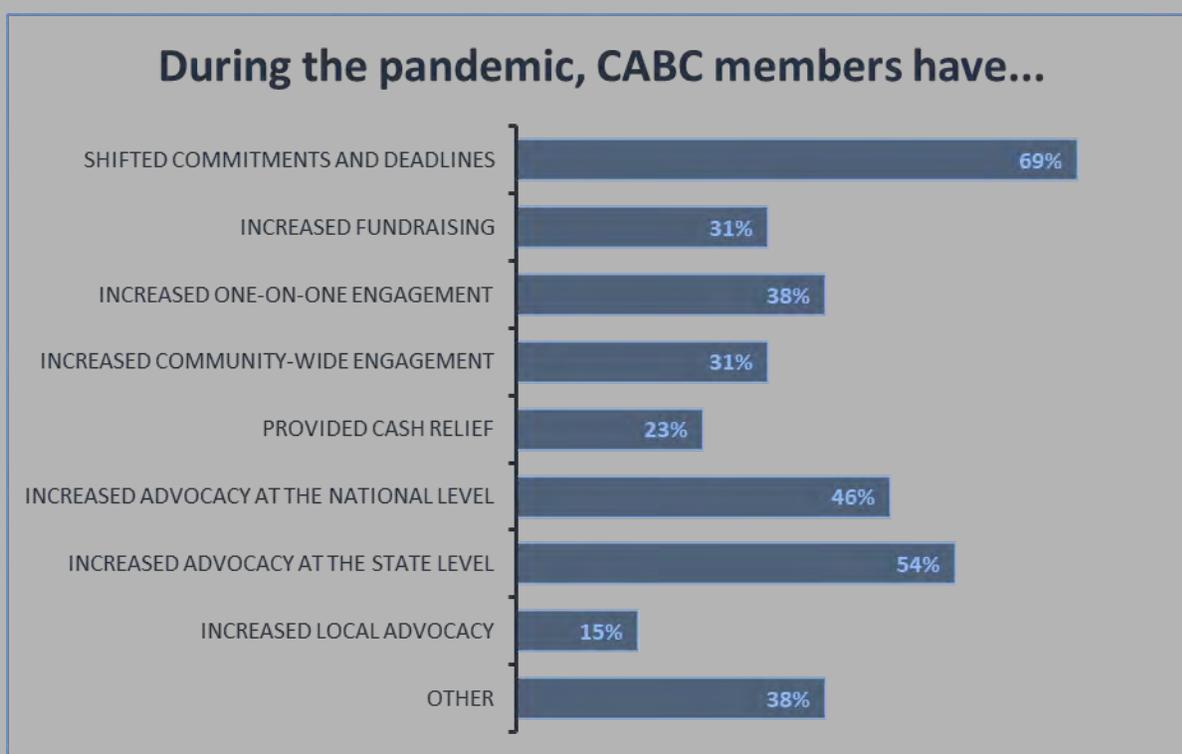
Every member interviewed reported concerns about the availability of public resources including safety net services to meet the now dramatically increased need of already marginalized communities including low-income families, undocumented immigrants, people who have been previously incarcerated, and workers doing essential labor – such as picking, processing, packing and delivering food- in both rural and urban areas. CABC members acknowledge that while payment protection program loans, expanded unemployment assistance, and federal and state financial relief were helpful to those who were eligible and able to access them early on, the programs have been poorly designed with both intentional and unintentional gaps in coverage and many have required difficult and extensive application processes. College students, undocumented families, immigrants, people with no bank accounts, and small businesses have been left far behind.

## They Are Responding to More and Different Personal and Household Financial Health Needs

One CABC member interviewed provides savings and support programs ensure that every child in their community has the resources, coaching, and incentives they need from birth and throughout their school years so they will seek out and thrive in the higher education and career of their choosing. After the pandemic shut down the local economy, they experienced a 60% increase in requests from parents for individual financial coaching sessions and had double the usual attendance in virtual workshops. They also noted a shift in what clients were asking for and needed: less emphasis on long-term saving for their child's future education, and much more on where to find resources for day to day living. In the virtual workshops, clients reported not having received federal relief checks. The organization's financial coaches and other staff responded by helping community members get the federal relief when they could, organizing for increased access to food and diapers, referring clients to sources of direct cash relief from ally asset building organizations, and even

dedicating substantial time helping community members address their anxiety and stress in the face of financial crisis.

Another member that focuses on supporting young adults, including students, young parents, and others struggling to establish themselves, reported that the simultaneous disruption of home life and school life has widened disparities in access to quality education. Higher education students have had to do without typical campus services like high-speed internet access and uncrowded physical space in which to study. Students of all ages – grade school and up- have had to compete for household members for physical and virtual space when both are scarce and income dependent. In response, this CABC member has prioritized advocacy for state and national policies that give students more flexibility to find lower cost housing, provide better financial relief than was included in the first federal package, and fully fund services that can make education access more equitable.



Other policy oriented and movement building members similarly adjusted their advocacy in the face of the sudden and likely prolonged pandemic related economic impact. Many organizations fought for local eviction moratoria across the state, while others lifted the need for mortgage relief and foreclosure protection, or more generally, protection from debt collection tactics that would hurt a household's ability to afford basic needs. Still others stepped up their work with community organizers to mobilize constituent power at a much larger scale, especially in response to public funding of racist and violent policing when those funds are desperately needed elsewhere.

## They Are Responding to More and Different Needs Among Micro-Entrepreneurs

Soon after the pandemic reached California, a CABC member mistakenly advertised a micro-business technical assistance webinar as open to the public rather than only to their member community and had over 2,500 business owners show up. The organization quickly found themselves running two to three webinars per week compared to just once-per week prior to the pandemic. Another business focused organization is prioritizing advocacy for statewide health insurance programs for micro-business owners in response to seeing so many of their entrepreneur clients struggle with not being able to secure it for themselves or their employees during a public health crisis.

Meanwhile, organizations that were previously dedicating time to helping immigrant street vendors secure city permits quickly pivoted to helping them get financial relief they were excluded from in the federal relief act. Others reported that, months before the shelter-in-place and nonessential business closures took effect, Chinese business owners, and those perceived as such, faced race-based discrimination resulting in business closures, verbal attacks, job losses, layoffs, and furloughs.



However, though small businesses employ nearly 50% of the California workforce, we do not yet have a clear assessment of how the financial health of small and micro-businesses impact the health of the people who work there or are otherwise directly dependent on them. We have a lot of work to do to educate asset builders across the sectors (e.g., those that focus on business, household, savings oriented, and income oriented) and the ecosystem (service providers, advocates, funders, policymakers) about the interplay of the economic forces impacting our communities. A survey of members that participated in our August meeting, reveals that over half of respondents do not know how many of their clients are micro-entrepreneurs, people who work in such businesses or are otherwise directly financial impacted by local commerce.

Like other nonprofits that are service providers or advocates for economic, social, and political justice, asset builders are working so intensely against such powerful forces in favor of the status quo that we develop blinders. We must recognize that consumer- or household-oriented strategies and micro-entrepreneurial and business-building strategies operate simultaneously and in the same or overlapping populations and build channels for regular communication, coordination, or mutual support.

## They Are Doing the Work Online When They Can

Everyone who was interviewed has had to restructure their work, to some degree, to comply with physical distancing protocols to prevent viral contagion. (Only one CABC member interviewed was already online only, having lost their physical workspace in a fire in 2019.) The impact of shifting to virtual space has varied. In some cases, program participation has dramatically increased due to the accessibility of remote attendance. On the other hand, some have experienced challenges in their working relationships, given that it can be more difficult to establish trust with community members in crisis through digital and telephonic connections only.

The challenges of providing asset building services online brings renewed attention to the digital divide that has existed now for decades. Like so many other divides and disparities, this one also falls along income and racial lines. A CABC member serving primarily Black and Latinx communities in the Central Valley, for example, reported difficulty in organizing their constituents facing simultaneous challenges including working in industries and workspaces with a high-risk of infection, already living in deep poverty, lacking access to unemployment insurance or federal relief, and having limited internet access. Still, the leaders in this organization have pushed hard for meaningful assistance wherever possible to help their community members, including advocating for temporary rent relief in public housing and forbearance and forgiveness of municipal and county debt.

## They Are Making Progress, But Much More Work Lies Ahead

Generally, the sudden widespread loss of income without any intergenerational wealth to rely on caused families across California to face an increased risk of losing their housing, basic utilities like power, water, gas, and internet service, their cars and even food. In response, all of the CABC members interviewed reported shifting their focus and resources to prioritize their communities' survival and stabilization and to build the economic policy infrastructure that should and could have prevented the magnitude of the crises we now have. They are doing so by providing direct cash relief to people who need it to make ends meet day to day and increasing advocacy for policies that will meet the actual need for healthcare, education, housing, consumer and entrepreneur financial protection, work protections, and basic utilities for the long-term.

Thankfully, all of the CABC members interviewed have succeeded in their efforts, at least temporarily, by working with funders and local officials: they have raised significant funds that have been distributed to families in dire need and have secured moratoria on evictions and utility-shut offs. The writing is on proverbial the wall, however, that many if not most of these resources will soon fade away without significant work by CABC and our allies statewide and nationally to make the temporary wins permanent and even stronger.

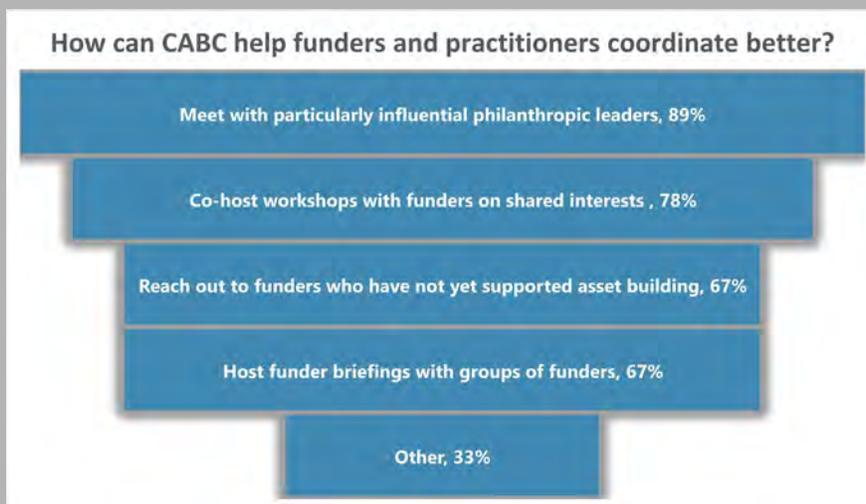
## We Need Bold Leadership and A Lot of Money

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Everyone we heard from expressed that if the status quo persists and all we manage to do is re-open the economy, without transformation, the outlook is mixed at best. Most CABC members interviewed shared deep uncertainty about what they expect to be doing a year or two from now and feared that the economic consequences of the pandemic have not been fully realized.

The make or break role of funding relationships featured strongly in our members' assessment of future work and impact. Generally, members agree that many private funders have been generous with offers of additional funding, extension of deadlines, flexible with shifts in activity, and converting restricted funding to general operating support. Funders that have not been as supportive include federal sources that have denied no-cost extensions or foundations that withdrew invitations to apply or interrupted applications mid-cycle to completely re-orient their grant making priorities. While some funders actively reached out to help asset building organizations with whom they already had strong

relationships, the decisions about who to reach out to seemed to be made without input from asset building organizations led by people of color or headquartered outside of major urban centers, who reported that they were more often excluded, not invited, and not supported through these processes.



There is also widespread concern that both the public and private financial support needed to sustain and build on current efforts will decrease if state and foundation leaders choose to prioritize preservation of resources for future emergent needs over acting boldly now. Some much needed and innovative state programs have already suffered loss of support, forcing them to compete in the private sector for core funding. State budget fights create a 2020-2021 spending plan that fails to ensure that Californians can safely earn a living in healthy environments and provide food, housing, and health care for their families. Without dramatic change, this budget does nothing to relieve the systemic income and wealth inequities that deny Californians of color, undocumented residents, low-income families and struggling micro-entrepreneurs the financial health they deserve.

California asset builders are facing some difficult choices in the foreseeable future. Many expect that families will continue to need significant support to cover basic needs, particularly as moratoria on evictions, utility shutoffs, and similar forbearance measures expire. Most CABC members interviewed are adapting their asset building work in this unprecedented recession, including recovering from internal, organizational losses. All members have a strong desire to increase their capacity to meet immediate and long-standing community needs by continuing public and private income supplements, increasing access to forgivable small business financing, and extending federal, state and local protections against housing and utility losses and debt collection. They all share a commitment to preparing communities with sufficient resources for the next large-scale economic crisis.

CABC's members are ready to take bold and creative measures to dramatically restructure how a wide range of economic and financial health needs are addressed, locally, statewide, and nationally. We have members that are expanding their ability to deliver services in different languages and geographic regions, coordinating with partners and allies to fill gaps and respond more efficiently and effectively. Others are increasing their work with community organizers to develop constituent-led policy platforms or joining state and national efforts to establish a minimum basic income, health insurance and care for all with no exclusions. Some are already re-building support for intergenerational wealth creation and protection programs, like children's and education savings accounts and re-imagining how to ensure entrepreneurs can raise capital in sustainable non-

extractive ways or how to help a physically and financially traumatized and dislocated workforce secure the power to shape their local economies and income opportunities.

## This Is How CABC Leads

Every member we spoke with told us they are counting on CABC to play the roles we have since 2013: convening the diverse network of hundreds of asset builders across community and financial sectors for peer support and learning, providing state policy analysis and advocacy coordination, and educating and coordinating with philanthropic and public leaders to ensure that asset building is a top priority, as a strategy for both responding to and preventing financial crises.

## Our Promise to CABC Members

In response to the information and insights that our members shared with us through this process, the CABC Steering Committee reiterates our promise to build the collective power asset building leaders across California so that every family, micro-entrepreneur, and community previously excluded by racism, racist xenophobia, misogyny, and similar forces has the assets they need to thrive, even and especially during a public health crisis.

CABC will continue to engage asset builders of all types, including consumer protection advocates, micro- and small-business technical assistance providers, financial educators and counselors, stewards of child-savings and retirement accounts, organizers working to end money bail and other incarceration-related fines and fees, immigrant rights advocates, economic scholars, youth and racial justice leaders, safety net providers, child support reformers, employment providers for people exiting incarceration, and many more. We will host our signature events for CABC members and supporters using interactive technology platforms. We will use leverage member engagement including further research about our members' work to develop coordinated policy and fundraising strategies. We will provide capacity building through peer learning and coordination of resources (i.e., connecting practitioners and community leaders who understand community needs and opportunities with advocates and allied influencers).

CABC will also continue to provide state policy analysis and advocacy coordination, so that members in every corner of the state know how to work with state officials to effect the changes their communities need. We will build the trust and respect we have earned among elected and career officials in Sacramento through our strong record of effective work across political branches. We will also provide our members with timely invitations to weigh in on policy proposals, training to build relationships with legislative and agency staff, and support for collaborating with allies in different sectors for the same impact.

Finally, we will continue to educate philanthropic leaders, providing research and education to community and statewide foundations and funder networks, look to collaborate with them on statewide events and programmatic priorities.

How CABC Members Describe Us



## How We Can Work Together

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It will take all of us – asset builders across sectors, policy makers, and the funding community – to build the economy that low income households, people of color, immigrants, women, seniors, incarcerated people, students and so many others have always needed. These are our recommendations, based on our members' insights, for what we must do next.

### **Connect with and Support Each Other and Build Our Collective Path Forward.**

Asset builders across California should use CABC to connect with, learn from, and build each other. Sign up for updates, participate in meetings, and invite others to do so. Make explicit to your funding partners and local policy makers that asset builders are developing our collective power to make deep systemic change.

### **Advocate for large-scale material support to relieve and build up the communities hardest hit.**

The disproportionate pandemic-related losses in marginalized communities is affecting every aspect of life – from education, nutrition, employment, housing and beyond. Without major intervention, this economic upheaval will financially impair families for generations.

We need **state and federal budgets that will replenish lost resources and make up for lost ground**. State and federal leaders have proven that large-scale direct relief programs help people avoid risks to their health in search of financial stability. CABC members have jumped in to help those who have been excluded from that assistance, whether by design or poor implementation. With these lessons, we can build the support systems we need to prevent widespread, multigenerational financial losses.

We also need **strong, permanent protections against financial predators** that threaten household and community health and safety. Since the outbreak, asset building policy advocates have worked with state leaders and agencies to install long-needed but often temporary protections against debt collection so that Californians can use their scarce resources to secure basic needs, like housing, medical care, and nutrition. While CABC members are helping families prepare for when those protections expire, we will fight to close loopholes that leave California's consumers and small business owners as targets when they are most vulnerable.

We must **close the gaps in health and labor protections** to safeguard the well-being of all workers, including the self-employed. While some workplaces have adapted to the needs of their employees, others have exploited workers in industries deemed essential to public or economic health – elevating the importance of the work over the health of the worker. Along the way, thousands of entrepreneurs who have struggled, often out of necessity, to create their own and their employees' economic opportunities have had to close, many permanently. Asset building and public health leaders must collaborate to advance public policy that prioritizes the long-term health of every worker, especially those doing essential work. We must not allow economic shocks to mushroom into prolonged crises or require anyone to divest themselves of minimum assets to qualify for state health assistance.

## Invite philanthropic leaders to work with CABC to strengthen each part of the asset building ecosystem.

Every member of the asset building community, including foundations, depends on raising money to create, deploy, and support effective strategies to build and protect the health of low-income communities and communities of color. Current trustees, boards of directors, executive directors, program officers, and grantees contend with the same reality that the majority of inherited wealth has been hoarded throughout history, intentionally kept away from most people through racism, misogyny, and aligned forces of oppression, and we are all challenged with redirecting a portion of that wealth to build a just and equitable economy.

We can do better than we have by working together. This includes planning for foreseeable macro-economic shifts, investing more, more boldly, and more wisely, and with integrity with our core values that the people we serve know more about what they need than we do. We must be more transparent in our planning and decision making, be more actively anti-racist, and invite leadership from communities that have been most excluded historically from decision making tables.

CABC invites funding leaders, including stewards of public resources, to collaborate with us to meet community needs in the short- and long-term that corrects, not replicates, longstanding inequities.

## Acknowledgements

Thank you to the CABC members who gave of your time to be interviewed while you addressed the crises in your communities.

Thank you also to the CABC Steering Committee and the members who read drafts of this report and gave feedback both general and with line edits, I hope you recognize all of your voices here.

Thank you especially to Young Invincibles who provided the technological capacity to host a truly interactive online member meeting, and to the CABC members who presented and prompted discussion during that meeting.

Many thanks to the Walter and Elise Haas Fund and the Friedman Family Foundation for your enduring support as well as to allies at the Bay Area Asset Funders Network, Tipping Point Community, and JPMorgan Chase who provided valuable insight and leadership.

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