Wielding, Building, and Sharing Power: San Diego Case Studies
Panel

• Anne McEnany, President & CEO, International Community Foundation – WIELDING
• Matt D’Arrigo, Director, Creative Youth Development Initiative, Clare Rose Foundation – SHARING
• Paul Khalid Alexander, Founder, Pillars of the Community and Committee Member, Social Equity Collaborative Fund – BUILDING
3-minute Clinics
Wielding Power: ICF’s Border Strategy
June 4, 2019
Quick ICF Facts

• Founded in 1990 at The San Diego Foundation
• ICF has granted over US$90 million in total
• Total Assets: $24 million
• ICF is now the 6th largest grantmaker in Mexico
  • Granted over $10.8 million to 140 organizations in 8 countries in FY19
  • $578,500 to health, environment and education groups working in the San Diego-Tijuana border region in 2018 alone
  • Working with 3,500 donors internationally (large and small)
Ongoing U.S.-Mexico Border Initiatives:

**Health Research:**
- Dulce Wireless Tijuana
- Environmental Health Research
- Mobile Cervical Cancer Screening

**Environment:**
- Water Quality
- Land & native species conservation
- Restauremos El Colorado

**Education, Arts & Culture:**
- Órale Youth Employability
- Camino Real UNESCO World Heritage Nomination

PLUS: Unaccompanied Minors Grants in 2014
Caravans of migrants from Southern Mexico and Central America arrive in Tijuana

ICE/CBP stepped up arrests and deportations in California

Trump Administration tightened policies and regulations for asylum seekers, detention in the U.S., criminal vs. civil penalties, family separation

Mexican presidential election in July; took office in December

Municipal and state refused financial/logistics responsibility

ICF began receiving requests for emergency support in Tijuana
ICF = Courageous Leadership

• Treated the situation like a crisis
  • Emergency funding
  • Staff on the ground

• Donor Tours/Presentations
  • HIP donor tour
  • Livestream-Philanthropy CA
  • Dozens of site visits
  • Informing colleagues nationally

• E-blasts to all 3,500 donors
Power wielded on ICF...

- Political narrative interference
- Pushback from non-aligned donors
- Loss of revenue and board member
- Questions from other Mexican grantees
- Uncomfortable board conversations about reputational risk

Result: Gut Check and Assessment
And we wielded power right back!

- New donor partnerships from all over the US
- Increased board engagement and giving
- Leveraged conversation locally through SD Grantmakers – resulted in new working group on migrants
- High visibility Giving Tuesday campaign with Mexican celebrities
- Segmented donor mailings and tweaked our messaging
- New funding for Central America

Result: Reputation and credibility enhanced; go-to border grantmaker
In 2019, ICF and our local partners are taking a more proactive and long-term approach to addressing the needs of migrants. Through grants and technical support, the Border Fund will support:

1. EDUCATION FOR MIGRANT CHILDREN & ADULTS
2. ACCESS TO BASIC AND MENTAL HEALTH
3. DEFENSE OF HUMAN RIGHTS: LEGAL SERVICES & ADVOCACY
4. STRENGTHENING CIVIL SOCIETY: CAPACITY & INFRASTRUCTURE
5. CULTURAL INCLUSION & EQUITY

As the go-to international grantmaker in the San Diego-Tijuana border region, ICF is uniquely positioned to understand and research regional issues, identify strategic partners, and quickly respond to situations as they arise. The ICF Border Fund is dedicated to strengthening key organizations that work to create healthy, vibrant, inclusive communities in the California-Baja California region.
What’s Next for our Border work?

- Convenings and Trainings with Border Groups
- Proactive Grantmaking and Investment in the Freedom100 Fund
- Continued Donor Communications and Outreach
- Site Visits – checking in on grantees, uplifting their work
- Program Assistance – what’s needed to be successful?
Questions?

www.icfdn.org

Meaningful Giving. Inspired Change.
Social Equity Collaborative Fund @

san diego Grantmakers Strengthening Philanthropy
Committee with decision making authority

“Social equity is a transformative, dynamic institutional and systemic climate of fairness and justice that ameliorates root causes of disparities.”
## Community Engagement Continuum *in action*

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Collaborate</th>
<th>Delegate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SECF</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-application workshops</td>
<td></td>
<td>Reporting process/substance</td>
<td>Committee membership</td>
</tr>
<tr>
<td>Public contact during/following application</td>
<td></td>
<td>Forum design</td>
<td>Cohort learning substance</td>
</tr>
<tr>
<td><strong>Other possibilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share grant decision-making criteria in advance</td>
<td>Use an RFI to design your RFP</td>
<td>Advisory committee – provide stipends and use their input</td>
<td>Include community members (&gt;1) on your decision making body</td>
</tr>
<tr>
<td>Provide real feedback to <em>declined</em> applicants</td>
<td>Welcome scope of work changes during the grant period</td>
<td>Give general operating funds</td>
<td></td>
</tr>
</tbody>
</table>
We accept that connections exist.

<table>
<thead>
<tr>
<th>Do you have a relationship with the applicant?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No</strong></td>
</tr>
<tr>
<td>Participate fully in all discussion &amp; decision-making</td>
</tr>
<tr>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>Specific conflict</td>
</tr>
<tr>
<td>Disclose conflict</td>
</tr>
<tr>
<td>General relationship</td>
</tr>
<tr>
<td>Disclose relationship</td>
</tr>
<tr>
<td>Participate fully unless you discover a conflict</td>
</tr>
</tbody>
</table>

- Discussion
  - Share facts not opinions

- Decision-making
  - 1. About this org: abstain
  - 2. About a cohort: declare conflict but participate