



# James B. McClatchy Foundation Sunrise Plan

Advancing A Multiracial Democracy in California's Central Valley:  
A Spend Down Opportunity by 2030

"FIRE SKY" | RICHARD G. FREITAS

## Mission

We stand with the people of the Central Valley by investing in education and active civic participation in our democracy.

## Vision

We believe in the strength of the Central Valley's rich culture and community and will fight to protect the dreams and hopes of its people.

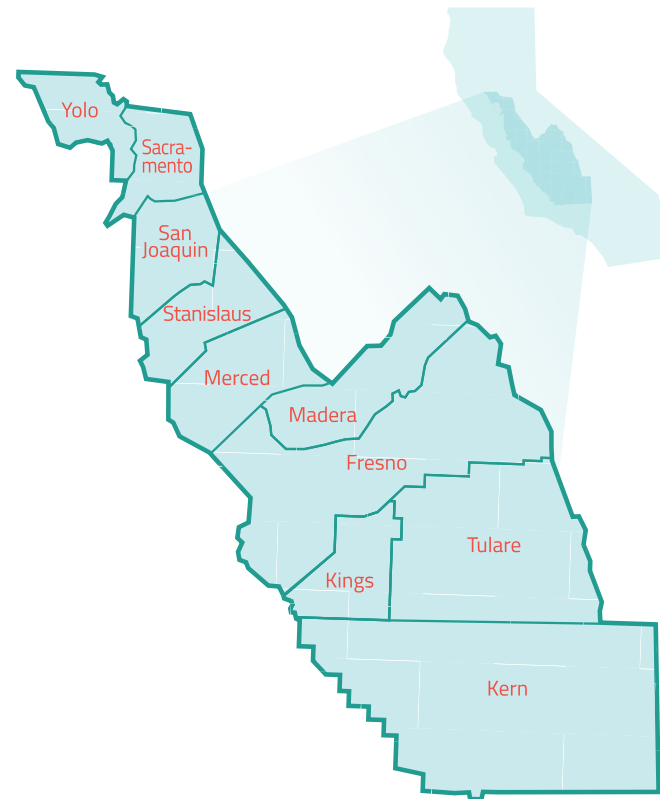
## Values

The James B. McClatchy Foundation (JBMF):

- Drives to examine its own biases and honors diversity, equity, and inclusion
- Believes authentic relationships are essential to serving our communities and achieving our mission
- Fosters an open and honest dialogue in all its work in the Central Valley
- Strives to shape the future with responsible actions today
- Values compassion with courage



JBMF is proud to serve and support the multilingual and multiracial counties of Fresno, Kern, Kings, Madera, Merced, Sacramento, San Joaquin, Stanislaus, Tulare, and Yolo.



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# A Letter From JBMF Leadership

The James B. McClatchy Foundation is imagining a sunrise beyond its sunset—using metaphor to signal an awakening of a new day and to create a plan for a thriving Central Valley for decades to come.

The late James B. McClatchy had a habit of writing notes to express his ideas. In one, written about the then family-owned McClatchy Company, he said, “As time goes by, I hope this organization will continue to fight to protect the dreams and hopes of ordinary people.” While the McClatchy Company is no longer family-owned, the philanthropic organization, the James B. McClatchy Foundation (JBMF)—stewarded by a board of directors including his wife, Board Vice Chair Susan McClatchy—has continued to lay the groundwork for a vibrant Central Valley where dreams and hopes are fulfilled.

The spirit of what James hoped for in his 2005 note, and the urgency of today’s challenges in California’s Central Valley, require bigger investments at an extraordinary pace to ensure lasting change and a thriving region. These factors both fuel and underpin the board’s 2016 decision to expend the Foundation’s resources and complete its philanthropic work by 2030. Our goal now is to take action to create a long-lasting plan that furthers the Foundation’s mission and vision for decades to come.

When I [Priscilla] joined as CEO in 2019, we saw the opportunity to build and strengthen JBMF’s core work—education for dual language learners and ensuring First Amendment protections—and align these two areas of focus to reflect our spend down strategy. We see multilingual learners as primary beneficiaries of our education work—focusing on our future leaders empowers them to spark remarkable, everlasting, and fundamental changes in their schools and local communities. We view our First Amendment work as an investment in a community-powered local journalism ecosystem that activates civic engagement for the multicultural populations of the Valley. At the center of it all is our north star: achieving a true, multiracial democracy in California’s Central Valley. Over the course of the next seven years, JBMF intends to partner with anchor institutions that value our purpose and are committed to aiding us in our mission. **This sustainability approach recasts our sunset as a sunrise strategy.**

Since the Foundation’s inception in 1994, we have dedicated our work to understanding and meeting people who work in the Central Valley. It is a unique place created by a diverse population that has long endured inadequate systems. COVID brought

to light both the strength of the Valley’s people and the weaknesses of the systems that they depend on—requiring repair and building that will continue beyond the end of our grant-making years. To that end, this sunrise plan is a commitment and also a call to action for philanthropy and donors—both local and beyond—to help us complete this journey on behalf of the people and community we deeply care about.

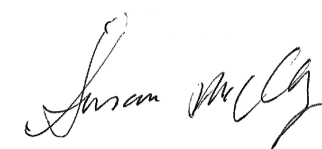
The James B. McClatchy Foundation is all in—honoring the dreams of the Valley’s indigenous ancestors by supporting the next generation and advocating for the hopes of people who now live there, brought together by history, opportunity, oppression, forced migration, and immigration.

Together, with a set of guiding principles established by the JBMF Board, and more importantly, the voices of Valley residents themselves, our sunrise strategy will honor the people of the Central Valley and place their brilliant futures front and center.

In peace and in community,



Priscilla Enriquez, CEO

Susan McClatchy, Founder



# 1 | Executive Summary

## THE SUNRISE PLAN & FUTURE OF JBMF

The James B. McClatchy Foundation’s Board has regularly assessed the Central Valley’s landscape and needs over the decades to determine how best to help its communities. In 2016, it recognized that the needs of the Central Valley’s unique populations were only increasing—to the point that a much greater long-term investment would be needed than what the Foundation could supply.

The Board developed a spend down strategy (the Sunrise Plan) geared toward building a strong, self-sustaining infrastructure that would generate and support new and current initiatives. The strategy’s planning accelerated in 2019 and has now developed into a blueprint for the future. The timeline for this strategy is to **spend down** JBMF’s resources to build the foundation for this infrastructure by 2030.

## What is a Spend Down?

Though the majority of foundations have been established to exist in perpetuity, a growing number of foundations are “granting out” or spending beyond the legally mandated 5% of their total assets annually. Sometimes defined as a strategic lifespan, a time-limited horizon, or a spend down, foundations that do so are often described as “sunsetting.”

The Sunrise Plan is an opportunity for stakeholders and investors to create lasting change far beyond what the Foundation has the resources to do. While these initiatives and their results will take shape after the Foundation sunsets in 2030, we are excited to execute our final steps—walking in harmony with our partners with both rigor and passion to ensure the stage is set for a sunrise of change and sustainability.

## GOALS OF THE SUNRISE PLAN

**Our goal** at this stage of the Foundation’s sunrise is to focus on the nexus of a multiracial democracy by advocating for education initiatives that support multilingual learners, advancing a diverse free press that reflects local voices, and activating local and inclusive leadership for the future.

**Our spend down plan** will redirect our efforts and resources to build an infrastructure framework designed to accomplish our mission. This unique, new plan will create a lasting impact by seeding ideas and cultivating an environment to support Central Valley communities to come.

**Our strategy** is guided by a positive feedback loop and the intersectional forces of multilingual education, independent nonprofit local journalism, and diverse, inclusive leaders, as illustrated below.

## Sunrise Strategies



2023-2025  
**Seed**

Capacity Building Years



2026-2028  
**Cultivate**

Establishing Anchor Partners



2029-2030  
**Grow**

Sustaining a Multiracial Democracy in the Central Valley

### We can’t do this alone.

We are committed to devoting all of our resources to these efforts through 2030. We plan to collaborate with our anchor partners, next-gen leaders, and new and existing funders within the framework of the Sunrise Plan to advance a thriving, democratically-engaged, multiracial community in the Central Valley. We estimate this process will take at least 20 times our asset base to realize our vision. Our goals are dependent on others and will be reached long after the Foundation sunsets.

### We want you to be a part of this journey with us.

Together, we can see new anchor partners emerge, a transparent sunrise, and a Central Valley that rises to its potential.



## 2 | About The Central Valley of California

### Uplifting a Multicultural Past, Present, and Future

Understanding the origins of the Central Valley is just as important as understanding the current mission and goals of the Sunrise Plan. The Central Valley's unique history has deeply impacted the present-day realities and disparities that multilingual communities face, leading to and requiring the need for significant support—a key purpose of JBMF.

The Central Valley's evolution throughout time explains its current makeup:

- The Valley is nested within a state known for its indigenous, Spanish, and Mexican roots.
- Opportunities in gold, agriculture, water, and transportation attracted worldwide attention, leading to the Valley's diversity.
- Economic depression, the desire for a new beginning, and global conflicts drove immigration and migration to the Valley.
- Federal, state, and local policies created labor and income disparities, leading to expanded community and wealth divides.
- Multilingual learners compose a majority of the Valley's public school student population.
- Access to local news is waning, diminishing societal representation of marginalized voices and ushering the decline of fact-based news.

While this history paints a complex portrait of challenges, the Valley is replete with promise and potential as advances in education and inclusive economics evolve during a period of population growth. For a deeper, nuanced view of these historical factors, visit the appendix of this report on page 26.



"I see the sunrise as a fulfillment of the dreams James and I had for the Foundation. The needs of the Central Valley are so great and the solutions to address them should come from the people who live there. JBMF's sunrise plan is but the grease to facilitate what already exists in diverse communities. Although we are sunsetting, we are calling on others to join us on an ambitious journey for lasting change."



**Susan McClatchy**

JBMF Board Vice Chair & Founding Board Member



# 3 | Our Sunrise Framework

## SUNRISE GOALS

JBMF's vision is one that believes in the strength of the Central Valley's rich culture and community, fighting to protect the dreams and hopes of its people.

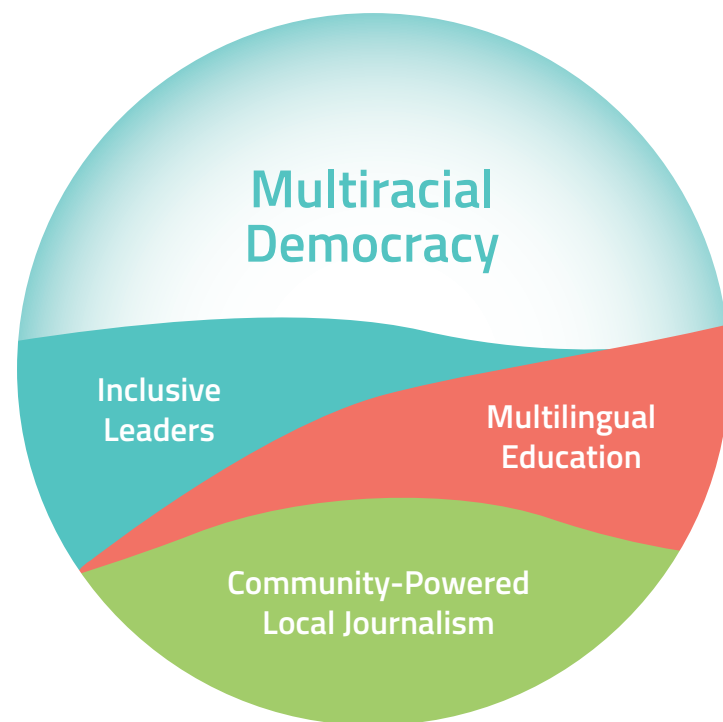
Our goal at this stage of the Foundation's sunrise is to foster a healthy, functioning multiracial democracy.

### JBMF will focus on achieving three main goals by 2030:

**Multilingual education** infrastructures that advocate for the youngest multilingual learners and their families as assets, empowering these learners to become engaged decision-makers in their schools and communities

**Community-powered local journalism** where the Central Valley's multiracial and multilingual residents are informed by and engaged in a diverse, vibrant free press that reflects local voices and activates equitable civic engagement

**Inclusive leadership** for the next generation of diverse stakeholders as civic leaders and decision-makers in their community, visibly fueling local democracy, local news coverage, and forging the future of the region



## THE SUNRISE PLAN STRATEGY


The absence of a vibrant philanthropic network and leadership in the Central Valley is deeply felt. Philanthropy and public and private investments must catch up. Generational investments are needed to seed a robust ecosystem in which organizations grow and thrive, problems are addressed, solutions are vetted, policies are changed, and civic leaders effectively represent their communities.

We envision that our strategies will provide fertile ground for growth, sustainability, and transformational capacity building. This is the most important work we can do.

### The following three broad strategies will guide our work:

**Seed**  **2023-2025**  
**Capacity Building:** Investing in the vision of Central Valley communities to guide initiatives and infrastructure that have the potential for long-term sustainability

**Cultivate**  **2026-2028**  
**Anchor Partnerships:** Building organizational capacity and strengthening inclusive collaborations and leadership to drive systems transformations

**Grow**  **2029-2030**  
**Sustainability:** Scaling up approaches and organizations that have the readiness for greater impact, and the capacity to leverage resources and become self-sustaining



### We hope to achieve the following outcomes by 2030:

- A transformed education system for multilingual learners and their families
- A diverse, sustainable, independent local journalism ecosystem that reflects and uplifts the Central Valley
- Diverse, next-generation leadership to sustain change beyond our sunrise

# JBMF 2030 Timeline | 2023-2030

## Seed | Capacity Building Years:

### Preparing the Sunrise's Foundation

- Grant investments continue to build capacity.
- The Foundation hones in on possible anchor partners.
- The network of grantees strengthens and Central Valley stories are amplified.
- Transitioning grantee partners receive operating grants.
- The Central Valley Journalism Collaborative is sustained.

## Cultivate | Establishing Anchor Partners:

### Emergence of a Central Valley Multiracial Democracy Ecosystem

- Anchor partnerships emerge.
- Grant investments are awarded to anchor partners with continued support of new efforts.
- A stronger infrastructure for multilingual learners, inclusive leadership, and local journalism is sustained.
- Education systems cultivate ML learning environments—children are kindergarten-ready.
- New leaders are activated and are represented in public/civic and business spaces.
- Stories from local journalists capture Central Valley life, chronicle urgent issues, and investigate problems and solutions.
- The Sunrise Plan strategy is refreshed as needed.

## Grow | Transition Years:

### Sustainability Years: Closing a Foundation and Sustaining a Multiracial Democracy

- Philanthropic dollars are leveraged.
- Sunrise knowledge is captured through documentation.
- Sustainability grants are awarded.
- Uncommitted grants to locational anchor partners.

## Evergreen

- Sunrise knowledge is captured through documentation.
- Sustainability grants are awarded.
- Uncommitted grants to locational anchor partners.
- Additional philanthropic investments are built and leveraged.

# 4 | Co-Designing a New Day, With Insights From The Valley

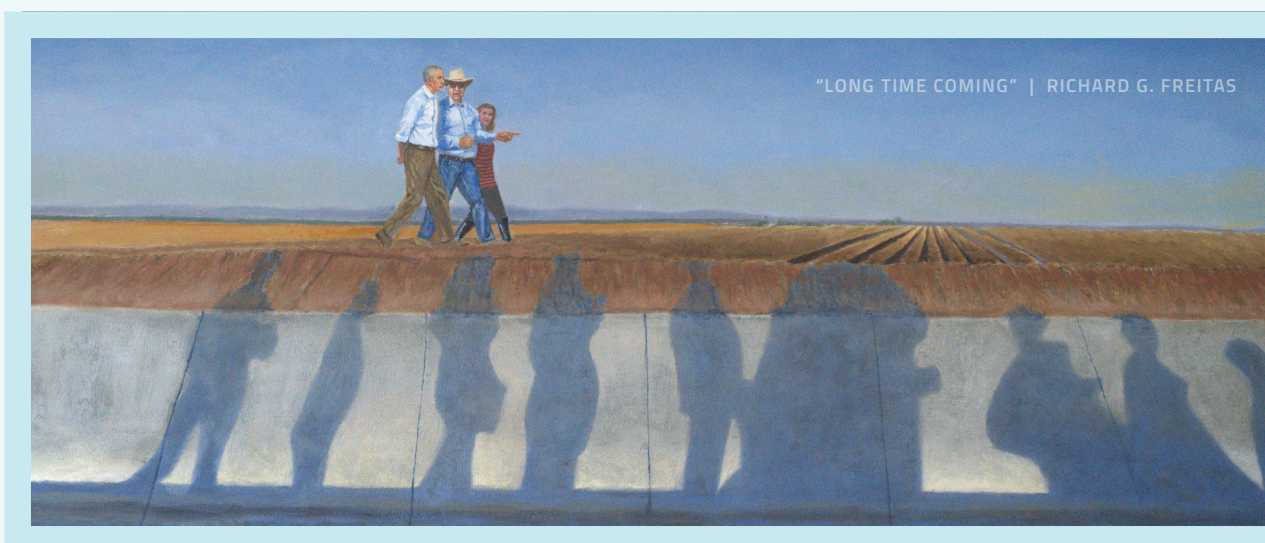
JBMF has hosted more than 100 listening sessions from Sacramento to Bakersfield to understand the views, concerns, and ideas in our local communities. What the Foundation realized is that there's a potential for a vivid civic engagement ecosystem of connected partners, including community organizers, parents, educators, journalists, and advocates.

By listening to both seasoned and emerging organizations and people dedicated to local issues such as education, immigration, water, and housing, JBMF learned that they have a strong desire to mobilize and engage in local issues. However, their ability to act is directly connected and limited to the resources and capacity available. The infrastructures created for economic benefit at the expense of many communities and resources have been inadvertently replicated by philanthropy, which has largely been absent in direct investment and cultivation of a strong and local nonprofit ecosystem.

This must change.

Grassroots organizations play a key role in activating and engaging communities, while local and national media advocates fight to keep independent, fact-based local news and education as essential components to the function of our democracy. Their voices and experiences have guided JBMF's fervent belief that investments need to be made directly for their benefit to sustain a vibrant future for the Valley.

The successful execution of our Sunrise Plan will depend on how well we can bolster diversity, and support a strong leadership and nonprofit infrastructure in the Central Valley.

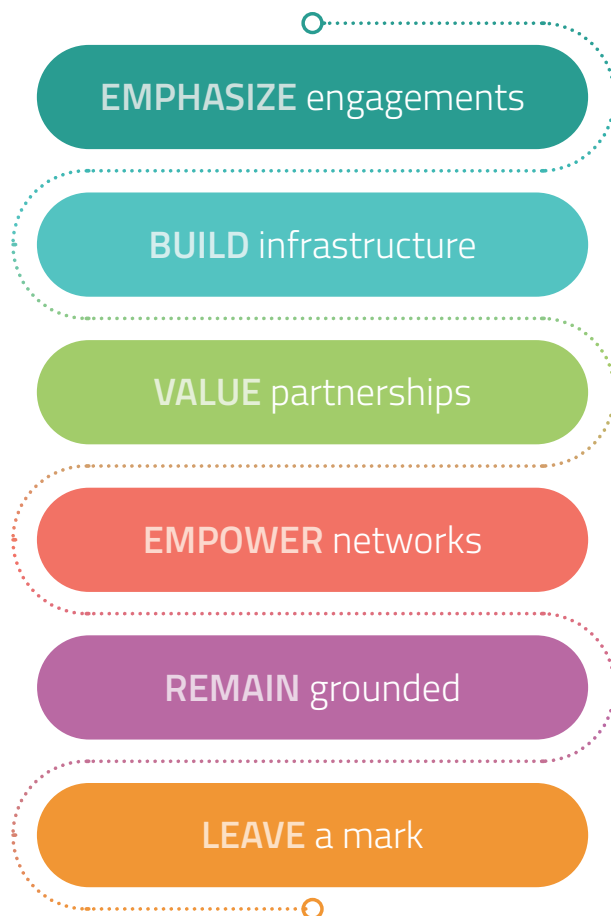


## Sunrise Ethos

The JBMF board and staff developed an ethos to ground and set the parameters for the execution of our Sunrise Plan.

The Foundation will:

- Emphasize narrow and deep engagements with our grantee partners
- Build infrastructure and center equitable systems change
- Value partnerships and identify anchor institutions to carry on the work
- Empower networks of local leaders as innovators and agents of change where they live and work
- Remain grounded in the unique realities of the Central Valley and inspire investment in the region
- Leave a meaningful, lasting mark on the Central Valley



What we want to build, we won't see it now but we will see it in 10 years. I want to be able to celebrate when that 10 years comes, knowing that HIP is contributing to changing the Central Valley and empowering a new generation of leaders to lead."

**Nancy Xiong**  
Executive Director of Hmong Innovating Politics, JBMF Grantee

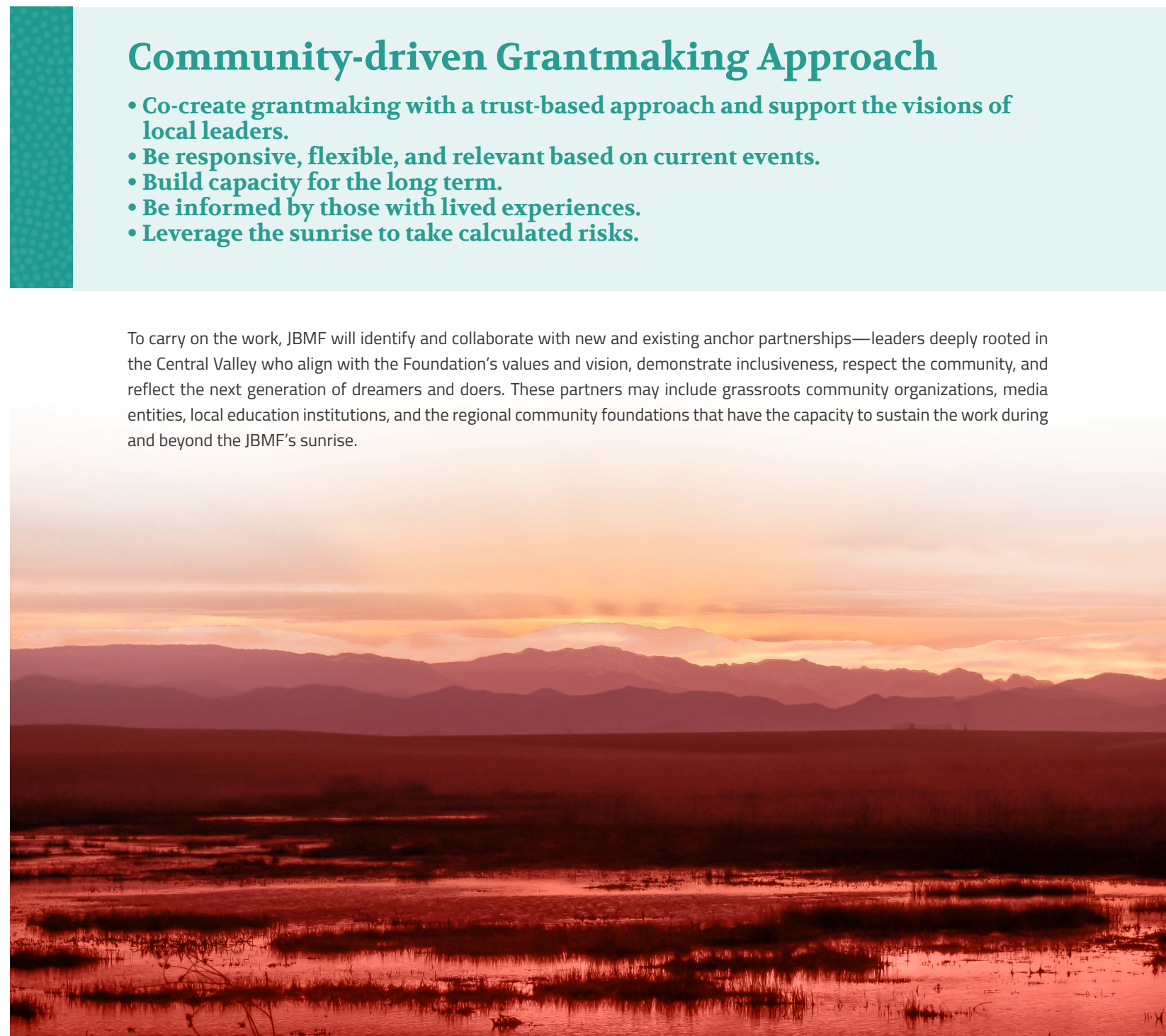
## SUNRISE PLAN EXECUTION

JBMF has developed a community-driven grantmaking approach to reach these goals. This approach will allow our Foundation to seed journalism initiatives, grow systems of support for multilingual children and families, and cultivate local leaders for the diverse Central Valley communities.

### Community-driven Grantmaking Approach

- Co-create grantmaking with a trust-based approach and support the visions of local leaders.
- Be responsive, flexible, and relevant based on current events.
- Build capacity for the long term.
- Be informed by those with lived experiences.
- Leverage the sunrise to take calculated risks.

To carry on the work, JBMF will identify and collaborate with new and existing anchor partnerships—leaders deeply rooted in the Central Valley who align with the Foundation's values and vision, demonstrate inclusiveness, respect the community, and reflect the next generation of dreamers and doers. These partners may include grassroots community organizations, media entities, local education institutions, and the regional community foundations that have the capacity to sustain the work during and beyond the JBMF's sunrise.





## Our Purpose in a Sunrise Plan

The Sunrise Plan is designed to dawn a new engine of philanthropy, primed to address the current and future needs of the Central Valley's multilingual and multiracial communities through leadership empowerment and support for local, nonprofit journalism. For far too long, Central Valley nonprofit grassroots leaders, especially BIPOC leaders, have acted courageously despite enormous institutional challenges, often without pay in a philanthropically poor desert.

JBMF began preparing for the Foundation's Sunrise Plan with an asset base of approximately \$50M, staffed by seven employees and governed by a board of nine directors. The Sunrise Plan is expected to take seven years from the date of this publication.

Embracing trust-based philanthropic values, JBMF is committed to offering flexible opportunities to make multi-year grants, form deep relationships, and learn from people on the ground through seamless, open, and respectful dialogue. This is a unique opportunity to come together to build the future in a region so woefully underinvested by philanthropy—it is estimated that less than 6% of statewide philanthropic resources flow to the Valley<sup>1</sup>. 39% of our LIFT grantees led by BIPOC leaders were severely underpaid or unpaid—an untenable, infuriating reality that begs for change and a right to equity, starting with a JBMF grant.

## What is Trust-Based Philanthropy?

**At its core, trust-based philanthropy is rooted in a set of values that help advance equity, shift power, and build mutually accountable relationships.**

“

“We envision a world where diverse experiences are embraced. Racial disparity accounts for wide gaps in education, health outcomes, and economic opportunity. We critically understand the impact of media and education on our society's perceptions. We seek to create initiatives that birth new narratives.”

**Jamillah Finley**

Founder and Executive Director of Breakbox TC, JBMF Grantee



# 5 | Conclusion: A Sunrise Beyond JBMF

## BE A PART OF THIS JOURNEY

JBMF cannot do this alone. It will take the partnership of many Central Valley institutions, funders, and leaders to seed, cultivate, and grow a sustainable and thriving multiracial democracy. We know we won't be here to see all of these goals realized, and it will take more than our asset base and execution of the Sunrise Plan to achieve them. We didn't arrive here alone, and we firmly believe that true collaboration and partnership through our final years will be essential to the future success of our plan.

We believe anchor partners, next-gen leaders, new and existing funders, and local philanthropists in partnership can create a self-sustaining multiracial democracy where Central Valley residents of all backgrounds will be able to thrive and have their voices heard.

## Over the next seven years on our sunrise path, together we will see:

### Anchor Partners Emerge

We are working to define and establish our anchor institutions who, because of their mission, potential, and leadership, will shape the region far beyond our 2030 closing date. We'll continue to partner with communities and be flexible and responsive with our plan.

### A Transparent Sunrise

We are grounded in a commitment to address our region's needs now and honor the lived experiences of people in the Central Valley. Dedicated to transparency, we hope to transform, share lessons learned, and forge an intentional pathway to influence philanthropy to greater giving.

### A Central Valley That Rises

For far too long, the center of our beautiful state has been exploited and under-resourced agriculturally, geographically, and culturally, while being seen as a beacon for the state's prosperity. We hope in this sunrise that JBMF's initial investment will set in motion greater investment that centers an optimistic future for the Central Valley.

Thank you for taking the time to learn about our vision for a greater Central Valley. We hope you will become a part of the solution and create a rich future in which all communities can thrive.

For more information on how you can make a difference, visit [jbmclatchyfoundation.org](http://jbmclatchyfoundation.org).

*A note about this report: Our Sunrise Plan will be updated periodically as we spend down over the next 7 years.*

*Sign up for [our newsletter](#) on our website and follow us on social media to receive updates.*

## 6 | Attributions and Gratitude

JBMF's engaged and caring Board of Directors deserves high recognition for their advisory role, both partnering with and supporting the development of the Sunrise Plan. Their commitment to the Central Valley is unparalleled and admirable. Board Chair Alex Brown has provided steady and unwavering leadership during the Foundation's growth and the development of the Sunrise Plan. Founder and Vice Chair Susan McClatchy has been a sage guide, sharing stories about James and the things he believed in while grounding us all with her humor, kindness, and grace.

### James B. McClatchy Board Members (present, as of 2023):

- Joaquin Alvarado | Studiotobe, Founder
- Jason Bell, Treasurer | Capital Planning Advisors, Chief Investment Office and Partner
- Alex Brown, Chair | CAPTRUST, Principal and Financial Advisor
- Maggie Carrillo Mejia, Secretary | JBMF Education Committee Chair
- Susanna Cooper | UC Davis Wheelhouse, Executive Director
- Susan McClatchy, Vice-Chair | James B. McClatchy Foundation, Founding Board Member
- Lucy Ruiz | Communications Executive
- Ashley Swearingin | Central Valley Community Foundation, President and Chief Executive Officer
- Geri Yang-Johnson | Dream Corps - Green for All, Director of Green Jobs and Entrepreneurship

Likewise, the JBMF staff have collaborated with humility and impeccable dedication, ideating iterations of the plan with patience and tenacity, always centering the communities we serve.

### James B. McClatchy Staff Members:

- Misty Avila, Chief Impact Officer
- Lisa Burke, Chief Operations Officer
- Priscilla Enriquez, Chief Executive Officer
- Melissa Garcia, Executive Assistant
- Anna Harrison, Office Manager
- Madeline Porter, Grants Manager
- Aidan Smith-Fagan, Interim Executive Assistant
- Elizabeth Looney, MFAE Project Coordinator

[JBMF Grantee Partners](#) from the LIFT Initiative, Growing Strong Learners Initiative, and Legacy Organizations deserve the bulk of our gratitude, for it is with and through them that we have learned the most. We are grateful for their knowledge, input, humor, and perseverance for their communities.

**We thank our many strategic partners who have served as sunrise guides, inspiring our work and refining our strategies.**

- Elaine Abelaye-Mateo, [Everyday Impact Consulting](#)
- Evelyn Arellano, [Aspiration](#)
- Andrea Ball, [Ball Frost Group](#)
- Jennie Breister, Communications Advisor
- Durell Coleman and Libby Johnson, [DC Design](#)
- Dr. Amber R. Crowell, Associate Professor, [Fresno State Center for Community Voices](#)
- David Egner, [Ralph C. Wilson Foundation](#)
- Glen Galich, [Stupski Foundation](#)
- Penny Huang and Lynne Mobilio, [Clarity Social Research Group](#)
- Manami Kano, Philanthropic Advisor
- Daniel Kaufman, Erin Hellthaler, [Third Plateau](#)
- Iris Kuo, [Tara Health Foundation](#)
- Michelle Morgante, [Central Valley Journalism Collaborative](#) Editor-In-Chief
- Brenda Quintana, Quintana-Saragosa Public Affairs
- Adrian Ruiz, [YDN](#)
- Leah Taylor, [Copper & Tin/StoryEngine](#)
- Keiona Williamson, Editor/Writer
- June Wilson, [Compton Foundation](#)
- Emerging Bilingual Collaborative (EBC): [California Community Foundation](#), [Heising-Simons](#), [Silver Giving](#), and [Sobrato](#)
- [Northern California Grantmakers](#)
- CEO Peer Group for Sunsetting Foundations, [Dorothy A. Johnson Center for Philanthropy](#), Grand Valley State University
- [Strategic Lifespan Network](#) of National Center for Family Philanthropy
- [Archer & Hound Advertising](#)
- JBMF Sponsoring Organizations: [Central Valley Community Foundation](#) and [Sacramento Region Community Foundation](#)

### About the Artist

#### Richard G. Freitas

All of the original paintings contained throughout this report (including cover page) were provided by local artist Richard G. Freitas, to represent the uniqueness of California's Central Valley. Freitas was raised in a farming family in Los Banos and has been rooted to the land and the people who work it ever since. His paintings depict the vast beauty of California's Central Valley agriculture, highlighting the farmworker's valuable role. Through art, he shares a deep compassion and reverence for the iron-willed migrant workers whose backs carry the bounty of the Valley's harvest. It is a mutual stewardship of the land and the laborer. Rick resides in Fresno and co-owns a catering business with his wife Nancy. Contact the artist at [www.freitasfineart.org](http://www.freitasfineart.org).

# 7 | About JBMF

It was James B. McClatchy's dream to build a greater California Central Valley with an inclusive democracy that works for all people, regardless of race, language, or wealth. Throughout his notable life, James believed education was a way out of poverty and saw one's ancestral language as an asset. He also placed trust in local journalism to help deliver on the promises of democracy.

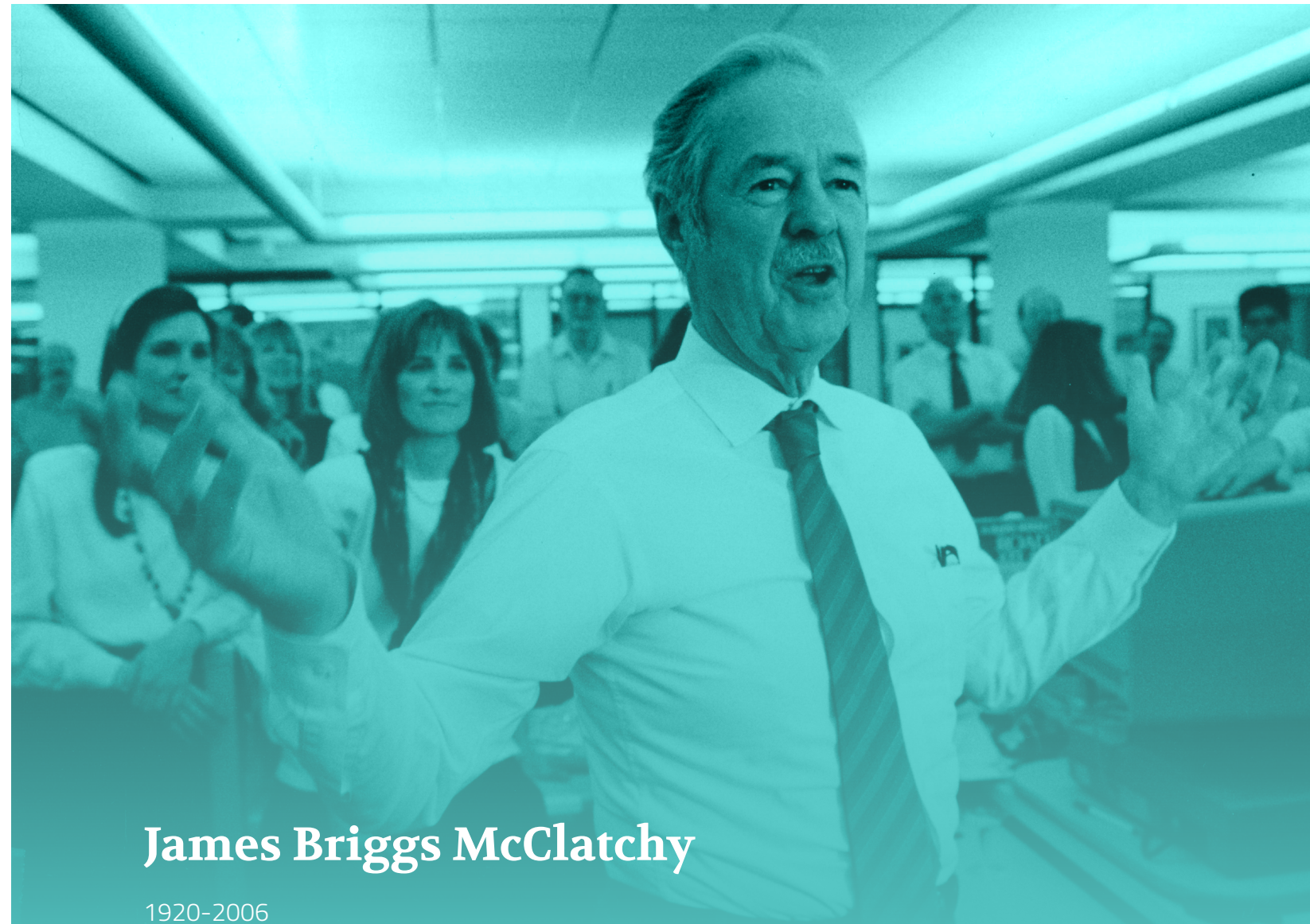
With his wife, Susan McClatchy, James started the Central Valley Foundation in 1994 to provide advocacy for English learners and support the free press. Since its inception, the Foundation has been investing in James' dream through grants for programs and projects that fill in gaps in our multilingual communities and local spheres of journalism.

With James' passing in 2006, the Foundation continued forging ahead, vigorously increasing grantmaking efforts to support an inclusive, diverse democracy. The Foundation changed its name to the James B. McClatchy Foundation (JBMF) in 2019 to honor James and his vision—Susan currently serves as the Foundation Board's Vice Chair. The Foundation has now served the Central Valley for nearly three decades, taking significant steps toward providing a better future for tomorrow's generations.



"A democracy is never on cruise control—it needs guidance that is wise, strong, farsighted, fair-minded and concerned for the welfare of everyone."

**James B. McClatchy**  
Nov 8, 2001



## James Briggs McClatchy

1920-2006

James Briggs McClatchy, our founder and namesake, was born in Sacramento and raised with his brothers in Fresno, California.

He began his career as a teenager working in The Fresno Bee newsroom, eventually becoming a copyboy for the paper in 1947. He continued to work at the family-owned company, serving the Central Valley as a reporter for both The Fresno Bee and The Sacramento Bee and later in management at The Modesto Bee. His reporting on migrant worker conditions in the Central Valley was one of the many highlights of his career. In the 1980s, after his own stint with news entrepreneurship, James returned to his family's

company. By 1987, he rose to chairman of its board. James and his wife, Susan McClatchy, saw the great need in the Central Valley and began advocating for underrepresented groups by forming The Central Valley Foundation in 1994. It was James and Susan's mission and vision that started our Foundation, and is why the Board voted in 2019 to approve a rebrand, changing the name of our Foundation to honor the legacy of James B. McClatchy.



# Our Story | 1993-2022

1993-94

## At the Start

- Bylaws and articles of incorporation are filed with the state as a Type II supporting organization.
- Susan and the late James B. McClatchy launch The Central Valley Foundation (CVF) with their personal assets and contributions with James as its first President.
- The first grants are awarded to the Fresno Regional Foundation and the Sacramento Regional Foundation for \$1,000 each.

1996-97

## Testing the Waters in Education

- The Foundation issues its first education grants to Fresno and Madera schools, mostly aimed at support efforts for English Learner students, classrooms, schools, parents, and teachers.
- The first grants are made to Sacramento area schools.

2005-10

## Defining Moments

- James and Susan McClatchy donate additional funds to CVF toward a \$30 million goal.
- James passes away in May 2006.
- The CVF receives a portion of assets from James' estate.
- In recognition of James, the CVF board establishes the James B. McClatchy Endowed Chair in First Amendment at Stanford University.
- The first, part-time Executive Director is hired.
- The CVF receives additional assets from the estate of Ellery McClatchy, James' brother.

2010-15

## A Foundation Grows

- The decision is made to set up grantmaking to districts and educational partners for refining teacher development, increasing student outcomes, and improving the use of data analysis.

2016-18

## A Sunsetting Mindset

- The Board approves the sunset of the Foundation.
- The Growing Strong Learners Initiative is announced, focusing on pre-K English learners.

2019

## Growing Sunset Capacity

- The first full-time CEO is hired.
- The first grants of \$2M are made to four Central Valley school districts as part of the Growing Strong Learners Initiative.
- The Board votes to change the Foundation's name from "Central Valley Foundation" to the "James B. McClatchy Foundation" to better reflect James' vision.
- The Board approves the LIFT pilot initiative on the First Amendment: Lifting Local Voices, Lifting Inclusive Partnerships, and Lifting Organizational Power.
- The "[Fresno State Institute for Media and Public Trust](#)," founded by former Fresno Bee Executive Editor Jim Boren at Fresno State, is awarded its first JBMF grant.
- A series of listening sessions from Sacramento to Bakersfield are launched to learn from community organizers, parents, educators, and journalists about the issues they face. In total, 100 listening sessions surfaced during the three years, revealing a vivid civic engagement ecosystem of connected partners.

2020

## Activating Grant Activity in First Amendment and Educational Partnerships

- Under the First Amendment arc of work, JBMF convenes ad-hoc Local Journalism Network meetings and approves the Local Journalism Feasibility Study.
- First Amendment LIFT Pilot Initiative is launched to support and activate civic engagement through Local Journalism and Community Media, Media Literacy and Civic Education, and Civic Leadership.
- Partnership grants begin with a \$1.7 million investment to California Education Partners, Californians Together, and Emerging Bilingual Collaborative (a pooled funding effort for multilingual learners between Sobrato Philanthropies, California Community Foundation, Silver Giving Foundation, The James B. McClatchy Foundation, and Heising Simons Foundation).

2021

## Shaping the Sunset

- Lifting Local Leaders storytelling series is launched using the StoryEngine framework to profile Central Valley civic engagement changemakers.
- The Central Valley Journalism Collaborative (CVJC) proposal is presented to and adopted by the JBMF board for an initial investment of \$1 million.
- An additional \$2.9 million is invested in five school districts for the Growing Strong Learners Initiative.

2022

## Launching a Sunrise Strategy

- 74 Central Valley school districts are positively impacted through JBMF's collective grantmaking strategies.
- LIFT Pilot grants end and Lifting Local Voices grants begin, allocating \$1.5 million to 29 organizations, which include grants to EdSource, Center for Public Integrity, and PBS NewsHour for reporters in the Central Valley.
- A sunset plan ideated as a "sunrise" plan is approved by the JBMF Board in June to focus on the nexus of education for English language learners and the First Amendment protections of free speech, expression, and a free press as a multiracial democracy, and to leverage philanthropic investments.
- External funding partners Microsoft and Irvine Foundation invest in the CVJC.

“

“If we can create effective support mechanisms for people, we can help them to have a better life and make an impact, not just in their own life, but in the community.”

**Jesse Salinas**  
Yolo County Elections Office



"HOERS" | RICHARD G. FREITAS



"GARLIC FIELD" | RICHARD G. FREITAS

# 8 | Appendix: A Deeper Look

## The Evolution of a Multiracial Central Valley

### A State with Indigenous and Mexican Roots

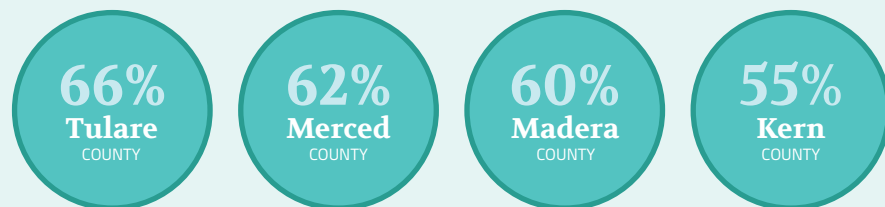
The multiracial, multicultural makeup of the Central Valley spans back to the time much of the United States was forcibly taken from indigenous people, the original land owners. In the Central Valley, they were primarily the Yokuts, Miwok, and smaller Sierra foothill tribes.

A long history of annexation, secession, forced migration, and immigration for economic freedom ensued, eventually leading to both Spanish rule and Mexican ownership of our state. Mexico later ceded California and much of its northern territory to the United States. With the U.S. government in control, they started supporting policies to encourage agriculture. In the 1940s, the Bracero Program was then created, bringing many Mexican field workers to the Central Valley.

With this history in mind, it is no surprise that the majority of the Valley's population is Latino and that our communities are home to one of the largest populations of Oaxacans outside of Mexico. In today's Central Valley, Latino populations account for the largest single population by ethnicity, comprising the majority of the population in four of the nine counties.

### Counties with Highest Ratio of Hispanic/Latino Populations

Source: US Census 2020, Population Demographics



### Opportunity-driven Diversity

Over the course of its history, the 450-mile long and 60-mile wide great Central Valley has become home to one of the most diverse populations in our country. The evolution of the region's water access infrastructure to extract resources influenced the Valley's international economy. It directly shaped immigration patterns to the Valley, motives for settling, and resulting livelihoods.

The Gold Rush and post-Civil War opportunities brought waves of migrants seeking Central Valley fortunes in the plentiful lands of the New West. European immigrants and southerners brought with them feudal and plantation land management practices that relied on manual laborers to work the land. Chinese labor built gold mines, railroads, and Valley waterways. Backbreaking farm work belonged to Mexican, Armenian, Filipino, Indian, Japanese, and other immigrants. Few of these immigrants rose to landowner status. Iterations of U.S. policies based on racist stereotypes closed doors to landwork and farmwork for some immigrant groups while opening them for new immigrant groups.

Freed slaves and their descendants also traveled westward for economic prosperity and formed the historic town of Allensworth, only for it to go bust due to a lack of water. Decades later, the Dust Bowl drought drove Midwesterners to the Valley. Hmong people seeking refuge in the aftermath of the Vietnam War found safety in the Central Valley. The promise of a good life in the Central Valley spoke to everyone. Today, the future of the Valley is dependent on the descendants of everyone who flowed there.



"Here, in Fresno, our housing, environmental, and educational inequalities can be directly mapped back to historical segregation and exclusion through racist neighborhood covenants, exclusionary zoning, redlining, and labor exploitation. Much of this exclusion has appeared reactionary to the growing diversity of the Valley, like the formation of and divestment from Fresno's Chinatown following the arrival of Chinese laborers and other non-white groups who were segregated to the southwestern part of the city."



### Dr. Amber Crowell

Co-Director of the Fresno State Center for Community Voices, JBMF Grantee

## DIVERSITY IN CENTRAL VALLEY SCHOOLS

Because of this historic and diverse background, the people of the Central Valley today speak more than 105 languages. In many school districts, as much as 90% of the student body speaks a language other than English, according to data from the Fresno State Community and Regional Planning Center, U.S. Census Bureau, and the USDA.

Past JBMF investments in Central Valley school districts have highlighted the prevalence of early childhood multilingual learners. Students entering kindergarten are English learners at remarkably higher rates than other grade levels in many local districts. The average K-12 English language learner rate is significantly higher in the Central Valley compared to the state of California, which averages 19%.



“In the past, we would have our little ones come to school and be immersed in English while ignoring the home language. And oftentimes, when that happens, the home language is lost, and so is their value and sense of identity. Our message needs to be your language, your heritage, and your culture is an asset. We respect you.”

### Alma Ovalles

Preschool Academic Coach, Firebaugh-Las Deltas School District, JBMF Grantee



## An Evolving Definition

These are terms adopted and widely used by the education system to identify children whose first language is not English. JBMF has transitioned from "English Language Learner" to the term "Multilingual Learner" to reflect and emphasize the myriad of languages spoken in the Central Valley as assets.

### English Learner (EL)/English Language Learner (ELL)

Used to describe children whose first language is not English. Generally used to describe students in K-12th grade, typically used in aggregated data sets.

### Dual Language Learner (DLL)

Children who are learning two or more languages at the same time, as well as those children learning a second language while continuing to develop their first (or home) language. It is increasingly being used to describe children from birth to five (0-5).

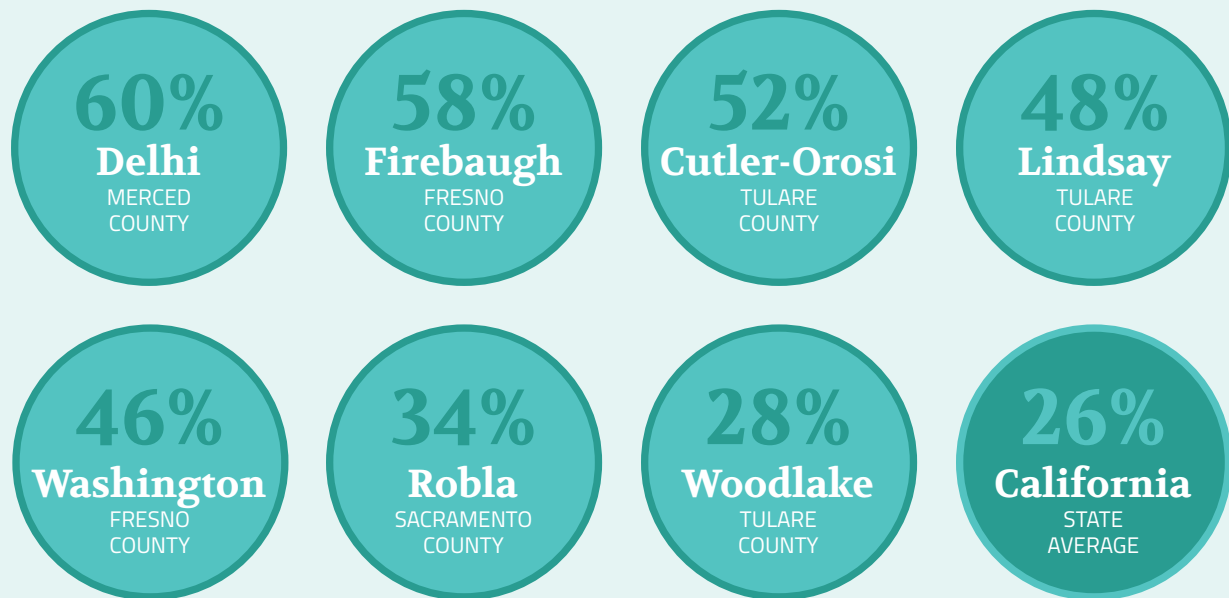
### Multilingual Learner (ML)

A more inclusive term that includes all students who speak a language other than English. It reflects a more asset-based approach since it does not center English in the terminology.

**Central Valley Has Higher Than Average Multilingual Learner Populations in the State**

JBMF grantee partners in its district cohorts have high English Learner populations, revealing both a challenge and opportunity for schools to best serve these students and families. Foundation grants have seeded multiple efforts that cross-connect and lift up students, families, teachers, and school environments.

**English Learner Rates for Students Entering Kindergarten**



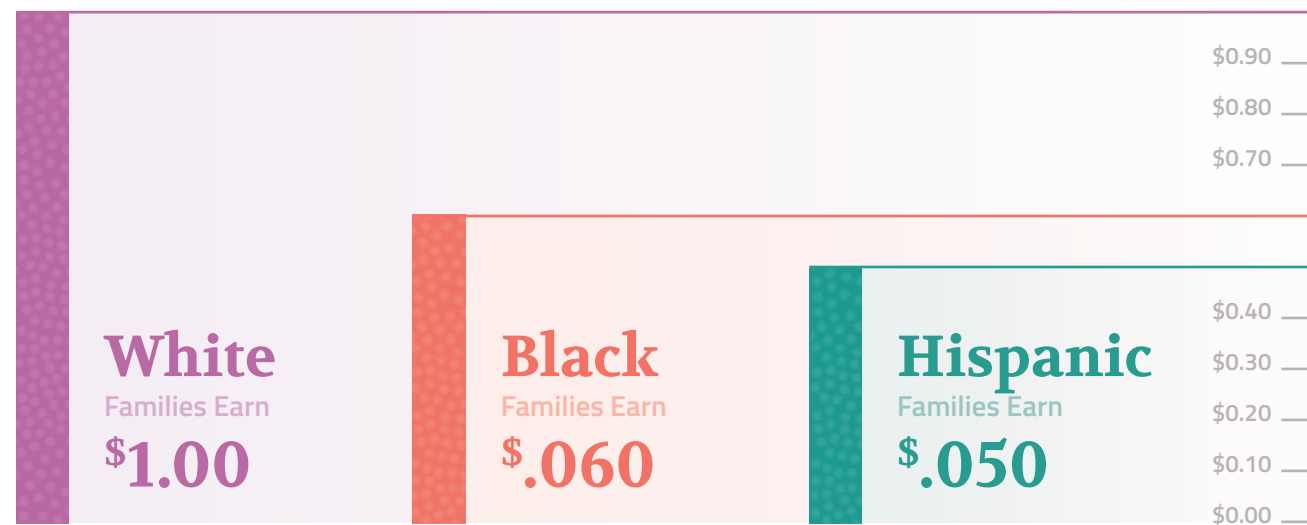
Source: California Department of Education, Dataquest, English Learner Data, Enrollment by English Language Acquisition Status (ELAS) and Grade, 2021-2022





## DISPARITIES IN THE CENTRAL VALLEY

Although multiracial and multilingual families have become the Valley’s core population, a convergence of issues still exists because our history, rather than present realities, continues to guide policies and action. Institutional racism continues to exacerbate poverty rates for non-white and non-English-speaking populations, limiting educational opportunities and access to building generational wealth.



In California, Black families earn \$0.60, and Latino families earn \$0.50, for every \$1 that white families earn. Factors influencing these trends include disparities in education, local job opportunities, and discrimination<sup>3</sup>. Census data shows that the U.S. population is the most diverse it has ever been since the 2010 Census. Merced, Stanislaus, San Joaquin, and Sacramento counties, respectively, have the highest growth rates of Latino populations in the Central Valley. The highest growth rate of any single population group in the Valley is Native Hawaiian/Pacific Islanders and Asians. Even more telling is that the number of people identifying as two or more races grew at an even higher rate.

**Existing power structures need to more accurately and effectively represent the current makeup of the population, including the ethnic and linguistic diversity of the Central Valley.**



“When we look at addressing social issues, and how policies and power move in this country, the Central Valley is instrumental in ensuring that there are people representing our interests and the interests of the most vulnerable. It’s an opportunity to rethink the systems that are failing our families, and encourage them to fight for that vision of justice and equality. The disparities in the Central Valley – the need for clean water, clean air, a living wage – those shouldn’t be radical things. They are basic needs. Any future movement at the [state] capital that’s going to bring about systemic change in our communities will require the Central Valley to play a key role in shaping what that’s going to look like.”



**Gabby Trejo**  
Executive Director, SACACT, JBMF Grantee



“The vast majority of what we see in the Central Valley is the beauty of the human race. By sharing our stories, our voices and history, it has empowered the people around us and encouraged them to share of themselves.”



**Sade Williams**

Parent Institute for Quality Education, JBMF Grantee

**THE STATE OF LOCAL JOURNALISM**

Given our diverse population and the trends listed above, we believe local journalism must reflect these diverse voices, stories, and experiences.

JBMF’s 2021 publication of the [Journalism Feasibility Study](#) addresses the loss of independent local journalism and seeks new solutions reflecting community input and innovation. The urgency of this matter is marked by the strident influence of mis/disinformation through the proliferation of digital sites. Also, the 2020 loss of a key, family-owned newspaper with deep roots in Sacramento, Modesto, and Fresno and its acquisition by a hedge fund elevated the looming threat to local journalism and institutional accountability.

The COVID pandemic lifted the veil on these threats and exposed just how thin local journalism coverage actually is. One of the earliest COVID outbreaks in 2020 occurred at a Livingston-based agricultural plant that killed many employees. It was a regional affiliate of a non-local news organization that broke this story and continued to investigate, revealing even more cover-ups and lack of transparency<sup>4</sup>.

Across the country, one out of every four newspapers has gone out of business<sup>5</sup>. This loss of independent, fact-based news in the Central Valley will only further widen the gap between an already excluded majority and those with the power and influence to make a change.

**Snapshot of the News Industry Decline**

<b>1 in 4</b> U.S. newspapers have ceased to publish since 2004	<b>&gt;11k</b> newsroom layoffs took place in the first six months of 2020	<b>36k</b> journalists faced layoffs, furloughs or pay cuts caused by COVID-19	<b>300k</b> newspaper jobs have been lost since 1998	<b>14%</b> of people surveyed say they pay for news
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Source: *Local Journalism Feasibility Study, James B. McClatchy Foundation, 2021*

**Looking to a New Day**

Even with these existing challenges, there is opportunity brewing in California’s Central Valley. With the growth of local outlets and the launch of the [Central Valley Journalism Collaborative](#) (CVJC) in 2021, there is evidence of economic vitality through new journalism job creation at emerging and existing nonprofit newsrooms, paving the way for a community-powered local journalism infrastructure.



**Nonprofit News Grows to Support Local Journalism**

- **Over 135 nonprofit newsrooms have launched across the country since 2017.**
- **Over half of these newsrooms focus on local or regional news.**
- **Nonprofit news audiences, and the demand for nonprofit news, continue to grow.**

Source: *Institute for Nonprofit News (INN) Index 2022: The State of Nonprofit News*

CVJC will strive to ensure more extensive coverage of the unique opportunities inherent to the Central Valley, including:

- The Central Valley positioned as the “bread basket” of the nation, providing a quarter of the food<sup>6</sup> with just 1% of the available agricultural land space<sup>7</sup> across the country
- Municipal efforts creating more opportunities for lasting change, such as the City of Fresno’s sustainable plan to invest in the arts and parks<sup>9</sup>
- The historic and largest federal Build Better Back \$65 million grant to the Central Valley Community Foundation and its coalition of partners focusing on food tech innovation<sup>10</sup>
- The Central Valley’s unique blend of multilingual, multiracial, and multicultural people being its biggest asset
- Central Valley cities ranking high among the top 100 metros, exporting 65% of the U.S. products and services while attracting 74% of the nation’s foreign investments<sup>8</sup>
- Local higher education initiatives promoting first-generation college attainment and increased graduation rates

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