



IMPACT REPORT

NEW CALIFORNIA
COALITION

NEWCALIFORNIACOALITION.ORG



LEADERSHIP MESSAGE

Building M O M E N T U M

2025

tested California's resilience — and proved the power of pragmatic, centered action.

We faced headwinds from every direction: entrenched special interests resisting common-sense reform, a federal government increasingly hostile to California's elected leaders and economy, the devastating Los Angeles fires that displaced thousands and strained our communities, and persistent economic uncertainty affecting families and businesses statewide.

But rather than retreat, we built. We united 1,000 partner organizations across all 13 of California's economic regions — a milestone that reflects the breadth and depth of support for sensible, solutions-oriented governance. We conducted the most comprehensive research effort in our history: a statewide survey of 1,538 voters and 14 in-person focus groups spanning the state, giving us an unprecedented picture of what Californians truly want from their leaders.

And we delivered results.

From reforming outdated regulations that stifle housing production to advancing policies that create middle-class jobs, secure our water and energy future, and address homelessness with compassion and accountability — we proved that California's challenges are solvable when we reject extremes and embrace common sense.

Our work in 2025 wasn't just about policy wins. It was about building infrastructure for lasting change: strengthening relationships with legislators through 10 in-district meetings, engaging 500+ partners in substantive policy discussions,

and positioning NCC as a voice that policymakers and stakeholders now consult when charting a path forward. When leaders ask, "What does NCC think about this?" — and they increasingly do — we know we're becoming part of California's essential decision-making calculus.

The New California Coalition is not waiting for permission to lead. We're building California's new political center — uniting voters, backing pragmatic leaders, and advancing policies that unlock economic opportunity for all Californians.

As we enter 2026, we do so with clarity of purpose, a proven track record, and a growing movement of Californians who refuse to accept dysfunction as our destiny. The work ahead is significant, but so is our momentum.

California's best days aren't behind us. They're ahead — and we're building the path forward.



JIM WUNDERMAN
Co-Founder & Board Chair

TRACY HERNANDEZ
Co-Founder & CEO

OUR PURPOSE

The New California Coalition, a non-partisan civic action movement, is building California's new political center, uniting voters to back leaders and policies that will unlock economic opportunity for all Californians.



MIDDLE INCOME JOB GROWTH
RAPID HOUSING PRODUCTION



CORE
FOUR
POLICY
AREAS



WATER & ENERGY SECURITY & ABUNDANCE
EFFECTIVE HOMELESSNESS SOLUTIONS



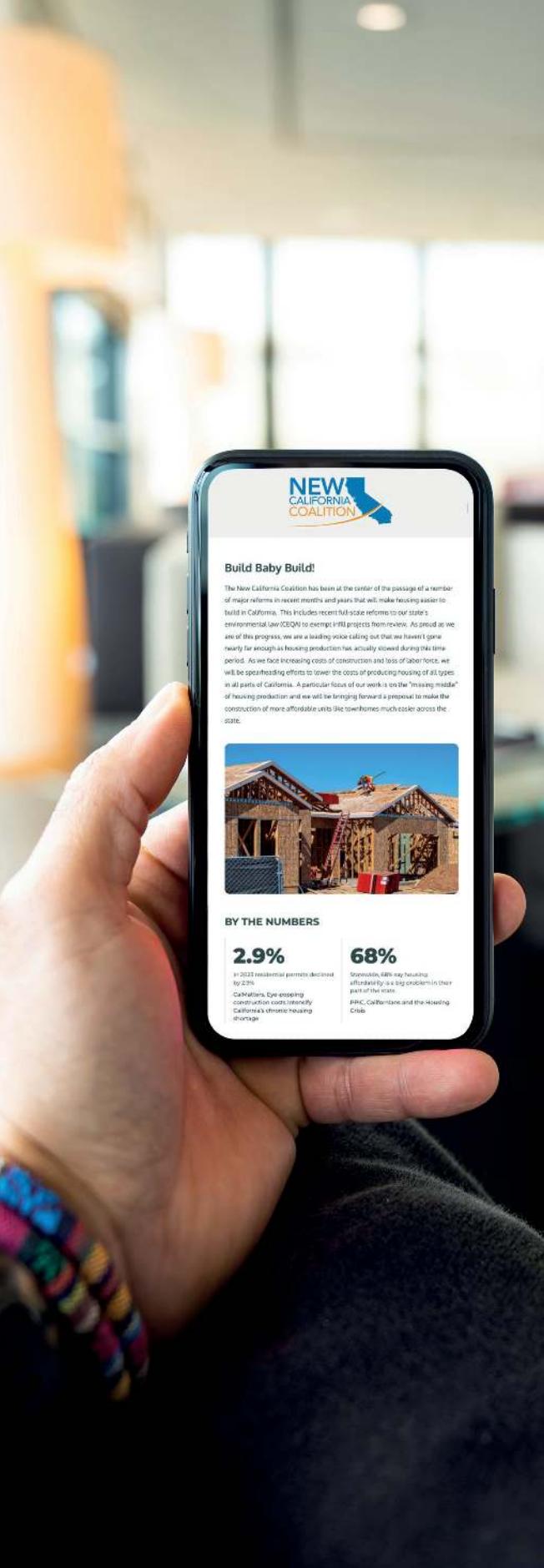
NCC IMPACT

MORE THAN
1,000
STATEWIDE PARTNERS



The NCC closes its fifth year in a stronger position than ever before, adding more than 100 new partner organizations to our ranks in 2025. We now boast more than 1,000 partners hailing from every region of the state.

OUR MOVEMENT



In 2025, NCC reached a milestone: **1,000 partner organizations** statewide — adding 100 new partners and spanning all **13 California economic regions** from the North State to the Southern Border. More than **500 partners** actively engaged in our work, representing a **50% participation** rate that demonstrates the depth of our coalition's commitment.

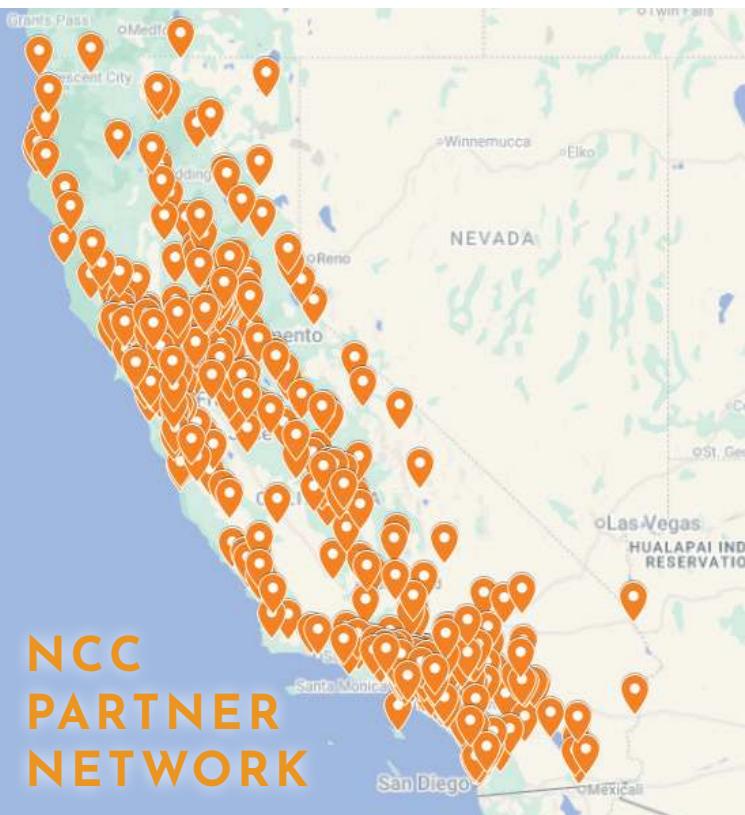
We facilitated **19 legislative engagements** — 10 in-district meetings and 9 partner Zooms — connecting business leaders directly with policymakers. And we conducted our most comprehensive research effort ever: **1,538 California voters** surveyed statewide, complemented by **14 in-person focus groups** (two per region) that captured insights polling alone can't reveal.

These aren't just numbers. They're the **infrastructure of change**. Our statewide reach, combined with rigorous research and direct legislative access, positions NCC to move policy, shape elections, and demonstrate that California's pragmatic center isn't just organized — it's building the future.

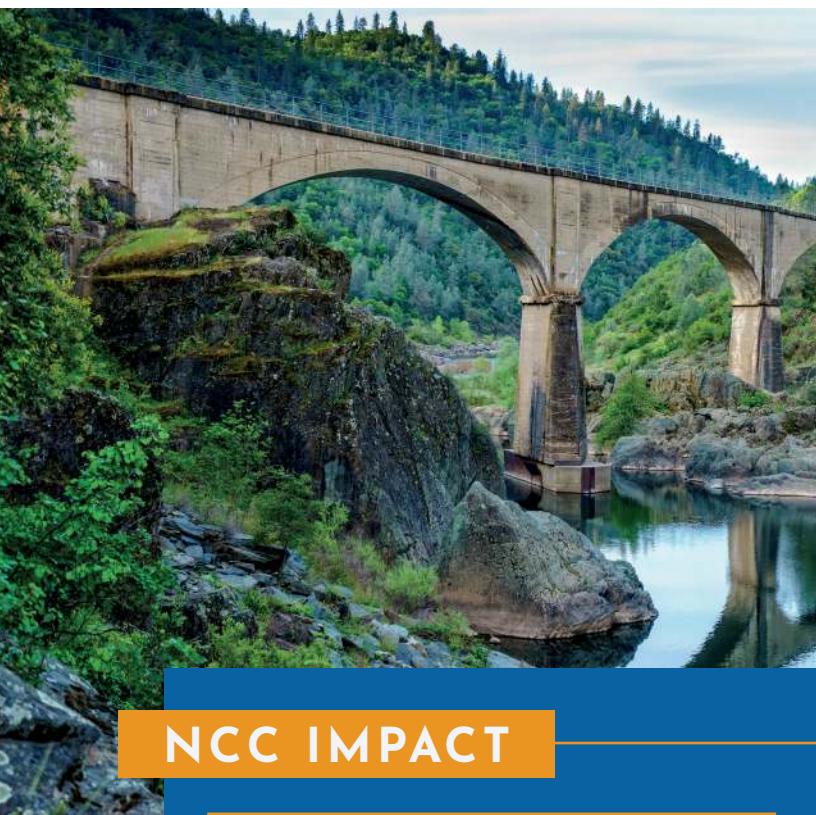
NCC IMPACT

From Los Molinos to Los Angeles, and from Crescent City to Cupertino, the NCC is there. 2025 saw our partner network expand into every one of the Golden State's 13 distinct economic regions. We're fighting for California — all of it.





NCC PARTNER NETWORK



NCC IMPACT

MORE THAN
50%
PARTNER
PARTICIPATION



Most coalitions struggle to engage members. NCC's 50%+ participation rate – more than 500 of 1,000 partners actively attending meetings is the hallmark of a committed, growing movement.

Most California advocacy bursts forth from groups firmly rooted in Sacramento, San Francisco, and Los Angeles — ignoring the diverse economic and environmental realities of the North State, Central Valley, and the Inland Empire. Since our founding, we've consciously rejected that approach, striving to extend our reach throughout the Golden State.

Our presence in all 13 California economic regions — the same framework the Governor's Jobs First agenda uses — isn't accidental. We're not hunting for some mythological ideological middle ground. We're building a new center of political gravity by bridging the divides that paralyze California: urban and rural, north and south, left and right.

California's regions have distinct economies, challenges, and solutions. A chamber executive in the Central Valley faces different constraints than a business leader in Orange County. A North State manufacturer has different priorities than a Southern Border entrepreneur. We're here to connect the dots and take action.

This isn't a big-city coalition imposing solutions statewide. It's grassroots and bottom-up — organized the way California has never been organized before. When partners from Eureka to San Diego unite around pragmatic governance, that's not the old center holding. That's a new center rising.

CONVENING POWER

FEATURED NCC SPEAKERS & GUESTS



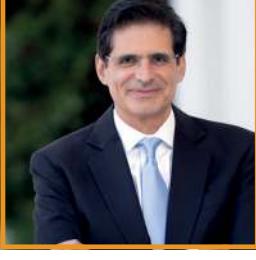
Malia Cohen, CA Controller
Josh Hoover, (AD 7)
Dr. Darshana Patel (AD 76)
Scott Wiener (SD 11)



Brian Jones, (SD 40)
Monique Limon, (SD 21)
Anamarie Avila Farias (AD 15)
Sasha Renee Perez (SD 25)



Catherine Stefani, (AD 19)
Aisha Wahab, (SD 10)
Matt Haney (AD 17)
Laura Richardson (SD 35)



Leticia Castillo, (AD 58)
Avelino Valencia, (AD 68)
Cecilia Aguiar-Curry (AD 4)
Josh Becker (SD 13)

In addition to those pictured above, we are proud to have collaborated with a wide range of state leaders throughout the year – from bill champions to global delegations – including Fiona Ma, Buffy Wicks, Juan Carrillo, Jose Solache, Stephanie Nguyen, Catherine Blakespear, Mike Fong, David Tangipa, Alexandra Macedo, and Heath Flora. Together, we're advancing common-sense leadership across California.

NCC IMPACT

19

LAWMAKER
ENGAGEMENTS



NCC conducted 19 in-district legislator meetings, connecting business leaders directly with lawmakers. These working sessions allowed partners to voice their priorities while working together in real-time to identify collaboration opportunities.

COMMUNICATIONS



320K

WEEKLY EMAILS SENT

NOT INCLUDING ACTION ALERTS
AND ANNOUNCEMENTS



30%+

OPEN RATE

STRONG AVERAGE OPEN RATE FOR
ALL COMMUNICATIONS.



>2K

SOCIAL FOLLOWERS

POSITIVE TRENDLINES ON
LINKEDIN, FACEBOOK, INSTAGRAM

NCC IMPACT

16

EARNED
MEDIA HITS



The NCC maintained a strong earned media presence in 2025, issuing powerful op-eds across a range of outlets and weighing in regularly on the most pressing issues confronting the state. NCC also runs its own miniature news agency in the form of our popular Bear Essentials newsletter.



CARLOS SOLÓRZANO-CUADRA

CEO, The Hispanic Chambers of Commerce of San Francisco, Bay Area

“Looking forward to continuing working together and thank you for all you do on our behalf. Siempre adelante! Always Forward!”



JASMIN SAKAI-GONZALEZ

Senior Director, Regional Business Engagement, UNITE-LA, LA County

“We are grateful for your wonderful support and NCC’s partnership on this critical issue of immigration and workforce development.”



DAVID POWELL

Executive Director, Desert Business Association, Inland Empire

“I want to compliment the NCC team for making everyone feel welcome in these meetings. I have been involved in many groups... this one is well-run and comfortable with very good topics.”



MANUFOU LIAIGA-ANO'A'I

Founder, Pacific Islander Community Partnership, Central Coast

“I really appreciate the informative and thoughtful dialogue. I received messages from attendees requesting to connect offline. It’s a great group and look forward to attending again.”

WE DON'T JUST TALK POLICY. WE BUILD IT.

At the New California Coalition, we're not here to posture — we're here to produce. While others debate, we design real-world solutions to California's most urgent challenges: housing, jobs, homelessness, and critical infrastructure.

Backed by a growing grassroots movement, data-driven insights, and deep policy expertise, NCC is in the business of getting things done. We engage partners, develop legislation, and mobilize voters — all to turn common-sense ideas into durable public policy.

Because for us, policy isn't performance. It's the blueprint for a better future.

TOP 10 POLICY WINS '24-'25

1. Restoring Accountability in Criminal Justice | Prop 36

Led a major statewide push to reform Prop 47's harmful legacy of crime without consequences. Prop 36 passed with 70% of the vote — winning in all 58 counties. Reached over 10 million voters through direct engagement.

2. Reducing Homelessness and Street Mental Health Crises | Prop 1

NCC was front-and-center in passing this proposition to bring mental health care and housing to those in crisis — turning tough talk into real, pragmatic solutions that boost public safety.

3. Boosting Housing Supply

Helped pass generational CEQA reform which will completely exempt infill projects and championed new legislation to expand ADU construction — one of the few growing housing sectors.

4. Speeding Critical Infrastructure Projects

Was a leader in creating a new 270-day judicial review cap for key projects—paving the way for modern and climate-friendly infrastructure.

5. Advancing Economic Opportunity

Led efforts to reform abusive labor law loopholes (PAGA), unlock hydrogen jobs, and cut red tape.

6. Protecting Taxpayers

Helped stop a costly bill that would've added to California's \$20B unemployment fund debt.

7. Tackling Intractable Challenges

Launched a major lobbying presence in Sacramento that has moved forward legislation addressing the state's toughest challenges from reform of its Rainy Day Fund to turning millions of tons of bone-dry biomass in our forests from fire risk to renewable energy.

8. 1,000+ Partners and Growing

Organized nearly 150 personalized meetings, expanding our NCC Partner Network by 11% in one year, growing our allies across our great state.

9. Statewide, On-the-Ground Presence

Drove dynamic conversations with thought leaders by delivering key notes focused on our Core Four policy areas of housing, homelessness, middle class jobs and water & energy at 20+ signature events from Napa to the Coachella Valley.

10. 70% Win Rate on Endorsed Candidates

Backed 26 centrist, pro-economy candidates very early and often over established competition during two elections. 18 won — on both sides of the aisle.

Why This Matters—And Why We Need You

These wins aren't accidents—they're a result of a new kind of coalition: principled, persistent, and pragmatic. But real change won't come from one-off victories. It takes long-term investment to build the political infrastructure California needs. Join us as we grow a statewide movement to take back the middle, unlock opportunity, and make common sense California's new superpower.

INVESTORS

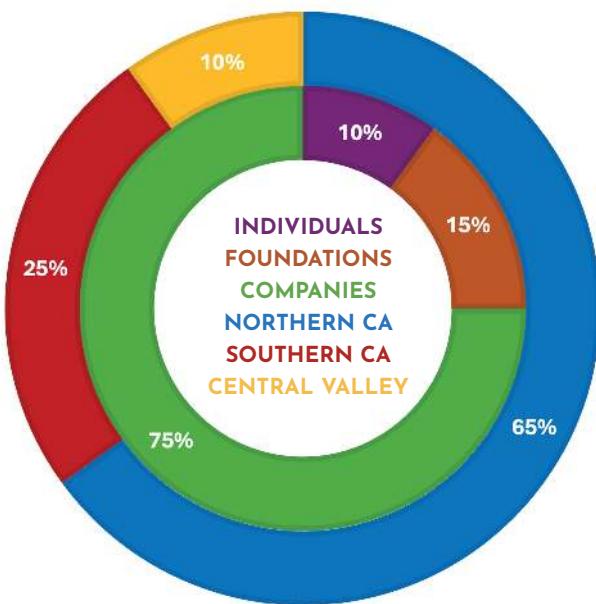
NCC IMPACT

MORE THAN
75%
INVESTOR
ENGAGEMENT



NCC's investors are active participants – attending monthly briefings, joining regional convenings, and contributing strategic insights. Our investors see NCC not as a typical advocacy organization, but as a serious movement reshaping California politics.

INVESTOR MIX



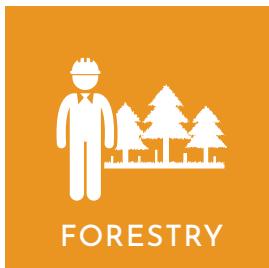
INDUSTRY SECTORS REPRESENTED



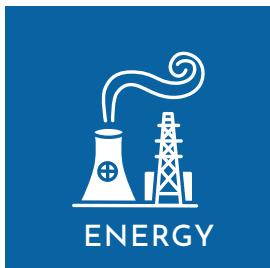
AGRICULTURE



MANUFACTURING



FORESTRY



ENERGY



FOOD PRODUCTION



TELECOM



ENTERTAINMENT



DEVELOPMENT



TECHNOLOGY



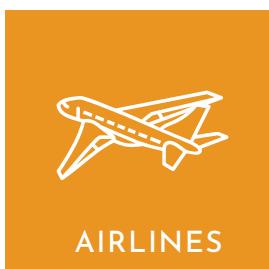
LEGAL SERVICES



HEALTH CARE



WATER



AIRLINES



LOGISTICS



FOUNDATIONS



NCC IMPACT

RESEARCH

In 2025, NCC undertook its most ambitious data project to date, building on ongoing tracking polls with a statewide survey of **1,538 California voters**.

The survey included strategic oversamples of key NCC constituencies — No Party Preference women and Latinos ages 18–49 — as well as underrepresented regions.

Conducted via phone, text, and online, the survey provided robust findings into the opinions and attitudes of Californians across party, race, gender, and geography.

Taken together with the data collected during our 14 in-person focus groups, these findings serve as the cornerstone for NCC's work, guiding policy development and strategic messaging. By grounding every initiative in rigorous research, NCC maximizes impact across California and shapes solutions that reflect the real-world priorities of the state's diverse population.

This isn't polling for the sake of polling. It's intelligence that informs action—ensuring NCC speaks for California's pragmatic majority, not the noisy extremes.

IN-PERSON

14

FOCUS GROUPS



Two focus groups in each of seven regions—Los Angeles, Inland Empire, Central Valley, Central Coast, San Diego, Sacramento, and the Bay Area—provided qualitative insights revealing nuanced local priorities and perspectives beyond what polling alone can capture.

While most organizations rely solely on survey data, NCC listened directly to Californians in their own communities, grounding our strategy in real-world concerns, not just statistics.

MAKING IT HAPPEN

SENIOR LEADERSHIP TEAM

- Tracy Hernandez, Co-Founder & CEO
- Jim Wunderman, Co-Founder & Board Chair
- Lex Olbrei, Chief of Staff
- Ryan Ole Hass, Director of Development & Investor Relations
- Vijay Das, Policy Director

POLITICAL & POLICY ADVISORS

KP Public Affairs

- Ed Manning, Policy Advisor
- John Doherty, Policy Advisor

- MK Campbell, Partnerships Director
- Christina Lee, Communications Director
- Deborah J. Nankivell, Civic Engagement
- Frank Holland, Senior Strategist
- Ginger Elisara, Executive Assistant to CEO

Chief Strategies

- Areen Ibranossian

NCC 501C3 NON-PROFIT BOARD OF DIRECTORS



Jim Wunderman 501c3 Board Chair
Schenae Rourk - Nat'l. Assn. of Women Business Owners - CA
Peter Weber - NCC Heartland Chapter
Cynthia Murray - Northbay Leadership Council, (Retired)

STATEWIDE CALIFORNIA COALITION 501C4 SOCIAL ADVOCACY BOARD OF DIRECTORS



Pat Fong Kushida - CalAsian Chamber
Mike Roos - Southern California Leadership Council
Jennifer Hernandez - Holland & Knight
Luis Portillo - San Gabriel Valley Economic Partnership

Dr. Chris Thornberg - Beacon Economics LLC, UC Riverside
Kristina Lawson - Hanson Bridgett
Papia Gambelin - United Airlines
Jim Wunderman - 501c4 Board Chair

INVESTOR

TESTIMONIAL

“Growing up in California, I learned early on what it means to love this state—its diversity, its spirit, and its promise. The New California Coalition gives voice to millions who still believe in that promise: homes families can afford, safe communities, and real opportunity for all. NCC stands for practical solutions grounded in common sense, not ideological extremes. I believe in NCC because I believe in California, and I believe the time to build our shared future is now.”

– Kristina Lawson, Incoming Board Member



\$25K ADVOCATE

\$50K SUPPORTER

\$100K LEADER

\$250K PIONEER

\$500K CHAMPION

\$1M+ VISIONARY

- Earned media programming
- Ongoing digital outreach and sign-up initiatives
- Rapid communications to NCC network

- Digital organizing initiatives
- Partner network management
- NCC event production

- Ongoing capacity building
- Relentless legislative advocacy
- Grassroots organizing
- Network activation efforts

- Signature NCC events
- Keystone content production & dissemination
- Baseline data infrastructure development & maintenance

- Proprietary research into CA electorate
- Data analytics and voter modeling
- Election cycle programming

- Development of core organizational infrastructure
- Ongoing strategic influence
- Identification of policy priorities

VEHICLES FOR CHANGE

NCC FOUNDATION

NEW CALIFORNIA COALITION

NEW CALIFORNIA PAC

Structure: 501(c)(3)

Purpose:

The c3 is our entity for research and educational programs. As a standard non-profit, activities funded by this arm of the NCC are explicitly non-political. These include research like polling, modeling, or sponsorships that meet the definition of charitable, educational, or scientific purpose standards under federal code.

Structure: 501(c)(4)

Purpose:

The c4 is our entity for much of our organizing operations, both with partner organizations and directly voters. Under the c4 umbrella, NCC lobbies legislators and regulators, mobilizes partners, and engages in vital voter education.

Structure: 527

Purpose:

The PAC houses and funds all candidate-specific activity of the NCC. It is a registered Independent Expenditure, capable of making direct expenditures supporting or opposing candidates for office. All activity, along with its donors, is publicly disclosed and prohibited from being coordinated or communicated with any candidates during the firewall period before election results are certified.

A MESSAGE FOR 2026

THE REBELLION AT THE CENTER

San Francisco Chronicle

January 1, 2026

2026 won't be about left versus right. It will be about builders versus blockers.

By Tracy Hernandez

The political center, we're told, is boring, a mushy midpoint for the indecisive and uninspired. It's a good place to take a political nap.

In California, however, it's the launchpad of a political rebellion.

Centrist voters are the most coveted members of our democracy. They hold the keys to the castle in an era of razor-thin margins and cavernous ideological divisions. The trick is to get them energized. Many political professionals will say you can't get moderates fired up because, well, they're moderate. But maybe they just haven't found anything in our politics that ignites them?

Here's the truth: Moderates aren't lukewarm on issues because they don't care; they're frustrated because

they've learned the hard lesson of modern politics — caring intensely is not the same thing as getting results. This is where the pundit concepts of "centrist" and "moderate" mislead. The center is not an ideology. It's not the halfway point between political extremes. It's a constellation of overlapping interests — renters and homeowners, workers and employers, urban and rural residents — who share one blunt demand: make life work.

Build housing without endless litigation. Get people living on the streets out of sidewalk tents and into treatment. Create more middle-income jobs and rebuild the middle class. Protect neighborhoods without pretending that consequences are cruelty. Make sure the power turns

on, we can afford to charge or fuel our vehicles, and our kids can drink the water. Deliver results that make a meaningful difference in people's lives. Here in California, that demand is no longer theoretical. It has a voting bloc.

Proposition 36, restoring accountability after years of "crime without consequences," passed with 70% across all 58 counties last year. More telling: Proposition 1, which funded infrastructure to move people from street crisis into treatment and housing, passed narrowly — but it passed.

A decade ago, such measures would have failed badly. Voters' tentative approval signals mounting frustration with the status quo.

Add the appetite for building. This year's legislative session produced the most significant California Environmental Quality Act reforms in a generation, streamlining housing approvals and creating new pathways for manufacturing and infill development.

The implicit admission: Process is not a substitute for progress. None of this happened because ideology won. It happened because functionality found a constituency, one larger than the interest groups that dominate social media. When it comes to building, these interest groups dominate more than just social media.

Wealthy NIMBYs blocking housing in the name of "community character." Ideological purists treating compromise as betrayal. Unions that gladly sacrifice the best interests of all workers for the best interests of their members. Companies willing to stall progress for the sake of predictability.

These factions don't represent a majority. They represent a hardened, narrow view.

There is a different way to organize the mechanisms of state power — and it starts with reorienting political culture away from ideology and regulatory capture and toward solutions.

That doesn't mean splitting differences. It means building a governing majority around what works. This coalition has real tensions. Homeowners and renters want different things. Workers and employers see labor policy differently. But here's what matters: They all want predictable systems that function.

A homeowner in Fresno and a renter in Oakland may disagree on rent control, but both need housing production that doesn't take a decade. A San Diego service worker and a Red Bluff rancher might not see eye-to-eye on cultural issues, but neither wants to see soaring energy bills.

Common ground doesn't mean everyone agrees on everything. It's that everyone is exhausted by a system that can't deliver on anything.

Here's why this qualifies as rebellion: For a generation, our politics has rewarded those who can stop things — kill projects, block reforms, tie up opponents in procedure. Activists who can mobilize a dozen people to a planning meeting wield more power than a thousand families who need housing but lack the time to testify.

This isn't democracy failing; it's a political structure working as designed — for those who benefit from stasis.

Demanding that the system actually build, actually deliver, and actually solve problems at scale is an attack on that structure. It threatens comfortable arrangements and forces questions about who benefits from dysfunction.

In that context, competence isn't compromise. It's a challenge to the incentives that make governing hard and obstruction easy.

The opening for 2026 is real, but it's not just about finding the right candidates. It's whether this coalition can convert popular impatience into durable political power — a new majority in work boots eager to show up and hold leaders accountable.

Forget left versus right and ideological purity tests. 2026 is about builders versus blockers. It's time to radicalize the center.

Tracy Hernandez is CEO of the New California Coalition





2026

OUR WORK CONTINUES

JOIN US!



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