



# SUPPORTING VULNERABLE CHILDREN AND FAMILIES:

INNOVATIVE APPROACHES FOR INDIVIDUAL PHILANTHROPISTS AND SMALL FAMILY FOUNDATIONS

The Annie E. Casey Foundation

ROCKEFELLER  
Philanthropy  
Advisors



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## INTRODUCTION

A growing number of donors interested in improving the lives of vulnerable children and families are looking to new, innovative ways to make significant, lasting change. Those who will find this publication useful may be new to philanthropy or new to the idea of strategic philanthropy. They may be joining the board of their family's foundation, or they may be individuals who are looking to jumpstart or revamp their giving portfolio. They may be experienced philanthropists who have been frustrated with the rate of change and hoping that a new approach will get to results faster.

This publication is ultimately about partnerships: how individuals and small family foundations can join forces with individuals, organizations, and institutions across the public and private sectors to increase impact. While partnering with foundations or the government is not for everyone, most funders, either brand new to philanthropy or seasoned givers, can benefit from breaking down silos and looking in every direction for like-minded partners.

## PHILANTHROSTIMULUS EVENTS

This publication has its origin in two events that took place in the fall and winter of 2009 in New York and San Francisco. These gatherings, organized by Rockefeller Philanthropy Advisors and sponsored by the Annie E. Casey Foundation, brought together individual givers, family foundation trustees, foundation staff, and a small number of nonprofit leaders to discuss new opportunities for philanthropists to collaborate for the purpose of moving families from poverty to opportunity.

The first event took place on November 16, 2009 in San Francisco and featured the following speakers:

- Judy Belk**, Senior Vice President, Rockefeller Philanthropy Advisors
- Angela Glover Blackwell**, Founder and Chief Executive Officer, PolicyLink
- Stuart Davidson**, Managing Partner, Labrador Ventures and Board Member, Rockefeller Philanthropy Advisors
- Robert Friedman**, Philanthropist and Founder, CFED
- Warren Hellman**, Donor
- Sandra R. Hernández, M.D.**, Chief Executive Officer, The San Francisco Foundation
- Ralph Smith**, Executive Vice President, Annie E. Casey Foundation

The second event took place on December 3, 2009 in New York and featured the following speakers:

- Douglas Bauer**, Executive Director, The Clark Foundation
- Melissa Berman**, President and CEO, Rockefeller Philanthropy Advisors
- Matthew Bishop**, US Business Editor and New York Bureau Chief, *The Economist* and Author, *Philanthrocapitalism*
- Howard Buffett, Jr.**, Policy Advisor for the White House Domestic Policy Council, Office of Social Innovation and Civic Participation
- Cheryl Dorsey**, President, Echoing Green
- Helena Durst**, Director, Durst Family Foundation
- Jill Iscol**, President, IF Hummingbird Foundation
- Leslie Lowe**, Director, Interfaith Center on Corporate Responsibility
- Mark Reed**, Founder and Manager, Contact Fund
- David Saltzman**, Executive Director, Robin Hood Foundation
- Miriam Shark**, Associate Director, Annie E. Casey Foundation
- Darren Walker**, Vice President, Ford Foundation

These two events introduced many new ideas for how philanthropists can partner across sectors in order to solve some of society's most intractable problems. What follows is a summary of the lessons learned from these events and examples of successful partnerships in New York and San Francisco.

## WHY INITIATE NEW PARTNERSHIPS AND WHY NOW?

Choose any statistic to understand how widespread and seemingly insurmountable today's issues are. In Detroit, 46% of children are living in poverty. In Cleveland, the figure is 42%. In Saint Louis, it is 35%. In five states (Arkansas, Georgia, Kentucky, Nevada, and West Virginia), nearly 20% of young people (between 18-24) are considered "disconnected" — meaning they are not in school, not working, and have no degree beyond high school. Even families where parents have jobs are hurting. In three states (New Mexico, Mississippi, and Texas), over one-fourth of all families with children were low-income working families<sup>1</sup>. (Source: KIDS COUNT Data Center: <http://datacenter.kidscount.org/>) And to make things worse, credit is still tight, foreclosures are still at historic levels, and states and local governments are going broke.

Nonprofits are seeing increased demand just as their revenues are slipping. And novel methods that nonprofits have traditionally used to raise money in difficult times, such as borrowing against a fixed asset, have also become inaccessible. Opportunities for nonprofits to earn revenue (such as selling theater tickets) have also become less reliable.

In addition, charitable giving is down. People are feeling less confident about their ability to give, and in this climate, it is rare to see large, catalytic gifts. But people still have the desire to make change. They just need to do so with less cash and with more partners. They need to work in concert with a variety of individuals, institutions, and organizations, and utilize the assets of each. And now is the time for donors to seek out these partnerships. In order to survive, nonprofits need their donors to be creative, innovative, and willing to take risks.

## AN OVERLOOKED PARTNER: THE GOVERNMENT

The following scenario would be considered a philanthropic home run. A nonprofit organization has a fantastic, high-impact, and creative approach for solving a major societal problem. The organization approaches a large foundation for support. The foundation's program officer decides that the project has promise and makes a grant — let's say for \$100,000 — to support a pilot that demonstrates the project's impact. Once the program is shown to be successful, the foundation and the organization work together to introduce the project to a government

*In Detroit, 46% of children are living in poverty. In Cleveland, the figure is 42%.*

1-Low-income working families met three criteria: (1) the family income was less than twice the federal poverty level; (2) at least one parent worked 50 or more weeks during the previous year; (3) there was at least one "own child" under age 18 in the family.

official who can appropriate funds that will take the program to scale. The government official loves the project, an appropriation is made, and the foundation's initial investment of \$100,000 has led to a \$300 million project that serves millions of people around the country.

Unfortunately, home runs in philanthropy don't happen as frequently as they do in baseball. While the traditional model for philanthropy has been for foundations to prove the worth of a project and pave the way for government to take the project to scale, in reality, it happens infrequently.

And while this traditional model can (when effective) be a great way for large staffed foundations (think Rockefeller, Ford, Gates, Casey) to make societal change on a huge scale, individual donors and trustees of small family foundations rarely have the resources and contacts necessary to turn a pilot project into a government program. This is unfortunate, as the government has assets (including reach, resources, and clout) that few others have.

So how can individual donors and family foundation trustees avail themselves of this opportunity and engage with government? Staff members at large foundations have spent years studying the legislative process, building relationships with elected officials or their staff, and developing a good sense of history and movements. Conversely, new philanthropists who have not dedicated their lives to social change will often feel overwhelmed by even the idea of working with government. And while this apprehension is understandable, it shouldn't thwart a philanthropist's goal of making a difference on a national scale. Below are examples of individual philanthropists who have reached out and forged relationships with government officials, with great results.

There is no better time than today for a philanthropist to learn how to expand his or her horizons and join forces with every potential partner in every sector — including business and government. As Ralph Smith at the Annie E. Casey Foundation stated at the San Francisco event, our problems today are complicated and multifaceted and call out for multilateral response. Working in isolation is no longer an option.

## **AN OVERLOOKED RESOURCE: ESTABLISHED FOUNDATIONS**

We all know about the large established foundations (e.g., Ford, Kellogg, Gates, Rockefeller, etc.) because of their major (and sometimes controversial) grants. But what is less known about these foundations is the fact that they are holders of great amounts of knowledge, and they are quite willing to share this knowledge with donors in every sector throughout the world.

***There is no better time than today for a philanthropist to learn how to expand his or her horizons and join forces with every potential partner in every sector — including business and government.***

For example, the Annie E. Casey Foundation has created the KIDS COUNT Data Center, a national and state-by-state effort to track the status of children in the United States. Going to the website ([datacenter.kidscount.org](http://datacenter.kidscount.org)) will allow any donor to see where the greatest needs are for underserved children. Donors who want to broaden the focus of their giving geographically will find this resource exceptionally valuable in identifying the areas in greatest need of philanthropic investments. In addition, the Casey Foundation's website ([www.aecf.org](http://www.aecf.org)) includes a vast, searchable library of free resources related to what works in solving problems in areas such as child welfare, juvenile justice, health, education, economic security, and others related to vulnerable children and families.

Another example is the work of the Ford Foundation. In addition to publishing many guides and reports on its website, it also has created GrantCraft, a series of how-to publications for donors. GrantCraft guides are intended for the experienced giver who is interested in learning new ways to approach their philanthropy. Guides in the past have focused on a variety of issues such as working with government, creating funder collaborations, and how to fund advocacy.

Finally, the Bill and Melinda Gates Foundation has become a resource for individual donors as it has funded several organizations that educate donors on how to give strategically. The foundation gave The Bridgespan Group, Rockefeller Philanthropy Advisors, and Bolder Giving grants to develop and disseminate donor guides, profiles of philanthropists, and other resources aimed at educating new philanthropists and givers interested in taking their philanthropy to the next level. All the donor resources are available at each organization's website for free.

These are just a few examples of resources that are provided by large staffed foundations. Just about every foundation with a website shares lessons that the staff has learned in its attempts at solving complicated social problems. And reports published by foundations are often focused on solutions. This is helpful as reports that only shed light on a problem — its scope and depth — can be overwhelming to a new philanthropist.

## HOW TO BEGIN

After a philanthropist decides that he/she will take that big step and consider partnering with foundations or the public sector, the first question is invariably, "how?" The answer is that there are many ways to engage, as evidenced by the several case studies provided below and by the list of other cross-sector partnerships included in the resources section at the end of this guide.

***KIDS COUNT  
will allow  
any donor to  
see where the  
greatest  
needs are for  
underserved  
children.***



*All strategic philanthropy starts from passion and the desire to make a difference.*

The first step for a donor is to be clear about his/her own values and motivations for giving. For example, at the San Francisco event, philanthropist Robert Friedman cited his family as responsible for the values that drove him to start the Corporation for Enterprise Development (CFED), an organization dedicated to expanding economic opportunity for low-income families and communities. He said that a common value throughout his family is that “everybody deserves a chance,” and he mentioned that this tradition of giving back started before his grandfather and influenced everyone in the family, continuing to his own grandchildren.

This identification of values was the starting point for Friedman. After becoming educated on the issues, he decided that the way to give “everybody a chance” was not the traditional method of trying to increase jobs for people in poverty, but instead to encourage people to build their own assets. After 35 years, CFED is continuing to improve the lives of vulnerable children and families by encouraging people to save, to open individual development accounts, and to build assets.

## THINK STRATEGICALLY

After the donor identifies the values that will drive his/her work, the donor must start thinking like a strategic philanthropist. Of course, all philanthropists think differently, but those who are most strategic do the following:

- Create deep networks of individuals who can become colleagues, sources of information, mentors, or funding partners
- Overcome their fear of taking risks and being wrong
- Become aware of their strengths and weaknesses
- Listen to and learn from others
- Develop a clear set of goals and desired outcomes
- Look for impact but know that lasting change takes time
- Realize that they will see impact more quickly if they focus on only a few issue areas, geographical regions, or strategies

While there is no one way to create or support a partnership or collaborative, below is a guide that outlines the major steps along the way. The first two steps can and should happen simultaneously.

### 1. LEARN ALL YOU CAN ABOUT YOUR ISSUE, ITS SCOPE AND HOW IT CAN BE (AND HAS BEEN) APPROACHED

All strategic philanthropy starts from passion and the desire to make a difference. Once you have decided on the change you want to make, scour the internet for all you can find about the scope of the problem by finding data and case studies that describe the issue. At the end of this guide is a list of several resources for finding information.



But this process of learning about the problem is just the first step. What is more important is to learn how problems are solved, and there are many ways to find out how foundations, governments, and others have approached solving problems for vulnerable children and families. It is also important to learn about the unintended consequences of past interventions and how they can be avoided. Knowing about past mistakes and acknowledging that there is no “silver bullet” for many of society’s problems will set you apart from others who have great ideas but no sense of what is involved in implementing a winning strategy.

## 2. BUILD OPEN, PRODUCTIVE RELATIONSHIPS

While you are learning about your issue, you will also need to make sure that you have the right relationships with the right people. Melissa Berman, President and CEO of Rockefeller Philanthropy Advisors, noted at the New York event that issues of partnership come down to power, control, and trust. How people can share power, cede control, and build trust will all play a factor in the success of a partnership. At the same event, Helena Durst stated that the Durst Family Foundation seeks to partner with innovative programs that strengthen vulnerable families throughout New York. The foundation approaches its giving in a way that allows for collaboration and shared decision making around programs that align with Durst family priorities and an emphasis on developing trusting relationships in business and philanthropy.

Building relationships that will lead to partnerships will take time and concerted effort. There are many ways to find available partners. Here are a few steps that will take you toward reaching this goal:

- A) Talk about your philanthropy, your goals, values, past mistakes, etc., with anyone who will listen, but preferably other philanthropists. If you become known for a certain focus or passion, government officials or other potential partners will think of you when a partnership opportunity arises.
- B) Join an affinity group or giving circle (selected groups are provided in the Resources section).
- C) Make sure that others know about your non-financial assets. Are you a master organizer? Do you have an extensive and perhaps international network of people who can lend a hand (or money)? Do you have business skills that might be needed? Letting others know about your skills from the outset will ensure a more equal and appropriate partnership, instead of just a funder-grantee relationship.

## 3. DEVELOP THE COURAGE TO TAKE RISKS

At the San Francisco event, several speakers said that it is a mistake for philanthropists to completely avoid controversy. While many philanthropists only want to do beneficial work and be appreciated for it, others will understand that big, risky bets can yield significant returns. A philanthropist should be aware of the risks from the beginning of the

***How people can share power, cede control, and build trust will all play a factor in the success of a partnership.***

partnership, and all partners should inform the others of the potential for public criticism and failure. Then, a donor can make an informed decision as to whether the promise of a program justifies the risk.

## **ANNIE E. CASEY FOUNDATION: GIVING LEADERS THE TOOLS THEY NEED TO SUCCEED**

The Healthy Food Financing Initiative might never have happened if not for the Annie E. Casey Foundation's somewhat unconventional grant to the National Council of State Legislatures (NCSL). In 2002, NCSL and the Casey Foundation established a partnership to support legislators' work on issues affecting families.

One primary activity of this grant was to support the convening of hundreds of lawmakers and legislative staff from 31 states at annual seminars to learn about issues affecting vulnerable families and to develop action plans to help low-income working families. At these convenings, the lawmakers were not pushed to prioritize any one issue over another. Instead, they were told that since they knew their constituencies best, they should work together to craft a solution to the nation's problems, tailored to the specific needs, assets, and political will of their state.

At the 2003 convening, the Pennsylvania delegation suggested the convening of a working families' task force. The governor of Pennsylvania, Ed Rendell, approved this request, and the task force held meetings throughout the state to learn about the most pressing issues affecting working families. The Casey Foundation provided technical assistance for this task force, which came up with a number of issues, one of which was the Pennsylvania Fresh Food Financing Initiative, the model for the Healthy Food Financing Initiative.

While the Annie E. Casey Foundation cannot take credit for providing the seed money that started the Healthy Food Financing Initiative, it can take credit for providing early technical assistance and the space that was necessary for legislators to come together, learn, and share ideas without the pressures that exist in the state capitals. This is just one example of a grant whose success was dependent upon the funder ceding more power to the grantee to develop a program that is truly responsive to the needs of the community. The Annie E. Casey Foundation has proved that the art of grantmaking includes more listening than talking, more learning than teaching, and a great deal of trust.

## TAKING THE LEAP

Fortunately, there are many different ways for philanthropists to improve the lives of children and families living in poverty through supporting cross-sector partnerships.

One way to make a difference is for a donor to use his/her personal contacts to bring together public and private resources. For example, at the New York event, activist Jill Iscol told the story of how she helped establish a New York City chapter of City Year, an organization that unites young people ages 17-24 for a year of full-time community service, leadership development, and civic engagement. In the aftermath of 9/11, two young people from different backgrounds approached Jill to help them to launch a new chapter. They asked Jill if she would be the “Champion,” an individual committed to chairing the board and raising \$3 million. Jill agreed, but instead of committing to raising the \$3 million, they decided to work together using their multiple networks.

Jill and her partners reached out to numerous individuals from throughout the region and representing both the private and public sectors. One person they called was Joel Klein, Chancellor of the New York City Department of Education. Klein was clearly impressed with the program, and the department donated \$8.5 million over 5 years to triple the size of City Year’s corps and deepen its impact in high-need communities.

***One way to make a difference is for a donor to use his/her personal contacts to bring together public and private resources.***

## SUCCESS STORIES

The success with City Year is but one example of a partnership that is working to improve the lives of children and families. As the following three case studies show, there are many ways that an individual, nonprofit, or foundation can effect change through a funding collaborative or partnership.

### HEALTHY FOOD FINANCING INITIATIVE & GREEN CARTS: TWO SOLUTIONS TO ONE PROBLEM

#### THE PROBLEM:

Millions of Americans in low-income communities and communities of color have two food choices in their neighborhoods: fast food or convenience stores selling fattening, processed foods. As a result of this lack of healthy food options, these communities have higher rates of obesity, diabetes, and other related health issues. Childhood obesity, in particular, is a major crisis in many of these communities.

## THE SOLUTION:

### *HFFI*

The Healthy Food Financing Initiative (HFFI) is a national initiative aimed at increasing access to healthy foods, reducing health disparities, improving the health of families and children, creating jobs, and stimulating local economic development in low-income communities. HFFI is modeled after the Pennsylvania Fresh Food Financing Initiative — a public-private partnership created in 2004. In just five years, this partnership helped develop 83 supermarkets and fresh food outlets in underserved rural and urban areas throughout the state, creating or retaining 5,000 jobs in those communities. Approximately 400,000 people have been provided access to healthy food that they did not have before. The goal of this program is to replicate the success of the Pennsylvania model throughout the nation.

### *Green Carts*

Green Carts is a local program that is bringing fresh fruits and vegetables to low-income neighborhoods that have a high concentration of diet-related diseases. The City of New York introduced a new class of street vendors that exclusively sells fruits and vegetables, creating up to 1000 new small business opportunities and increasing the availability of fresh produce in the most underserved neighborhoods.

## CURRENT STATUS:

### *HFFI*

Recently, the Obama administration announced that it would seek \$345 million from Congress in fiscal year 2011 to take HFFI nationwide. As of July 2010, relevant appropriation subcommittees in Congress were making good headway toward funding close to the President's budget request for fiscal year 2011.

### *Green Carts*

As of the summer of 2010, 414 individuals have received permits to vend on the street (117 in Brooklyn, 123 in the Bronx, 105 in Manhattan, 66 in Queens and 3 in Staten Island, with the expectation that more vendors will be coming on board through a semi-annual lottery process).

## THE PARTNERSHIP:

### *HFFI*

The success of this program lies in a partnership of government, nonprofits, and individual philanthropists.

State government provided the initial seed funding in Pennsylvania that was leveraged by individual investors and organized by two nonprofits: The Food Trust and The Reinvestment Fund. In late 2008, PolicyLink, another

### *Green Carts*

This program had nearly the opposite genesis as the HFFI. This is essentially a city-initiated partnership, led by the City Department of Health and the Mayor's Office, which turned to the private sector for funding in specific areas. In 2007, the Laurie M. Tisch Illumination Fund (the Fund) made a \$1.5 million, two-year grant to the Mayor's Fund to Advance New York City to support (a) marketing and

nonprofit, highlighted the state successes as part of a series of memos that were provided to the Obama transition team on promising solutions to intractable problems. There was great interest in the model, and in early 2009, PolicyLink approached The Food Trust and The Reinvestment Fund to propose a partnership to advance the state Fresh Food Financing Initiative model to the federal level. The partnership was supported by The Kresge Foundation, The Robert Wood Johnson Foundation, The California Endowment, and the Convergence Partnership<sup>2</sup>. The three lead organizations provided evidence and modeling to further frame the problem and advance solutions through the proposed national program for the Obama Administration White House and key agency staff.

When it came time to educate lawmakers about the benefits of this model, these nonprofits turned to individual donors and small family foundations that had the flexibility and agility to provide quick support for this work.

This initiative is an example of a coalition that starts locally and expands, with the ultimate goal of bringing the model to scale and securing the backing of the federal government.

communications, (b) business development, (c) microcredit and (d) the design and branding of the carts.

The City of New York was seeking a real partner, not just a donor. Therefore, the Fund has had the opportunity to reflect on program design and implementation every step of the way. From the outset, the Fund requested clarity around roles, monitoring of performance metrics, and accountability.

The New York City Department of Health oversees the program and has created a baseline evaluation for years one and two of the program that seeks to track consumption and its impact on food-related illnesses.

## BANK ON SAN FRANCISCO: ALL HANDS ON DECK

### THE PROBLEM:

An estimated 50,000 San Francisco households don't have bank accounts. And approximately half the adult African-Americans and Latinos living in the city have neither checking nor savings accounts. With no access to mainstream financial services, unbanked San Franciscans are forced to turn to check-cashing companies, spending hundreds of dollars a year just to cash their checks and pay bills, and sending millions of dollars out of their communities.

### THE SOLUTION:

Bank on San Francisco is a collaborative effort originally created to

<sup>2</sup>The Convergence Partnership funded The Food Trust and The Reinvestment Fund to participate in the federal activities.

bring 10,000 of the city's estimated 50,000 unbanked households into the financial mainstream. The goals of the project are to:

1. Increase the supply of starter bank products (i.e., checking and savings accounts) that meet the needs of the low-income unbanked market.
2. Raise awareness among unbanked consumers about the benefits of account ownership and spur them to open accounts.
3. Make quality money management education more easily available to low-income San Franciscans.
4. Clamp down on the proliferation of check cashers and payday lenders.
5. Raise city-wide awareness of the unbanked problem and potential solutions.

At present, 14 banks and credit unions, with over 170 participating locations across San Francisco, participate in the program, offering a range of products targeted to low-income individuals and communities of color.

#### CURRENT STATUS:

This project has been successful in many ways. First, 52,000 new accounts have been opened under this program, far outpacing original targets. Second, ties between banks and the communities they serve are strengthened. Third, Bank on San Francisco is seen as a model ripe for replication – over 70 cities and states are in some stage of launching a Bank On program and the US Department of the Treasury recently announced plans for a national Bank on USA initiative.

#### THE PARTNERSHIP:

Bank on San Francisco is a great example of a project that utilizes the different assets of all its partners – government, foundations, the business sector, and nonprofits. The city used its clout and convening ability to bring together and negotiate products with the original group of banks and credit unions that are implementing the program, and to serve as a trusted messenger to the public. To launch the work, the Walter & Elise Haas Fund and the Levi Strauss Foundation provided funding through CFED, a nonprofit organization that seeks to expand economic opportunity for low-income families and communities. In addition, many other private funders have provided funding to sustain the project. Finally, the advertising firm McCann Worldwide donated significant time and expertise to develop a marketing and media campaign.

# CONCLUSION AND CALL TO ACTION

The purpose of this paper is to expand the thinking of the individual philanthropist or small family foundation trustee and to provide options for how donors can expand their networks and influence to have a greater impact on vulnerable children and families through cross-sector partnerships.

We encourage all donors to begin steps toward collaborating with foundations, government bodies, and other donors. Fortunately, there are many paths toward collaboration. Donors can contact their local community foundation if they are interested in local giving. There are also many resources (listed below) in most large cities that can help donors connect with each other to improve the impact of their philanthropy. Donors can work with philanthropic advisors or other consultants who can lay the groundwork for a collaborative and seek out partners. Finally, donors can use their networks and contacts to seek out government officials and foundation officers who can provide resources and become funding partners. There is no shortage of possibilities.

Of course, not every partnership will succeed. Successful partnerships rely on innovative thinking, commitment, the ability to listen, lots of patience, and the willingness to share credit. Partnerships are not the only way to solve problems, but when successful they can make impact well beyond the capacity of individuals or foundations working alone.

The Annie E. Casey Foundation and Rockefeller Philanthropy Advisors invite donors interested in this topic to stay in touch and continue the conversation about these important issues. Miriam Shark, Associate Director at the Annie E. Casey Foundation can be reached at [mshark@aecf.org](mailto:mshark@aecf.org) or 410-223-2924. Melissa Berman, President and CEO at Rockefeller Philanthropy Advisors can be reached at [mberman@rockpa.org](mailto:mberman@rockpa.org) or 212-812-4327.



## RESOURCES

Luckily, a wealth of resources exists to facilitate the process of starting or joining a public-private partnership. As mentioned above, many large foundations post on their website reports that highlight solutions in an accessible, reader-friendly manner. Below are just a few foundations that provide these reports for free, and their focus areas:

### ***Annie E. Casey Foundation***

**Programmatic focus:** Vulnerable children and families

**Selected Resource:** KIDS COUNT Data Center (<http://datacenter.kidscount.org/>)

**Website:** [www.aecf.org](http://www.aecf.org)

### ***California Endowment***

**Programmatic focus:** Health and health care in California

**Selected Resource:** “Making Change: How Social Movements Work and How to Support Them” ([www.calendow.org/Collection\\_Publications.aspx?coll\\_id=62&ItemID=432#](http://www.calendow.org/Collection_Publications.aspx?coll_id=62&ItemID=432#))

**Website:** [www.calendow.org](http://www.calendow.org)

### ***Robin Hood Foundation***

**Programmatic focus:** Poverty in New York

**Selected Resource:** “Measuring Success: How Robin Hood Estimates the Impact of Grants.” ([www.robinhood.org/media/169437/2009\\_metrics\\_paper.pdf](http://www.robinhood.org/media/169437/2009_metrics_paper.pdf))

**Website:** [www.robinhood.org](http://www.robinhood.org)

### ***Ford Foundation***

**Programmatic focus:** Democratic values, poverty and injustice, international cooperation and human achievement

**Selected Resource:** GrantCraft publication: “Working with Government: Guidance for Grantmakers.” ([www.grantcraft.org/index.cfm?fuseaction=page.viewpage&pageid=1547](http://www.grantcraft.org/index.cfm?fuseaction=page.viewpage&pageid=1547))

**Website:** [www.fordfound.org](http://www.fordfound.org)

### ***San Francisco Foundation***

**Programmatic focus:** Strong communities, civic leadership, and philanthropy in San Francisco

**Selected Resource:** “Economic Development Through a Racial Lens” ([www.sff.org/about/publications/Race\\_Economic\\_Development.pdf](http://www.sff.org/about/publications/Race_Economic_Development.pdf))

**Website:** [www.sff.org](http://www.sff.org)

## DONOR EDUCATION RESOURCES

In addition to the above foundations, other resources exist to help donors find their way:

### ***Association of Small Foundations***

Committed to supporting the needs of small foundations. Provides publications, regional meetings, phone consultation.  
[www.smallfoundations.org](http://www.smallfoundations.org)

### ***Bolder Giving***

Bolder Giving's mission is to inspire and support people to give at their full lifetime potential. Bolder Giving does this through offering stories of role models, giving donors practical advice on how to give, and providing tools and inspiration to the donor education community.  
[www.boldergiving.org](http://www.boldergiving.org)

### ***The Bridgespan Group***

Bridgespan helps nonprofit and philanthropic leaders in developing strategies and building organizations that inspire and accelerate social change. They work to build a better world by strengthening the ability of nonprofit organizations to achieve breakthrough results in addressing society's most important challenges and opportunities.  
[www.bridgespan.org](http://www.bridgespan.org)

### ***Global Philanthropy Forum***

Aims to build a community of philanthropists committed to international causes, strategic giving and strategic social investing.  
[www.philanthropyforum.org](http://www.philanthropyforum.org)

### ***National Center for Family Philanthropy***

Responds to the need for a full-time national resource dedicated to serving the needs of families in philanthropy. With extensive expertise in governance, grantmaking, planning, evaluation, and more, the Center is positioned to help emerging philanthropists and mature foundations improve their work and expand their effectiveness.  
[www.ncfp.org](http://www.ncfp.org)

### ***Resource Generation***

Promotes innovative ways for young people with wealth to align their personal values with their financial resources for social change.  
[www.resourcegeneration.org](http://www.resourcegeneration.org)

**Rockefeller Philanthropy Advisors**

Helps donors create thoughtful, effective philanthropy throughout the world. Provides research and counsel on charitable giving, develops philanthropy programs, and offers complete program, administrative and management services for foundations and trusts. Maintains offices in New York, Los Angeles, San Francisco and Chicago.

[www.rockpa.org](http://www.rockpa.org)

**Social Venture Partners**

Creates communities of lifelong, informed and inspired philanthropists. Social Venture Partners are individuals who make meaningful contributions to nonprofit organizations by sharing their skills, time, and financial resources.

[www.svpi.org](http://www.svpi.org)

**Women's Funding Network**

Supports more than 155 organizations that fund women's solutions across the globe, making it one of the largest collaborative philanthropic networks in the world. Its members are women's foundations that span public charities, private foundations and funds within community foundations.

[www.womensfundingnetwork.org](http://www.womensfundingnetwork.org)

**OTHER CROSS-SECTOR PARTNERSHIPS**

Finally, below are other organizations that work alongside government in New York and San Francisco to benefit young people, communities of color, and/or the underserved:

**San Francisco School Alliance**

Together with school district leaders, the Alliance develops strategic initiatives and engages parents, businesses, community members, and philanthropic and higher education leaders in preparing San Francisco public school students for college, career, and citizenship in the 21st century.

<http://sfschoolalliance.org>

**Single Stop USA**

SingleStop bridges the information gap separating low-income families from life-changing public benefits, tax credits and other essential services that remain untapped and inaccessible.

[www.singlestopusa.org](http://www.singlestopusa.org)

**CFED**

CFED works to ensure that every person can participate in, contribute to, and benefit from the economy by bringing together community practice, public policy, and private markets.

[www.cfed.org](http://www.cfed.org)



## The Annie E. Casey Foundation

[www.aecf.org](http://www.aecf.org)

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The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for disadvantaged children in the United States. It was established in 1948 by Jim Casey, one of the founders of UPS, and his siblings, who named the Foundation in honor of their mother. The primary mission of the Foundation is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and communities fashion more innovative, cost-effective responses to these needs.

**ROCKEFELLER**  
Philanthropy  
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[www.rockpa.org](http://www.rockpa.org)

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Rockefeller Philanthropy Advisors (RPA) is a nonprofit organization that currently advises on and manages nearly \$200 million in annual giving by individuals, families, corporations, and major foundations. Headquartered in New York City with offices in Los Angeles, San Francisco and Chicago, it traces its antecedents to John D. Rockefeller, Sr., who in 1891 began to professionally manage his philanthropy "as if it were a business." With thoughtful and effective philanthropy as its only mission, Rockefeller Philanthropy Advisors has grown into one of the world's largest philanthropic service organizations and as a whole has facilitated more than \$3 billion in grantmaking to nearly 70 countries. RPA's diverse staff of 37 is led by experienced grantmakers with significant depth of knowledge across multiple issue areas.