



THE
KRESGE
FOUNDATION

ANNUAL REPORT
2013



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122

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*We are problem-solvers
first and foremost.*

OUR PURPOSE

(the problem we're trying to solve) is this:

*How do we expand
opportunities for vulnerable
people living in America's
cities? We believe all people
should have the ability to lead
self-determined lives and join
the economic mainstream.*

2013

BY THE NUMBERS

316

GRANTS

9

SOCIAL INVESTMENTS

700+

GRANTEE PARTNERS

54+

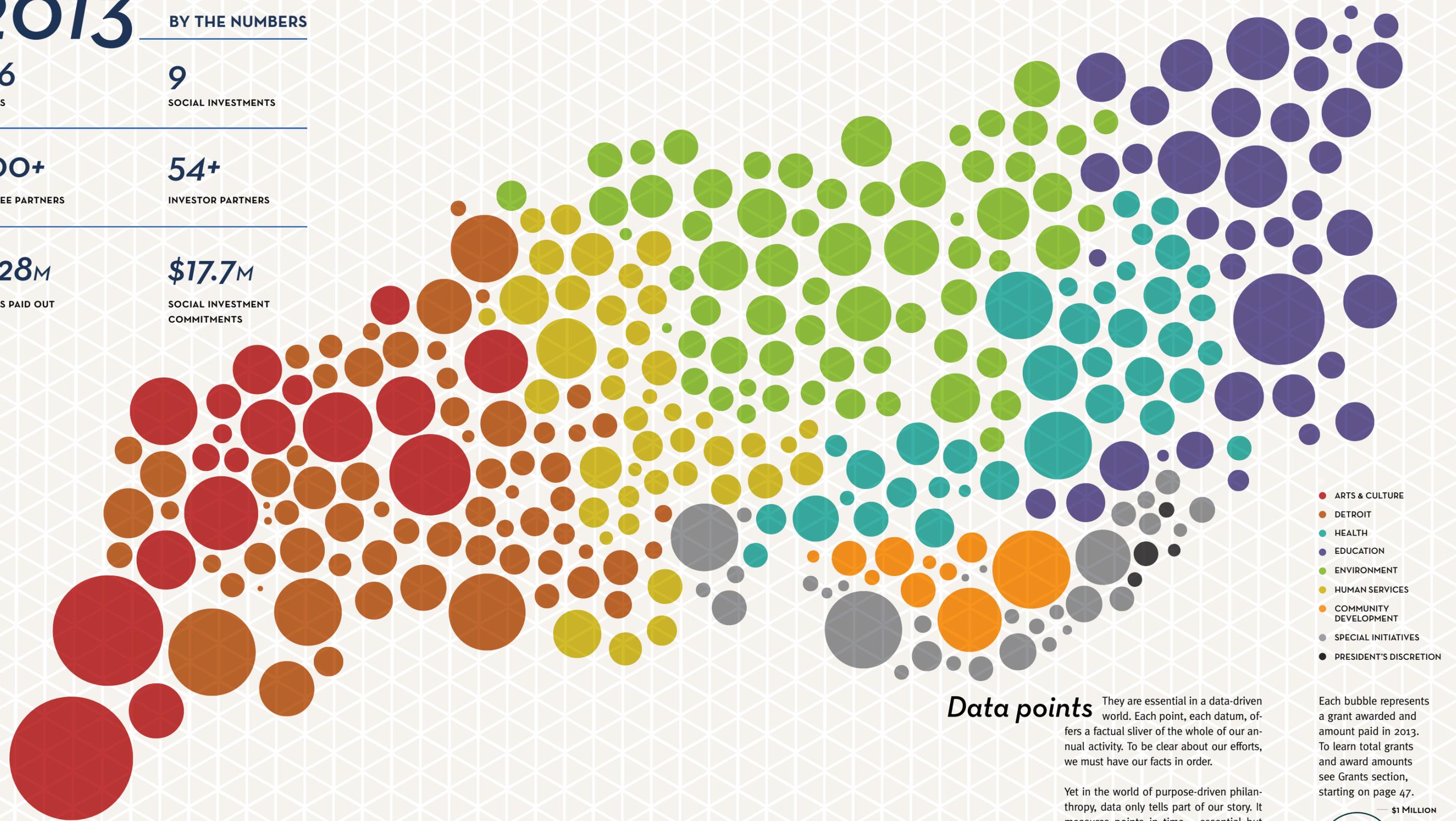
INVESTOR PARTNERS

\$128M

GRANTS PAID OUT

\$17.7M

SOCIAL INVESTMENT
COMMITMENTS



- ARTS & CULTURE
- DETROIT
- HEALTH
- EDUCATION
- ENVIRONMENT
- HUMAN SERVICES
- COMMUNITY DEVELOPMENT
- SPECIAL INITIATIVES
- PRESIDENT'S DISCRETION

Data points

They are essential in a data-driven world. Each point, each datum, offers a factual sliver of the whole of our annual activity. To be clear about our efforts, we must have our facts in order.

Yet in the world of purpose-driven philanthropy, data only tells part of our story. It measures points in time – essential but incomplete. These points don't fully reflect the substance of our work or the distance we've traveled. They don't illustrate our purpose and point of view.

Each bubble represents a grant awarded and amount paid in 2013. To learn total grants and award amounts see Grants section, starting on page 47.



Our Goal

is big and broad. It requires the coordinated work of multiple disciplines: arts and culture, education, environment, health, human services and community development.

We chip away at this daunting charge through the work of our program teams. Each has a strategy:

- *Assist in the revitalization of Detroit*
- *Attack health disparities*
- *Help build environmental, economic and social resilience to climate change*
- *Increase the resilience of human services organizations*
- *Improve postsecondary access and success among low-income, first-generation and underrepresented students*
- *Elevate the importance of arts and culture in community building*

Each team calculates the following: Which combinations of tools and approaches are most likely to lead to progress on an aspect of the problem? Who should our partners be?

There usually is a grant involved and possibly a social investment. If there is a grant, it may be for any number of purposes, such as to offer unrestricted operating support or to fund projects such as research, public information campaigns, advocacy, policy reform or a prize. Social investments come in the form of loans, guarantees, linked deposits and direct equity investments. Partners come from the nonprofit, public, private and philanthropic sectors.

As problem-solvers, we define ourselves by what we do and how we do it. Our effectiveness emanates from collective effort.

With this annual report, we want to give examples of how our programs, tools, partners and endowment

work in combination to advance our purpose and point of view. All the data are here – 2013 by the numbers – as well as the context for each grant and investment.

In these pages, you will see many permutations. It is through these combinations that we derive our strength and, over time, help bring about the change we seek.

Letter from
THE CHAIRWOMAN



Leadership is everything. This has been one of my most strongly held beliefs as I have navigated the corporate world. I believe it is also true in philanthropy.

Leadership in philanthropy can most obviously be defined as dollars on the ground. And while that certainly holds true in large measure, it alone has become insufficient.

I prefer an expanded definition. For me, there are two aspects to philanthropic leadership. The first is the ability to create a bold, actionable vision to cure a social ill – one that is so compelling that others are mobilized to follow. The second, perhaps less frequently practiced, is the humility and conviction to contribute to the worthy efforts of other like-minded and committed partners. Both are done for the express purpose of driving important and needed social change. At Kresge, we are comfortable being the catalyst for such change as well as the trusted, supporting partner.

Strategic philanthropy gives us a gift we do not always enjoy in the corporate sector. We have the opportunity, dare I say the mandate, to think really long term. We summon our dollars, energy, commitment, our partners and our convening power – all our resources – to address big problems over a long time horizon.

Kresge focuses on problems that plague the lives and welfare of low-income and vulnerable people living in America's cities.

Barriers to healthy living, to education and upward mobility, to cultural expression, as well as the absence of a safety net: These are the circumstances we are dedicated to reversing.

Place, time and the vicissitudes of contemporary life contour society's problems. One that is currently top of mind is the strain on the public sector. Plainly, we all know philanthropy cannot become the new public sector. But we can ask ourselves: How can philanthropy make a measurable, lasting difference beyond charitable action, beyond dollars on the ground? This is our charge: to harness the full power and privilege of philanthropy

and apply it in seemingly new and sometimes untested ways. It is out of these efforts that I believe our best contributions emerge. Yes, some approaches will yield solutions; others will teach us what just doesn't work.

So I suggest that philanthropic leadership today demands more dynamic, more market-oriented, more partnership-oriented approaches to our most complicated, relentless problems. These problems deserve our attention – this is what we owe society by dint of our resources – as well as a good, hard run at finding solutions. Let me go on to suggest that these solutions are indeed our “return on investment.”

At Kresge, we seek new approaches and commensurate outcomes through our six program disciplines and eight grantmaking and social investing tools.

We believe this full complement is required as the optimal means to sustainable, long-term effect on some of society's most intractable issues.

The significance of the challenges we have taken on comes with high demands. Leadership, as is practiced at Kresge, rests with very capable individuals: dedicated staff and trustees who grapple with complexity and act with both their hearts and minds. And none of this would be possible without the inspired vision, skill and guidance of our president and CEO, Rip Rapson.

A timely, singular example of my definition of philanthropic leadership is our work in the city of Detroit. I write this weeks before we go to press, knowing the state of the municipal bankruptcy will have changed by the time this report reaches you. What will not have changed are the extraordinary circumstances in which the city finds itself. Past, present and future, this is a city of national

importance. It also is our hometown; we are proud of where we come from and realistically optimistic about where the city is going.

The proposed \$816 million fund (see page 15), created together with nine other foundations, the state of Michigan, the Detroit Institute of Arts and other donors, helps the city better honor its pension obligations and protects its precious art collection. It is a shining example of philanthropic leadership.

Paramount to our work in Detroit and nationwide is that we remain true to our mission. Sebastian Kresge, the businessman who established this foundation 90 years ago, directs us “to promote human progress.” We never, ever forget this.

We believe – he believed – all people should have the opportunity to lead self-determined lives and join the economic mainstream.

Since most people in the United States live in cities, working within them simply gives us the widest possible reach to help people. It is through evolving and effective leadership that

we execute our mission. Abraham Lincoln said, “Whatever you are, be a good one.” The Kresge Foundation is a private, national philanthropy dedicated to helping the most vulnerable. We know who we are. And through our work, I believe we are a very good one.

A handwritten signature in black ink, appearing to read 'E. Rosen'.

ELAINE D. ROSEN
CHAIRWOMAN OF THE BOARD OF TRUSTEES
THE KRESGE FOUNDATION



“The totality of the enterprise enhances, repositions or otherwise defines a foundation’s impact.”

It is deceptively attractive to view a foundation’s activities atomistically – gauging its aspirations and methods and successes grant by grant, strategy by strategy. And those are important analyses that help programs learn, pivot and grow. But that kind of granularity can also miss the larger picture, failing to see the ways in which the totality of the enterprise enhances, repositions or otherwise defines a foundation’s impact. I want to explore that idea in this letter, setting up the design treatment you’ll see in the subsequent pages – one that seeks to convey the degree to which one distinct datum can combine with others to yield a whole that is qualitatively weightier than the separate components slotted side to side.

We start with the simple proposition that The Kresge Foundation’s six programs, together with its Social Investment Practice, integrate into a single, overarching objective: to expand opportunity for low-income people living in America’s cities. As Elaine Rosen, chairwoman of our Board of Trustees, says in her letter on the previous pages, we believe that all individuals should have the supports necessary to lead self-determined lives.

The components of our overarching objective are multifaceted, but we have concentrated on six:

› **Promoting the full and robust integration of arts and culture into community revitalization efforts;**

…› **Contributing to the renewal of Detroit’s social and economic health and vibrancy;**

…› **Increasing postsecondary education access and success;**

…› **Enhancing communities’ ability to build environmental, economic and social resilience in the face of climate change;**

…› **Reducing health disparities by fostering conditions and environments that lead to positive health outcomes; and**

…› **Strengthening high-performance multiservice human services organizations both directly and through networks that enhance their capacity.**

Taken together, these distinct program strategies combine into a larger whole with multidimensional impacts – not unlike how different elements of the periodic table, when combined, can form molecules with distinct and complex properties.

This report accordingly starts with the building blocks of our individual grants. But the pages that follow suggest that each grant within a program is part of a larger web of partnerships, activities and impacts. In turn, each of the six programs is itself greater than a constellation of individual grants. We, for example, supplement grantmaking by deploying our institutional equity – convening, providing thought leadership, participating in field-strengthening activities and

promoting advocacy and public policy. We also are increasingly building into each programmatic portfolio an analysis of what forms of capital – grants to be sure, but also loans, direct investments, pay-for-performance instruments, loan guarantees and other tools – are best suited to the issue at hand.

Finally, our six program areas interweave and interact to create a larger identity and impact. Let me suggest three ways in which that plays out.

First, we recognize that each of our program areas is inextricably intertwined with the others.

Health, environmental, human service, community development, arts and cultural and educational systems aren’t hermetically sealed, but instead ricochet and reverberate one against another, interbraiding, morphing and recombining – particularly when they land in cities. The issues of low-income opportunity we seek to confront are so densely packed and intricate that the solutions must accordingly be systemic, not atomistic ... dynamic, not rigid ... nuanced, not ideological ... long-term, not episodic. Even when our strategies can only partly capture this complexity, they must be informed by it.

The ArtPlace America collaborative, described

on page 21, underscores this phenomenon. Consisting of more than a dozen foundations, ArtPlace seeks to demonstrate the centrality of arts and culture to efforts to help restore and animate American communities. Its central premise is that when you infuse the arts in broader conversations about community development – housing, transportation, health, human services, education, environmental conservation – those conversations are richer, they’re more balanced and they resonate more fully with a community’s social, ethnic and racial identity.

As arts and culture activities assume an integral role in community development, moreover, they can foster and accelerate economic development, contribute to sensitive placemaking and deeper resident attachment to community and drive the kind of long-term visioning that a community needs in order to remain vital and healthy.

Second, and in a similar vein, each programmatic strategy is invariably shaped by the intersecting and complementary roles of the private, public, nonprofit and philanthropic sectors.

Although collective action has become an overused catchphrase, it reflects the profound truth that intractable challenges necessitate the concerted action of all of society’s sectors. As each sector gravitates toward the unique roles and responsibilities required in a particular situation, a foundation’s activities are stretched, augmented, accelerated or otherwise modified. A foundation like Kresge doesn’t have the luxury of simply injecting prebaked ingredients into a dynamic environment. It instead has to

ask fundamental, but difficult questions: What specific aspects of a challenge can we influence? How will our efforts relate to others working on the problem? What kind of partnerships do we want to pursue with whom? What consequences can we control for and what consequences can we not?

The Woodward Corridor Investment Fund, highlighted on page 25, is illustrative. The challenge was to provide a single-stop source of capital to fill the gaps that were barriers to the development of mixed-use real estate projects so essential to the continued revitalization of the Midtown area of Detroit. Others in the nonprofit sector have long sought to crack this nut, but have been stymied by the inability of low market values to support traditional lending requirements.

Kresge realized that we needed to reach out to other partners to construct the kind of capital stack that would overcome these obstacles. We had to sell the idea. We had to conceptualize its architecture. And we had to put up capital. Kresge's provision of a \$5 million loan and a \$1.25 million loan guarantee sprung loose the remaining \$25 million of needed money from a nonprofit community development finance institution, three private financial institutions, another foundation and Living Cities, a consortium of national foundations and lending institutions.

Third, our programs increasingly try to assess the full dimensions of a challenge before reaching for the appropriate tool.

Given the diversity of problems we're seeking to solve, it would be odd to assume that the right tool for the job will invariably be a grant to an organization. In fact, it is virtually never the case that a stand-alone grant creates solutions that can be sustained at a scale commensurate with the magnitude of the challenge. And in fairness to grantees, they rarely claim otherwise. We've accordingly sought to identify the set of tools or approaches that are best suited to the nature of the problem at hand. There may be a grant somewhere in that mix, but there may also be a program-related investment, a prize, a social impact bond or some other form of capital. And if there is a grant,

it might be for any number of purposes – to support operations, projects, research, public information campaigns, advocacy for policy reform or many other activities.

Kresge's support of Roca, a Massachusetts human services organization dedicated to helping formerly incarcerated men stay out of prison and enter the economic mainstream, reflects this. Described on page 41, Roca will be paid by the state of Massachusetts if the organization's services hit targets for the reduction of recidivism among its clients. Over time, Kresge has provided operating support, a grant for the design of the pay-for-performance effort and a \$1.5 million loan for the front-end support the project requires.

A Look Toward the Future

The last few annual reports have chronicled Kresge's programmatic evolution. In 2011 we concentrated on our Detroit Program, suggesting the extent to which our place-based work there best illustrated our foundationwide commitment to practicing strategic philanthropy. In 2012 we discussed how each of our six program threads, together with our Social Investment Practice, were being interwoven into a newly articulated focus on low-income opportunity in America's cities. And this year, we have sought to show how that overarching theme has come to represent more than the sum of its parts.

I anticipate that the next stage of our evolution will solidify each of these elements – greater internal coherence, heightened mutual interdependence and augmented organizational identity. But I also suspect that it will necessitate that we become even more intentional about pursuing the kind of cross-disciplinary, cross-sectoral, cross-toolbox approaches I've suggested. So stay tuned.

As always, I welcome your comments – and the possibility of future partnership.



RIP RAPSON
PRESIDENT AND CEO
THE KRESGE FOUNDATION



We Believe in Detroit

As partners and friends of The Kresge Foundation, you are aware of our special relationship with the city of Detroit. Ours is a stake of historic proportion: We were founded in the city in 1924.

Although our grantmaking in metropolitan Detroit has been continuous, it accelerated seven years ago when we became deeply involved in helping shape a new civic trajectory. With public, private and philanthropic partners, we are helping the community build a new streetcar line, cultivating an already robust arts ecology, strengthening the infrastructure necessary for small business development and furthering Detroit Future City, a framework that can guide the city's revitalization for decades to come.

Yet, over the last year, the news out of Detroit has been dominated by the largest municipal bankruptcy in United States history. All the promise and possibility for the city's future will be touched in some way by the still-uncertain outcome of case No. 13-53846.

The course of the bankruptcy is being propelled by the federal bankruptcy judge, Steven Rhodes; the emergency manager, Kevyn Orr; and a team of mediators led by the chief judge of the Federal District Court, Gerald Rosen. Last year, Judge Rosen invited foundations with ties to the city to contribute to a fund that would help it meet its pension obligations and prevent parts of the Detroit Institute of Arts' collection from being sold to satisfy creditors.

We agreed to become involved.

Ten of us have banded together: the Ford Foundation, the William Davidson Foundation, the Charles Stewart Mott Foundation, the John S. and James L. Knight Foundation, the Fred A. and Barbara M. Erb Foundation, the Community Foundation for Southeast Michigan, the Hudson-Webber Foundation, the McGregor Fund, the W.K. Kellogg Foundation – and Kresge.

We have agreed to contribute \$366 million over 20 years to the judge's proposed

solution. This offer has since been expanded to include a proposed \$350 million commitment from the state of Michigan and a \$100 million commitment from the Detroit Institute of Arts. In total, \$816 million of new money is being raised for the express purpose of helping the city of Detroit.

This extraordinary commitment among all the parties is compelled by an extraordinary moment in our city's history. Kresge makes its contribution with the belief that these funds will increase the likelihood that pensioners will be treated fairly, that an integral part of the city's cultural heritage will be protected and that the bankruptcy can be brought to a speedy conclusion. We then can – and will – continue with the business of helping revitalize this great city so that it can keep moving toward a better future.

RIP RAPSON



Programs

The Kresge Foundation works to expand opportunities for low-income people in America's cities.

HEALTH

Working to reduce health disparities among children and adults by addressing conditions that lead to poor health outcomes

ARTS & CULTURE

Building strong, healthy cities by promoting the integration of arts and culture in community revitalization

DETROIT

Using a comprehensive framework to promote long-term economic opportunity in Kresge's hometown

EDUCATION

Promoting postsecondary access and success for low-income, first-generation and underrepresented students

ENVIRONMENT

Helping communities build environmental, economic and social resilience in the face of climate change

HUMAN SERVICES

Strengthening multiservice human services organizations that improve the quality of life and economic security of low-income people



Grants awarded by individual programs in 2013

37

18

68

39

42

63

The bubble diagrams on the following pages represent the number of grants awarded and paid in 2013 by program. The numbers at right also reflect 2013 grants with payment made during that year.

You'll find a list of all grant payments made in 2013 beginning on page 49. That section of the report covers awards paid during the calendar year, including 2013 grants and multiyear grants made in previous years.

In addition to these program grants, grants were also awarded through other initiatives.

Arts & Culture

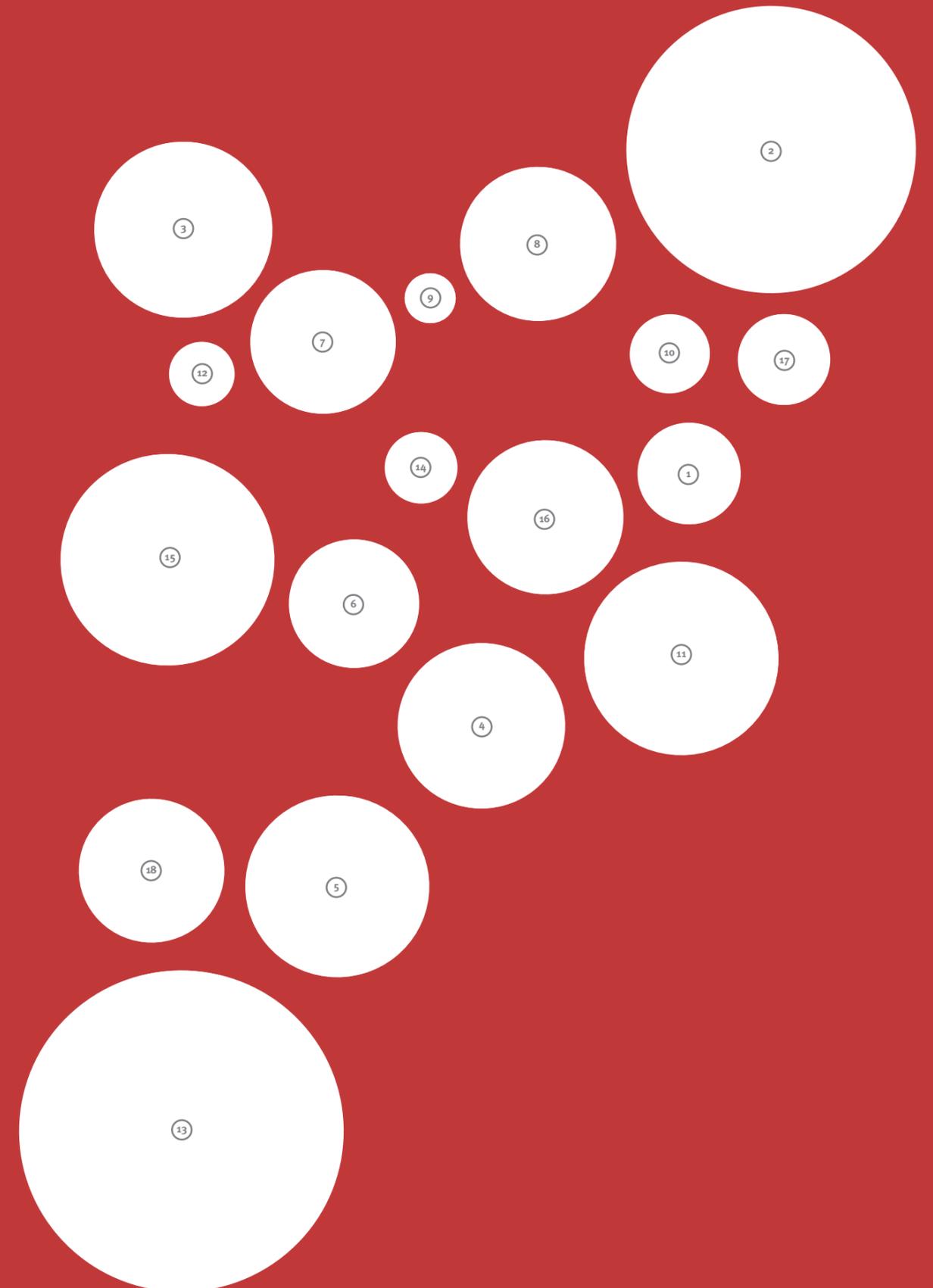
\$18M

amount awarded
in 2013

\$18M

amount paid out
in 2013

We seek to build strong, healthy cities by promoting the integration of arts and culture in community revitalization. We work across sectors with organizations committed to creating opportunity for low-income and underrepresented people and tapping the power of arts and culture to re-energize communities.



Art & Culture

ARTPLACE AMERICA FUNDER COLLABORATIVE



PURPOSE

Drive reinvestment in challenged cities through a philanthropic collaborative that re-grants funds to communities using arts and culture to spur physical, social and economic development

1

TOOL
(project support)

\$5M

over
2 years

12

FUNDING PARTNERS

JOHN S. & JAMES L. KNIGHT FOUNDATION, FORD FOUNDATION, ROCKEFELLER FOUNDATION, SURDNA FOUNDATION, JAMES IRVINE FOUNDATION, MELLON FOUNDATION, MCKNIGHT FOUNDATION, BLOOMBERG PHILANTHROPIES, RASMUSON FOUNDATION, ROBINA FOUNDATION, WILLIAM PENN FOUNDATION AND ANONYMOUS DONOR

134 | \$42.1M

AWARDS TO DATE

RE-GRANTED FUNDS

79

communities

(Akron, Charlotte, Detroit, Macon, Miami, New York City, Philadelphia, San Jose, St. Paul and 70 others)

124

ORGANIZATIONS

\$11M

awarded since
2010

7

FEDERAL ADVISERS

U.S. DEPARTMENTS OF HOUSING AND URBAN DEVELOPMENT, HEALTH AND HUMAN SERVICES, AGRICULTURE, EDUCATION AND TRANSPORTATION, ALONG WITH THE WHITE HOUSE OFFICE OF MANAGEMENT AND BUDGET AND THE DOMESTIC POLICY COUNCIL



6

BANKING PARTNERS

BANK OF AMERICA, CHASE, CITIBANK, DEUTSCHE BANK, METLIFE AND MORGAN STANLEY

\$12M

loan fund
(a complement to the grant funding)

KEY:



GRANTS FROM PREVIOUS PAGE

1. ARCH DEVELOPMENT CORP.
2. ARTSPACE PROJECTS INC.
3. CENTRAL INDIANA COMMUNITY FOUNDATION
4. COMMUNITY FOUNDATION OF GREATER MEMPHIS
5. COOPER'S FERRY PARTNERSHIP
6. HANDS INC.
7. INTERMEDIA ARTS OF MINNESOTA
8. LINCOLN PARK COAST CULTURAL DISTRICT INC.
9. LOCAL INITIATIVES SUPPORT CORP.
10. MIDTOWN PARTNERS INC.
11. NATIONAL ARTS STRATEGIES INC.
12. NEW YORK COUNCIL OF NONPROFITS INC.
13. NONPROFIT FINANCE FUND
14. NONPROFIT FINANCE FUND
15. NORTHEAST SHORES DEVELOPMENT CORP.
16. POLICYLINK
17. PROJECT ROW HOUSES
18. THE TRUST FOR PUBLIC LAND

In addition, the Art & Culture and Health programs awarded grants to community health centers through the joint initiative Healing Spaces. See page 119.

See Nonprofit Finance Fund on page 52.

\$27M

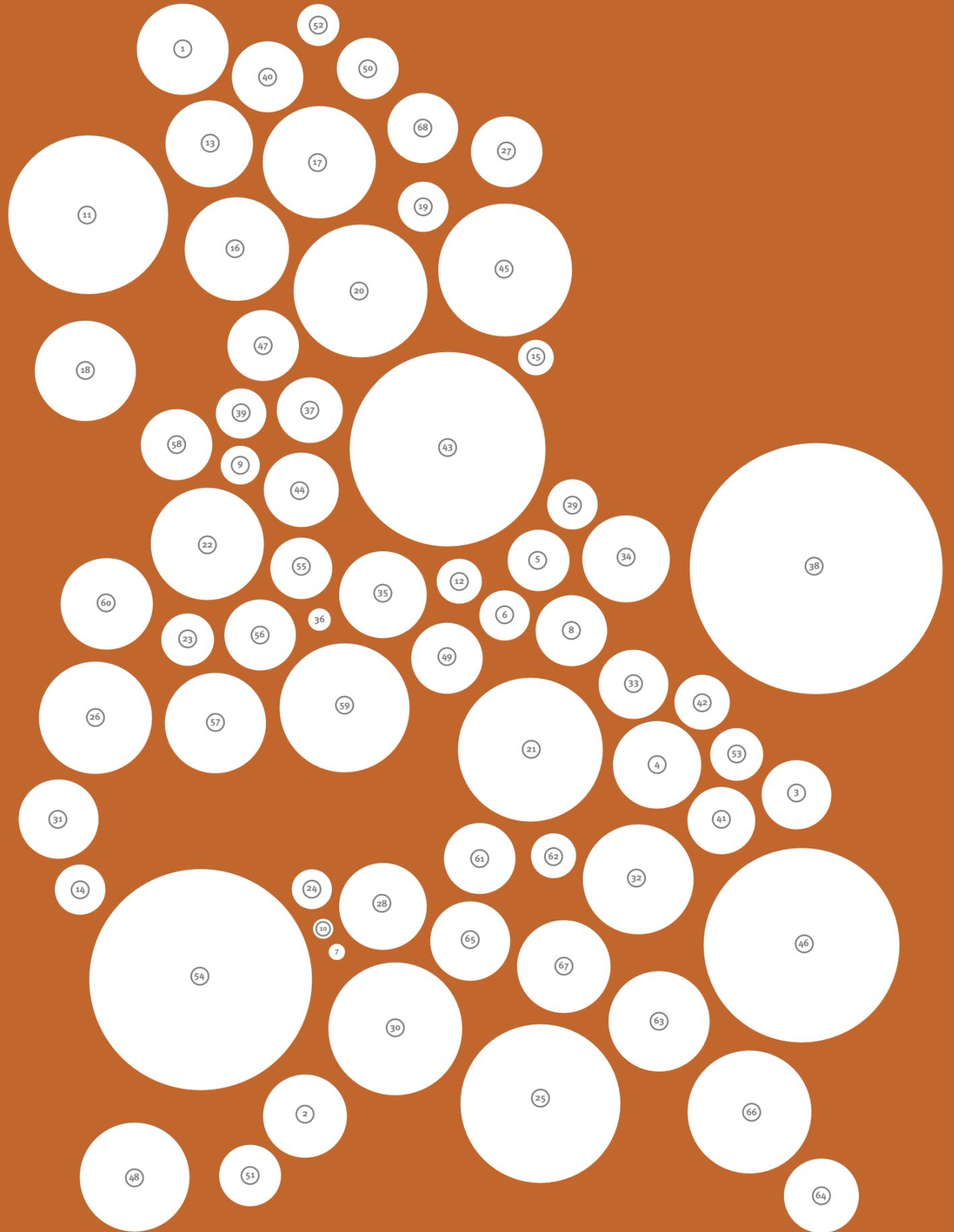
amount awarded
in 2013

\$27M

amount paid out
in 2013

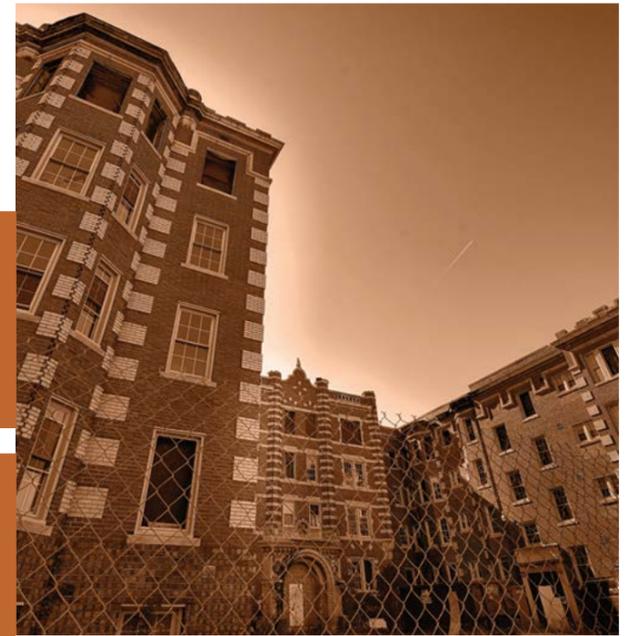
We use a comprehensive framework to promote long-term economic opportunity in the city of Detroit. Efforts to promote a thriving central business district and green and healthy neighborhoods are supported by initiatives to nurture arts and culture, entrepreneurship, mass transit, early childhood education and human services.

Detroit



Detroit

WOODWARD CORRIDOR INVESTMENT FUND



PURPOSE

Help launch the Woodward Corridor Investment Fund to support Detroit's revitalization by financing projects that are mixed-use, mixed-income, transit-oriented and promote density, diversity, vibrancy and walkability in the city's core

3
—
YEARS

of support for the Living Cities Integration Initiative, which identified a gap in the lending market and laid the groundwork for a new fund

2
—
SOCIAL INVESTMENTS
(loan and loan guarantee)

\$5M
—
LOAN

(to Capital Impact, a community development financial institution)



\$30.25M
—
TOTAL AMOUNT OF INVESTMENT FUND

\$1.25M
—
LOAN GUARANTEE

7 PARTNERS

CAPITAL IMPACT (FORMERLY NCB CAPITAL IMPACT), METLIFE, PNC BANK, PRUDENTIAL, CALVERT FOUNDATION, LIVING CITIES AND MAX M. & MARJORIE S. FISHER FOUNDATION



GRANTS FROM PREVIOUS PAGE

1. ARISE DETROIT!
2. ARTSERVE MICHIGAN INC.
3. BIG BROTHERS BIG SISTERS OF METROPOLITAN DETROIT
4. CENTRAL DETROIT CHRISTIAN COMMUNITY DEVELOPMENT CORP.
5. CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY
6. CHILDREN'S AID SOCIETY
7. CITIZEN'S RESEARCH COUNCIL OF MICHIGAN
8. CITY CONNECT DETROIT
9. COLLEGE FOR CREATIVE STUDIES
10. COLLEGE FOR CREATIVE STUDIES
11. COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN
12. CONGRESS FOR THE NEW URBANISM
13. COUNCIL OF MICHIGAN FOUNDATIONS INC.
14. CULTURAL DATA PROJECT
15. CULTURESOURCE
16. DETROIT ECONOMIC GROWTH ASSOCIATION
17. DETROIT ECONOMIC GROWTH ASSOCIATION
18. DETROIT ECONOMIC GROWTH ASSOCIATION
19. DETROIT ECONOMIC GROWTH ASSOCIATION
20. DETROIT ECONOMIC GROWTH ASSOCIATION
21. DETROIT ECONOMIC GROWTH ASSOCIATION
22. DETROIT LAND BANK AUTHORITY
23. DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION INC.
24. DETROIT REGIONAL CHAMBER FOUNDATION
25. DETROIT SYMPHONY ORCHESTRA HALL INC.
26. DOWNTOWN DETROIT PARTNERSHIP INC.
27. EAST MICHIGAN ENVIRONMENT ACTION COUNCIL INC.
28. DOWNTOWN DETROIT PARTNERSHIP INC.
29. EASTERN MARKET CORP.
30. EASTERN MARKET CORP.
31. FOCUS: HOPE
32. GERMAN MARSHALL FUND OF THE UNITED STATES
33. GRANDMONT ROSEDALE DEVELOPMENT CORP.
34. GRANDMONT ROSEDALE DEVELOPMENT CORP.
35. THE GREENING OF DETROIT
36. HENRY FORD HEALTH SYSTEM
37. IFF
38. INVEST DETROIT FOUNDATION
39. JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS
40. LAWRENCE TECHNOLOGICAL UNIVERSITY
41. LEGAL SERVICES OF SOUTH CENTRAL MICHIGAN
42. LIVING ARTS
43. LOCAL INITIATIVES SUPPORT CORP. DETROIT
44. MARYGROVE COLLEGE
45. MICHIGAN COMMUNITY RESOURCES
46. MICHIGAN EDUCATION EXCELLENCE FOUNDATION
47. MICHIGAN ENVIRONMENTAL COUNCIL
48. MICHIGAN NONPROFIT ASSOCIATION
49. MICHIGAN OPERA THEATRE
50. MICHIGAN SCIENCE CENTER
51. MICHIGAN UNEMPLOYMENT INSURANCE PROJECT
52. MICHIGAN'S CHILDREN
53. MIDTOWN DETROIT INC.
54. MIDTOWN DETROIT INC.
55. MOSAIC YOUTH THEATRE OF DETROIT
56. NEW DETROIT INC.
57. NEXTENERGY CENTER
58. SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.
59. SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.
60. SOUTHWEST HOUSING SOLUTIONS CORP.
61. THIRD SECTOR NEW ENGLAND INC.
62. TRANSPORTATION RIDERS UNITED
63. UNITED WAY FOR SOUTHEASTERN MICHIGAN
64. UNIVERSITY OF MICHIGAN
65. WARREN/CONNER DEVELOPMENT COALITION
66. WAYNE STATE UNIVERISTY
67. WAYNE STATE UNIVERISTY
68. WELLSPRING

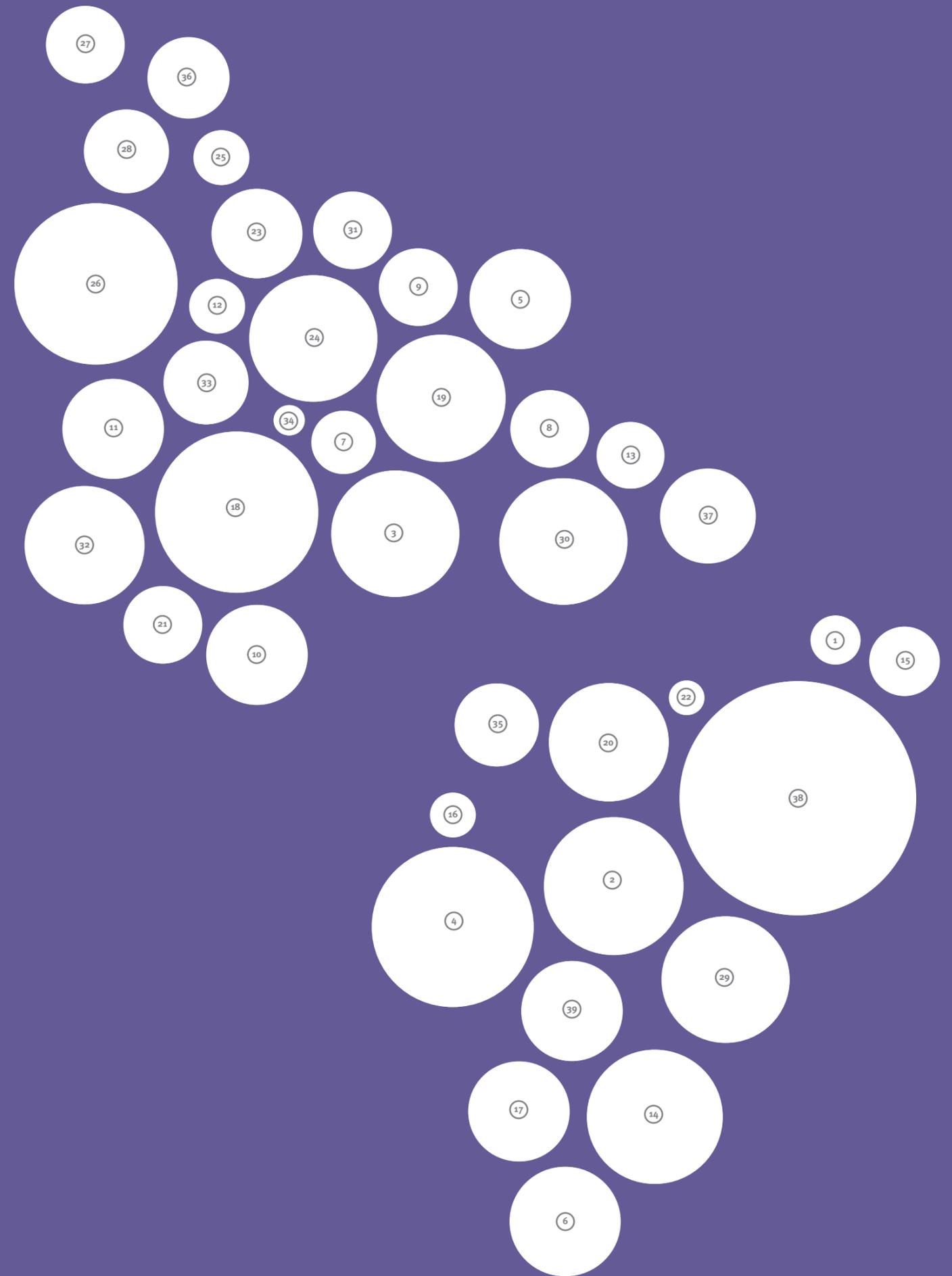
See Capital Impact on page 42.

Education

\$16.5M
amount awarded
in 2013

\$19M
amount paid out
in 2013

We promote postsecondary access and success for low-income, first-generation and underrepresented students. We do this by strengthening two- and four-year institutions that predominately serve these students and by supporting organizations working to boost higher education productivity and ensure students have the skills and support needed to succeed.



KEY:



GRANTS FROM PREVIOUS PAGE

1. ACHIEVING THE DREAM
2. AMERICAN ASSOCIATION OF COMMUNITY COLLEGES
3. AMERICAN INDIAN COLLEGE FUND
4. CALIFORNIA COMMUNITY FOUNDATION
5. CENTER FOR COMMUNITY CHANGE
6. COMPLETE COLLEGE AMERICA
7. COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING
8. COUNCIL FOR OPPORTUNITY IN EDUCATION
9. COUNCIL OF INDEPENDENT COLLEGES
10. DEMOS: A NETWORK FOR IDEAS AND ACTION LTD.
11. FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES
12. FOUNDATION FOR MAINE'S COMMUNITY COLLEGES
13. GET SCHOOLED FOUNDATION
14. iMENTOR
15. INDEPENDENT COLLEGES OF INDIANA INC.
16. INSTITUTE OF INTERNATIONAL EDUCATION
17. MDRC
18. MICHIGAN COLLEGE ACCESS NETWORK
19. MOREHOUSE COLLEGE
20. NATIONAL LEAGUE OF CITIES INSTITUTE INC.
21. NEW AMERICA FOUNDATION
22. OAKLAND UNIVERSITY
23. ON POINT FOR COLLEGE
24. PHILANDER SMITH COLLEGE
25. RESEARCH FOR ACTION INC.
26. SCHOLARSHIP AMERICA INC.
27. SINGLE STOP USA INC.
28. STUDENT VETERANS OF AMERICA
29. TEXAS ASSOCIATION OF COMMUNITY COLLEGES
30. UNITE-LA INC.
31. UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE
32. UNIVERSITY OF TEXAS AT AUSTIN
33. UNIVERSITY OF TEXAS AT AUSTIN
34. U.S. DEPARTMENT OF EDUCATION
35. WASHINGTON MONTHLY CORP.
36. WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION
37. SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT
38. SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT
39. UNIVERSITY OF THE FREE STATE

Education

ACHIEVING THE DREAM



PURPOSE

Increase, through a multiyear effort, degree attainment for more community college students, especially students of color and low-income students, recruit and prepare the next generation of community college presidents and trustees, and redesign the knowledge-sharing infrastructure within the Achieving the Dream network

3.75M
STUDENT BENEFICIARIES

\$960k

PAID OUT IN 2013

\$7M

AWARDED SINCE 2007

3

FUNDING PARTNERS

BILL AND MELINDA GATES FOUNDATION, WALMART FOUNDATION AND LUMINA FOUNDATION

1

PROJECT SUPPORT GRANT

2

PROJECT PARTNERS ACHIEVING THE DREAM AND THE ASPEN INSTITUTE

200+

COMMUNITY COLLEGE PARTICIPANTS IN ACHIEVING THE DREAM NETWORK



27

COMMUNITY COLLEGE MEMBERSHIPS SUPPORTED BY KRESGE

IN MICHIGAN
DELTA COLLEGE (NEAR BAY CITY), GLEN OAKS COMMUNITY COLLEGE (CENTREVILLE), GRAND RAPIDS COMMUNITY COLLEGE, LANSING COMMUNITY COLLEGE, MACOMB COMMUNITY COLLEGE (WARREN), MONTCALM COMMUNITY COLLEGE (SIDNEY), MOTT COMMUNITY COLLEGE (FLINT), MUSKEGON COMMUNITY COLLEGE, OAKLAND COMMUNITY COLLEGE (SOUTHFIELD), SAINT CLAIR COUNTY COMMUNITY COLLEGE (PORT HURON), WASHTENAW COMMUNITY COLLEGE (ANN ARBOR)

IN CALIFORNIA
EAST LOS ANGELES COLLEGE, LOS ANGELES CITY COLLEGE, LOS ANGELES HARBOR COLLEGE, LOS ANGELES MISSION COLLEGE, LOS ANGELES PIERCE COLLEGE, LOS ANGELES SOUTHWEST COLLEGE, LOS ANGELES TRADE-TECH COLLEGE, LOS ANGELES VALLEY COLLEGE, WEST LOS ANGELES COLLEGE

OTHERS
KINGSBOROUGH COLLEGE (NEW YORK CITY), MIAMI DADE COLLEGE, ST. PETERSBURG COLLEGE (FLA.), COMMUNITY COLLEGE OF THE DISTRICT OF COLUMBIA (WASHINGTON), EASTERN MAINE COMMUNITY COLLEGE (BANGOR, MAINE), DINÉ COLLEGE (TSAILE, ARIZ.), SALISH KOOTENAI COLLEGE (PABLO, MONT.)

1

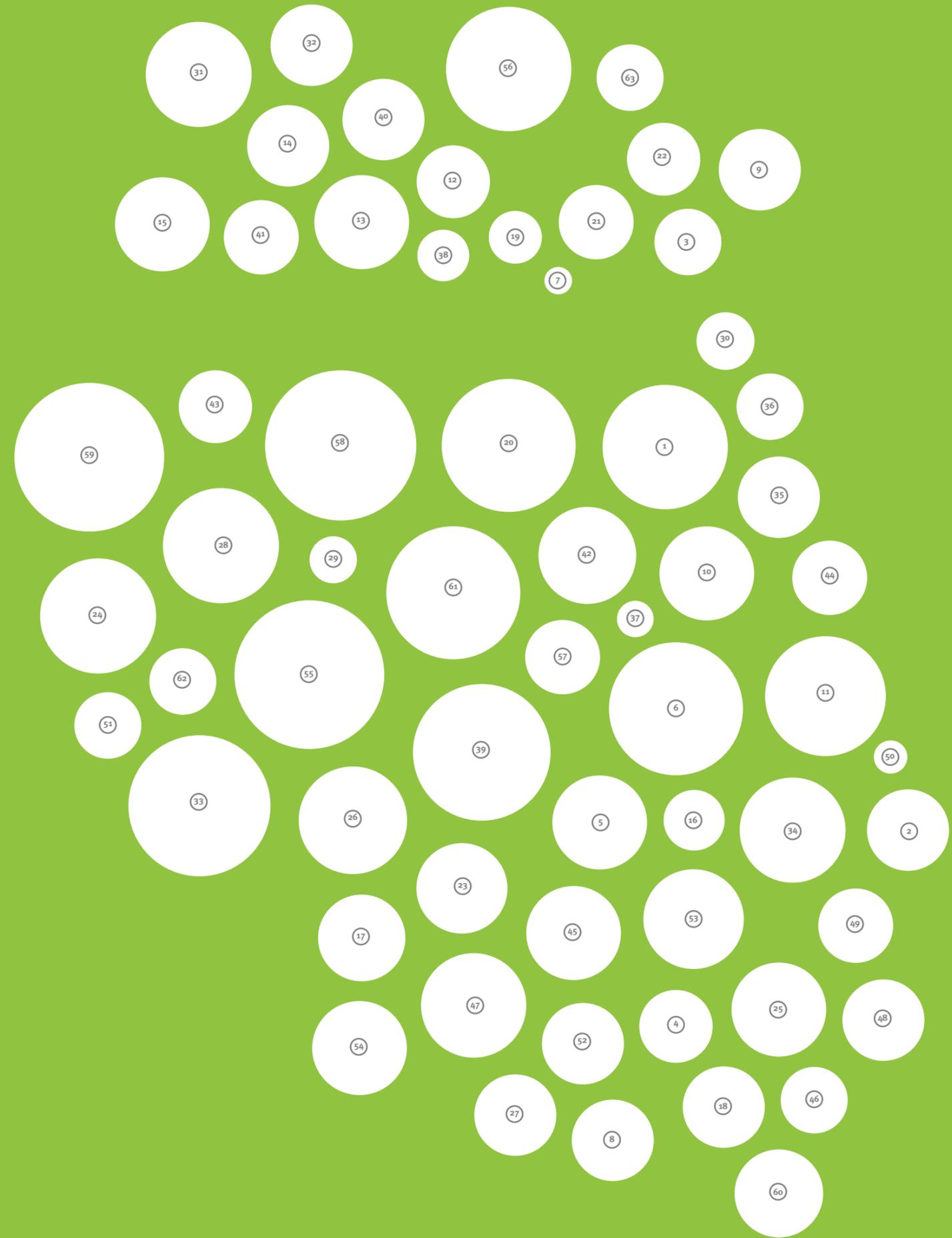
NATIONAL REPORT "Crisis and Opportunity: Aligning the Community College Presidency with Student Success," released by The Achieving the Dream and The Aspen Institute

Environment

\$19.5M
amount awarded
in 2013

\$19M
amount paid out
in 2013

We help communities build environmental, economic and social resilience in the face of climate change. We support activities to help communities prepare for and limit the consequences of climate change; we view energy efficiency and sustainability as essential aspects of resilience to climate change.



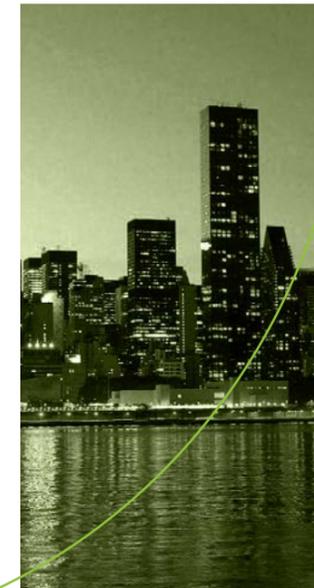


1. 2030 INC./ARCHITECTURE 2030
2. 2030 INC./ARCHITECTURE 2030
3. AEON
4. ALLIANCE FOR WATER EFFICIENCY
5. AMERICAN COUNCIL FOR AN ENERGY-EFFICIENT ECONOMY
6. AMERICAN RIVERS INC.
7. CARPE DIEM WEST
8. CENTER FOR EARTH, ENERGY AND DEMOCRACY
9. CENTER FOR SOCIAL INCLUSION INC.
10. CENTER FOR SOCIAL INCLUSION INC.
11. CERES INC.
12. CITY AND COUNTY OF SAN FRANCISCO
13. COMMUNITIES FOR A BETTER ENVIRONMENT
14. CONNECTICUT FUND FOR THE ENVIRONMENT
15. CONSERVATION BIOLOGY INSTITUTE INC.
16. CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY
17. EARTH ECONOMICS
18. ECODISTRICTS
19. ECOTRUST
20. ENTERPRISE COMMUNITY PARTNERS INC.
21. FLORIDA PUBLIC HEALTH INSTITUTE
22. FUTUREWISE
23. GARRISON INSTITUTE
24. GEORGETOWN UNIVERSITY
25. GLOBAL PHILANTHROPY PARTNERSHIP
26. GLOBAL PHILANTHROPY PARTNERSHIP
27. GREEN BUILDING ALLIANCE
28. GREEN FOR ALL
29. GROUNDSWELL INC.
30. HAWAI'I COMMUNITY FOUNDATION
31. INNOVATION NETWORK FOR COMMUNITIES
32. INSTITUTE FOR MARKET TRANSFORMATION INC.
33. INSTITUTE FOR SUSTAINABLE COMMUNITIES

34. THE JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES
35. LOCAL GOVERNMENT COMMISSION
36. LOUISIANA STATE UNIVERSITY
37. METROPOLITAN TRANSPORTATION COMMISSION
38. METROPOLITAN TRANSPORTATION COMMISSION
39. MOVEMENT STRATEGY CENTER
40. NAACP
41. NATIONAL HOUSING TRUST
42. NATIONAL TRUST FOR HISTORIC PRESERVATION
43. NATIONAL WILDLIFE FEDERATION
44. NEW VENTURE FUND
45. NEW YORK CITY ENERGY EFFICIENCY CORP.
46. NEW YORK FOUNDATION FOR THE ARTS
47. OBERLIN COLLEGE
48. POPTECH
49. PRATT INSTITUTE
50. PUBLIC HEALTH INSTITUTE
51. THE RESOURCE INNOVATION GROUP INC.
52. ROCKEFELLER PHILANTHROPY ADVISORS INC.
53. THE SAN DIEGO FOUNDATION
54. SKY ISLAND ALLIANCE
55. STRATUS CONSULTING
56. UNION OF CONCERNED SCIENTISTS INC.
57. UNIVERSITY OF BRITISH COLUMBIA
58. UNIVERSITY OF HAWAI'I FOUNDATION
59. UNIVERSITY OF MONTANA
60. UPROSE INC.
61. URBAN LAND INSTITUTE FOUNDATION
62. U.S. GREEN BUILDING COUNCIL – NEW YORK CHAPTER
63. WGBH

Environment

CITY ENERGY PROJECT



PURPOSE

Boost energy efficiency in buildings, thereby cutting carbon emissions in the 10 cities in the United States participating in the City Energy Project

\$3.3M

3-YEAR PROJECT SUPPORT GRANT

2 PROJECT PARTNERS
INSTITUTE FOR MARKET TRANSFORMATION AND NATURAL RESOURCES DEFENSE COUNCIL

2 FUNDING PARTNERS
BLOOMBERG PHILANTHROPIES AND DORIS DUKE CHARITABLE FOUNDATION

\$9.3M

3-YEAR PROJECT BUDGET

5M-7M

TONS OF CARBON EMISSIONS REDUCED ANNUALLY

- 4** GOALS
- Promote energy-efficient operations
 - Encourage private investment
 - Elevate city leadership
 - Operate transparently



\$1B

in potential energy savings per year

OTHER BENEFITS:

- Jobs created
- Property values increased
- Cost of doing business reduced
- Savings returned to local economies

10 PARTICIPATING CITIES

- ATLANTA
- BOSTON
- CHICAGO
- DENVER
- HOUSTON
- KANSAS CITY
- LOS ANGELES
- ORLANDO
- PHILADELPHIA
- SALT LAKE CITY

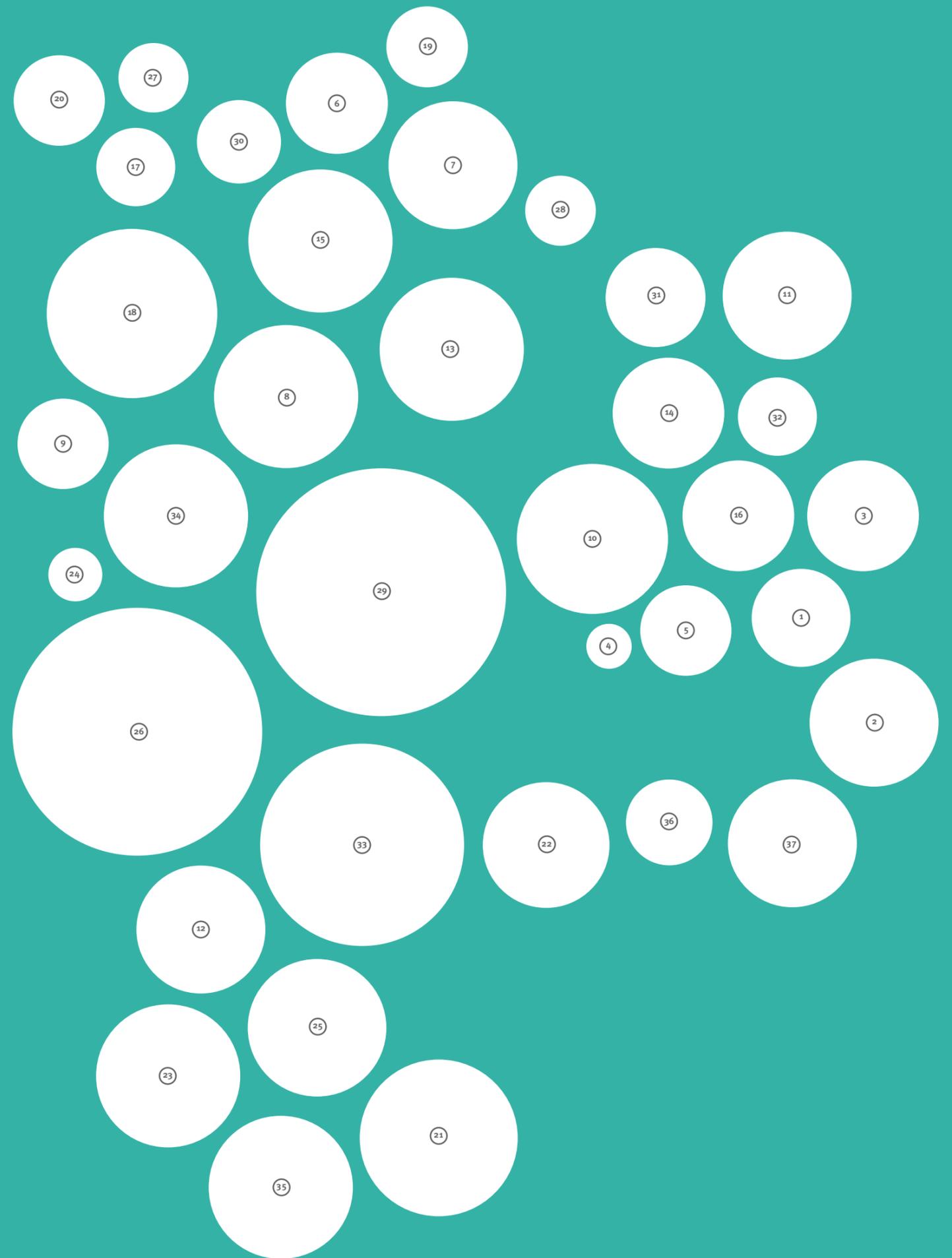


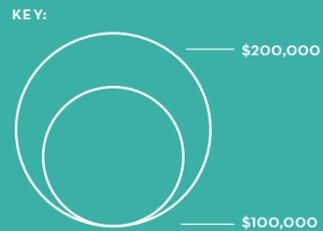
Health

\$17M
amount awarded
in 2013

\$19M
amount paid out
in 2013

Our goal is to reduce health disparities by promoting conditions and environments that lead to positive health outcomes for all Americans. We fund work to strengthen the primary-care safety net, build collaboration to improve community health and advance environmental protection in at-risk communities.





GRANTS FROM PREVIOUS PAGE

1. ACADEMYHEALTH
2. ASIAN & PACIFIC ISLANDER AMERICAN HEALTH FORUM
3. CALIFORNIA RURAL LEGAL ASSISTANCE INC.
4. CAPITAL IMPACT PARTNERS
5. CAPITAL LINK INC.
6. CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE
7. CHILDREN'S HEALTH FUND
8. CITY OF NEWARK
9. COMMUNITY PARTNERS
10. ECOLOGY CENTER INC.
11. ENROLL AMERICA
12. ENVIRONMENTAL HEALTH COALITION
13. ENVIRONMENTAL LAW AND POLICY CENTER OF THE MIDWEST
14. ENVIRONMENTAL LAW INSTITUTE
15. FENTON COMMUNICATIONS
16. HEALTH LEADS INC.
17. LOCAL GOVERNMENT COMMISSION
18. MICHIGAN LEAGUE FOR PUBLIC POLICY
19. MICHIGAN STATE UNIVERSITY
20. NATIONAL ACADEMY OF SCIENCES
21. NATIONAL ASSOCIATION OF COMMUNITY HEALTH CENTERS
22. NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH OFFICIALS
23. NATIONAL CENTER FOR HEALTHY HOUSING INC.
24. NATIONAL EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION
25. NATIONAL NURSING CENTERS CONSORTIUM
26. NEMOURS HEALTH & PREVENTION SERVICES
27. PROJECT HOPE – THE PEOPLE TO PEOPLE HEALTH
28. PUBLIC HEALTH SOLUTIONS
29. THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, LOS ANGELES
30. RESPIRATORY HEALTH ASSOCIATION
31. SOCIAL AND ENVIRONMENTAL ENTREPRENEURS INC.
32. THIRD SECTOR NEW ENGLAND INC.
33. TIDES FOUNDATION
34. TRUSTEES OF TUFTS COLLEGE
35. UNIVERSITY OF CALIFORNIA – SAN FRANCISCO
36. UNIVERSITY OF SOUTHERN CALIFORNIA
37. WHOLESOME WAVE FOUNDATION CHARITABLE VENTURES INC.

In addition, the Art & Culture and Health programs awarded grants to community health centers through the joint initiative Healing Spaces. See page 119.

Health

SAFETY NET ENHANCEMENT INITIATIVE



PURPOSE

Reduce health disparities and improve health outcomes of low-income adults and children through a national, multiyear demonstration project to enhance collaboration in eight communities among agencies and institutions that provide health and social support services

PROJECTS
Adolescent health, adult obesity, childhood injuries, childhood obesity, diabetes, hypertension

2

GRANTS

PLANNING AND PROJECT
(third grant awarded in 2014)

\$900k

IN PLANNING GRANTS



8

PROJECT LOCATIONS

ALAMEDA COUNTY, CALIF.; FLAGSTAFF, ARIZ.; EAST CLEVELAND, OHIO; BOSTON, DETROIT, BEAUFORT-JASPER-HAMPTON, S.C.; TAOS, N.M. AND HONOLULU

\$6M

IN PROJECT GRANTS PAID OVER 3 YEARS

\$750k EACH TO 8 LOCATIONS

1

FUNDER

The Kresge Foundation

99

GRANTEE PARTNERS

4 IN ALAMEDA

14 IN FLAGSTAFF

7 IN EAST CLEVELAND

9 IN BOSTON

21 IN DETROIT

12 IN BEAUFORT-JASPER-HAMPTON

11 IN TAOS

21 IN HONOLULU



\$14M

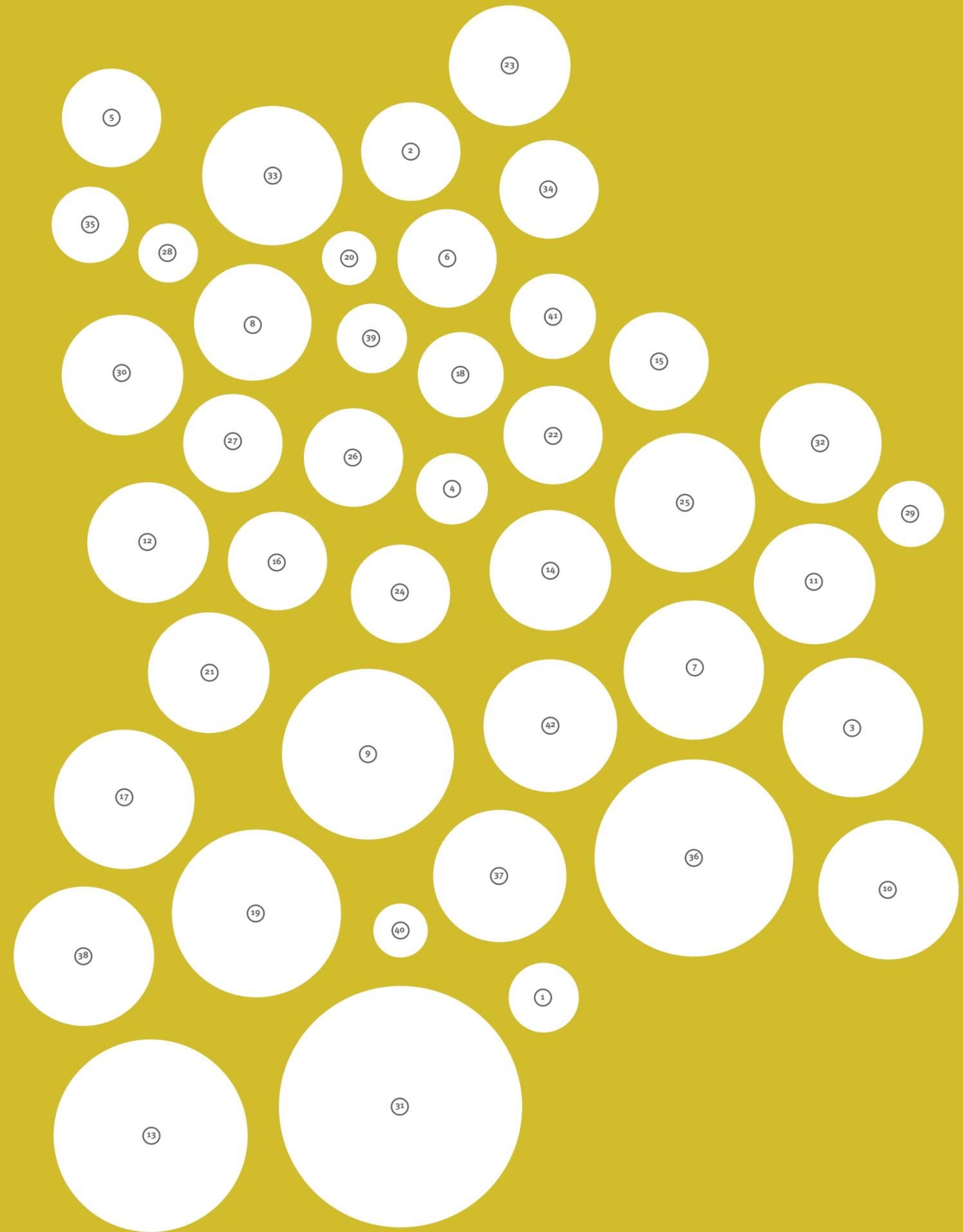
amount awarded
in 2013

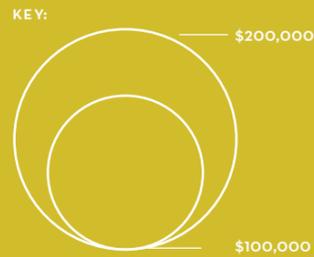
\$18.5M

amount paid out
in 2013

We seek to strengthen multiservice human services organizations that improve the quality of life and economic security of low-income people. We invest in high-performing, multiservice organizations and in membership organizations and similar networks that build the capacity of direct-service providers.

Human Services





GRANTS FROM PREVIOUS PAGE

- | | |
|---|---|
| 1. ACCESS | 22. LATIN AMERICAN YOUTH CENTER |
| 2. AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION | 23. LIFT |
| 3. THE ASPEN INSTITUTE INC. | 24. LIGHTHOUSE OF OAKLAND COUNTY |
| 4. THE ASPEN INSTITUTE INC. | 25. MISSISSIPPI CENTER FOR JUSTICE |
| 5. BOSTON CHINATOWN NEIGHBORHOOD CENTER | 26. NATIONAL IMMIGRATION FORUM |
| 6. CENTER FOR ECONOMIC PROGRESS | 27. NATIONAL LEGAL AID AND DEFENDER ASSOCIATION |
| 7. THE CENTER FOR VICTIMS OF TORTURE | 28. NEIGHBORHOOD REINVESTMENT CORP. |
| 8. CENTER ON BUDGET AND POLICY PRIORITIES | 29. NETWORK FOR BETTER FUTURES |
| 9. CORPORATION FOR ENTERPRISE DEVELOPMENT | 30. NEW VENTURE FUND |
| 10. EARNED ASSET RESOURCE NETWORK | 31. NONPROFIT FINANCE FUND |
| 11. FAMILY INDEPENDANCE INITIATIVE | 32. PINE STREET INN |
| 12. FARESTART | 33. ROCA INC. |
| 13. FIRST NATIONS DEVELOPMENT INSTITUTE | 34. SA2020 |
| 14. FIRST PLACE FOR YOUTH | 35. SARGENT SHRIVER NATIONAL CENTER ON POVERTY LAW |
| 15. THE FORUM FOR YOUTH INVESTMENT | 36. SINGLE STOP USA INC. |
| 16. GEORGIA JUSTICE PROJECT | 37. SOUTHEAST ASIA RESOURCE ACTION CENTER |
| 17. HAVEN FOR HOPE OF BEXAR COUNTY | 38. SUMMIT ACADEMY, OPPORTUNITIES INDUSTRIAL CENTER |
| 18. INNOVATION NETWORK FOR COMMUNITIES | 39. UNITED WAY WORLDWIDE |
| 19. JIM CASEY YOUTH OPPORTUNITIES INITIATIVE | 40. VISIONS INC. |
| 20. LAKE RESEARCH PARTNERS | 41. WAYS TO WORK |
| 21. LARKIN STREET YOUTH SERVICES | 42. YOUTHLINK |



Human Services

MASSACHUSETTS JUVENILE JUSTICE PAY-FOR-SUCCESS* INITIATIVE

PURPOSE

Reduce crime and recidivism among young men and save taxpayer money by providing intensive outreach, life skills and employment training to at-risk youth

<p>1</p> <p>SOCIAL INVESTMENT</p>	<p>\$1.5M</p> <p>LOAN</p>	<p>Roca</p> <p>THE NONPROFIT SERVICE PROVIDER</p>	<p>1,302</p> <p>CLIENTS (young men)</p>
--	----------------------------------	--	--

5 FUNDING PARTNERS

LIVING CITIES, LAURA AND JOHN ARNOLD FOUNDATION, NEW PROFIT, THE BOSTON FOUNDATION AND GOLDMAN SACHS SOCIAL IMPACT FUND AND SERVING AS INTERMEDIARY, THIRD SECTOR CAPITAL PARTNERS

<p>1</p> <p>PROJECT GRANT</p>	<p>\$300k</p> <p>GRANT</p>	<p>\$2.3M</p> <p>AWARDED SINCE 1993</p>
--------------------------------------	-----------------------------------	--

*Pay-for-success, sometimes called pay-for-performance, means that funders assume the up-front financial risk and taxpayers pay for a program only if a third-party evaluator determines the initiative has achieved specific outcomes that both create benefits to society and generate savings for government.

\$27M

committed over

7 years

by the Commonwealth of Massachusetts

LARGEST pay-for-success financial investment in the U.S.

\$11.7M

additional grant from U.S. Department of Labor

OUR SOCIAL INVESTMENT PRACTICE

made nine commitments, totaling \$17.7 million. The new loans and a loan guarantee bring the total active commitments to 29, totaling \$57.4 million. Over the course of the year, five loans were repaid, returning some \$4 million to the foundation to use for new investments.

9 NEW COMMITMENTS
\$17.7M

29 TOTAL, ACTIVE
COMMITMENTS
\$57.4M

CAPITAL IMPACT PARTNERS

› ARLINGTON, VA.

\$5 MILLION LOAN

A nonprofit community development financial institution, formerly NCB Capital Impact, it provides financial services and technical assistance to improve access to quality health care, healthy foods, housing, education and elder care. This investment helps launch the Woodward Corridor Investment Fund, a \$30.25 million fund designed to support Detroit's revitalization by financing projects that are mixed-use, mixed-income, transit-oriented and promote density, diversity, vibrancy and walkability in the city's core.

COLORADO COALITION FOR THE HOMELESS

› DENVER

\$3 MILLION LOAN

The nonprofit organization provides housing and health services for vulnerable community members in metro Denver. This loan allows the expansion of health services and reduces the interest to as low as a 1 percent rate based on improved client outcomes related to health and housing stability.

FRESHWATER TRUST

› PORTLAND, ORE.

\$1 MILLION LOAN

The nonprofit conservation organization implements innovative restoration projects to improve the health of freshwater ecosystems. The investment supports expansion of the organization and its efforts to cool municipal water emissions naturally and economically through the use of native trees and plants.

GOODWILL INDUSTRIES INTERNATIONAL

› ROCKVILLE, MD.

\$3.3 MILLION LOAN

The organization seeks to enhance the dignity and quality of life for individuals, families and communities by eliminating barriers to opportunity and helping people in need reach their fullest potential through employment. This low-interest loan allows Goodwill to expand the retail operations that support its social enterprises, employment and job-training activities.

MONTANA COMMUNITY DEVELOPMENT CORP.

› MISSOULA, MONT.

\$600,000 LOAN GUARANTEE

A loan to the community development corporation completes the financing for the Poverello Center Inc.'s \$6 million homeless shelter with a food pantry, veteran service facility and medical services in Missoula. The multiservice nonprofit provides services to address and improve the health, well-being and stability of the homeless and underserved in that community.

NATIONAL FEDERATION OF COMMUNITY DEVELOPMENT CREDIT UNIONS

› NEW YORK

\$1.5 MILLION LOAN

More than 20 percent of U.S. households lack access to mainstream financial services, according to a 2011 Federal Deposit Insurance Corp. survey. The three-year low-interest loan insures deposits in community development credit unions in urban areas. The federation seeks to integrate access to affordable financial products with social services to help low-income individuals build assets and attain financial stability.

ROCA INC.

› CHELSEA, MASS.

\$1.5 MILLION LOAN

A \$1.5 million loan helps the multiservice organization provide intervention services to 1,302 young men as part of the Massachusetts Juvenile Justice Pay-for-Success pilot project. Each year, approximately 4,000 young men age out of the juvenile justice system or are released from probation in Massachusetts; 65 percent will be incarcerated at least once within the next five years. Participants in Roca's program have a 22 percent recidivism rate. A companion grant from the Human Services Program helps Roca increase its organizational capacity to provide these services.

SNAPSHOT DERMATOLOGY HOLDINGS INC.

› PALO ALTO, CALIF.

\$500,000 LOAN

The online telemedicine company provides patients access to dermatologists in health centers where specialty care is not available. Snapshot is working in 66 health centers serving low-income patients. This loan helps provide access to patients who need care.

2013

SOCIAL INVESTMENT PRACTICE REPORT

CALVERT FOUNDATION

› BETHESDA, MD.

\$1.25 MILLION LOAN GUARANTEE

The community development financial institution connects investors to the causes they care about. Calvert is among the partners in the Kresge-supported Woodward Corridor Investment Fund. This guarantee helps launch that \$30.25 million fund, designed to support Detroit's revitalization by financing projects that are mixed-use, mixed-income, transit-oriented and promote density, diversity, vibrancy and walkability in the city's core.



2013

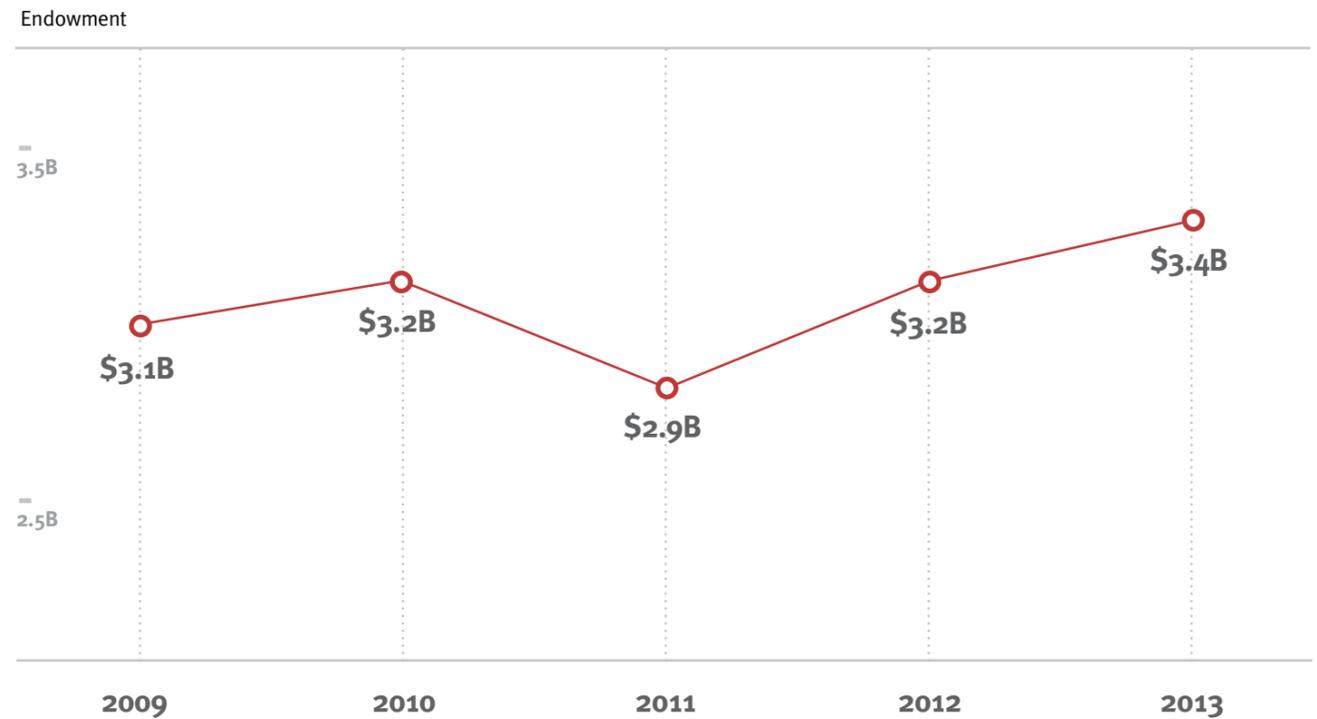
FINANCIAL REPORT



Our endowment generates the funding that we make available to nonprofit organizations.

IN 2013, the Board of Trustees approved 316 awards, totaling \$122 million; \$128 million was paid out to grantees over the course of the year. In addition, our Social Investment Practice made another \$17.7 million available to organizations whose efforts support our goals through program-related investments.

For the **five years** ending **Dec. 31, 2013**, the endowment has returned **9.3** percent per annum. The return in **2013** was **13.2** percent, well ahead of our internal benchmarks. The accompanying chart shows fluctuations in the endowment.



Robert J. Manilla
ROBERT J. MANILLA
 Vice President, Chief Investment Officer

Amy B. Coleman
AMY B. COLEMAN
 Vice President, Chief Financial Officer



Grants

On these pages, we report on our 2013 grantmaking. The report covers awards paid during the calendar year, including 2013 grants and multiyear grants made in previous years.



Arts & Culture

KEY

(Year grant awarded if prior to 2013)

ALLIED MEDIA PROJECTS

> DETROIT

\$75,000 (2012)

Bridging community media and social movements, Allied Media Projects develops and shares models to help communities nationwide use the digital media arts as a transformative tool for visioning, problem solving and organizing. This two-year, \$150,000 grant provides funding for its current activities and additional resources to advance its training and educational programming.

ALTERNATE ROOTS INC.

> ATLANTA

\$100,000 (2012)

The service organization brings together low-income residents, artists and anchor institutions to address issues in economically disadvantaged communities. A three-year, \$300,000 grant funds programs and services that contribute directly to the vitality of inner-city neighborhoods.

ARCH DEVELOPMENT CORP.

> WASHINGTON

\$250,000

The community-based organization incorporates the arts and the creative economy into its comprehensive approach to community revitalization in the historic Anacostia neighborhood, located in the nation's capital. A two-year, \$500,000 grant enables ARCH to continue existing programs and develop initiatives to reinvigorate the neighborhood by attracting artists, arts organizations and creative businesses to the central corridors.

ARCH DEVELOPMENT CORP.

> WASHINGTON

\$111,500 (2012)

The community-based organization incorporates the arts and the creative economy into its comprehensive approach for promoting sustainable economic development in the historic Anacostia neighborhood, located in the nation's capital. A two-year, \$223,000 grant enables ARCH to continue existing programs and develop initiatives to reinvigorate the neighborhood and repopulate its empty storefronts by attracting artists, arts organizations and green businesses.

ARTISTS FOR HUMANITY

> BOSTON

\$250,000 (2012)

Artists for Humanity combines workforce development in the creative industries and academic achievement for teens. This two-year, \$500,000 grant supports an arts microenterprise with a year-round apprenticeship and support program for youth during out-of-school time.

ARTS COUNCIL OF GREATER BATON ROUGE

> BATON ROUGE, LA.

\$150,000 (2012)

The council serves as a catalyst for the arts by providing arts education, jobs, programs and events in and around Baton Rouge. Assisted by this two-year, \$300,000 grant, the council is spearheading the development of arts-based planning strategies and the implementation of pilot projects designed to promote economic revitalization in the Old South Baton Rouge neighborhood.

ARTSPACE PROJECTS INC.

> MINNEAPOLIS

\$2 million

A national leader in developing, owning and managing affordable live/work space for artists, Artspace reclaims abandoned buildings and renovates historic structures that help anchor arts districts and contribute to broader community revitalization. In New Orleans' Tremé/Iberville neighborhood, the organization is using grant money to convert six hurricane-damaged buildings on the former Bell School campus into residence/studio units for artists and incubator space for local community and arts groups.

ARTSPACE PROJECTS INC.

> MINNEAPOLIS

\$750,000 (2012)

A national leader in developing, owning and managing affordable live/work space for artists, Artspace reclaims abandoned buildings and renovates historic structures that help anchor arts districts and contribute to broader community revitalization. The organization is scaling up its real estate activities and community-building impact, assisted by this three-year, \$3 million grant.

AS220

› PROVIDENCE, R.I.

\$150,000

(2012)

Serving as a hub for creative activity and an anchor for downtown revitalization, the community-based arts organization provides support and opportunities for artists, operates art-production facilities and gallery space and engages at-risk students and incarcerated youth through art classes, workshops and mentoring. This two-year, \$300,000 grant underwrites AS220's general operations and enables it to expand its programmatic activities.

THE BOSTON FOUNDATION

› BOSTON

\$100,000

(2012)

The foundation provides capacity-building services to Boston arts and cultural organizations. This two-year, \$200,000 grant supports a pilot project to promote cultural economic development and a cultural identity for the Uphams Corner neighborhood by incorporating arts and culture in community planning, which advances Boston's economic revitalization of the nine-mile Fairmont Indigo Line transit corridor.

CENTRAL INDIANA COMMUNITY FOUNDATION

› INDIANAPOLIS

\$750,000

The foundation supports philanthropy, leadership and service in the Indianapolis community and serves as the fiscal sponsor for Reconnecting to Our Waterways, a collective effort to reclaim underused urban waterways to revitalize neighborhoods. This three-year, \$1.35 million grant enables ROW to improve the economics, aesthetics, connectivity and well-being of waterside communities by increasing capital investments, engaging residents and artists in creative projects and enhancing natural features.

CITY OF ASYLUM/PITTSBURGH

› PITTSBURGH

\$50,000

(2012)

The organization works to create a thriving community for writers, readers and neighbors in Pittsburgh's Central Northside neighborhood by transforming blighted properties into venues for literary and community programs and energizing civic spaces through public art with text-based components. A two-year, \$100,000 grant strengthens these neighborhood-stabilization strategies, including the rehabilitation of three vacant buildings.

COMMUNITY FOUNDATION OF GREATER MEMPHIS

› MEMPHIS, TENN.

\$663,000

Dedicated to strengthening the Memphis community through philanthropy, the foundation is a founding member and fiscal sponsor of Community LIFT, a local community development organization that facilitates strategic investments in distressed neighborhoods to accelerate revitalization, build human capacity, promote economic and community development and improve the quality of life. A two-year, \$826,000 grant from our Arts & Culture Program and Cross Disciplinary Fund strengthens Community LIFT's overall operations and advances its Memphis Music Magnet initiative in the Soulsville neighborhood.

COMMUNITY PARTNERSHIP FOR ARTS AND CULTURE

› CLEVELAND

\$208,000

(2012)

The partnership works to leverage arts and culture as an engine for revitalization by fostering cross-sector collaborations and policies that support the infusion of creative energy into common goals. A three-year, \$625,000 grant is being used to refine and advance its programs and services.

COOPER'S FERRY PARTNERSHIP

› CAMDEN, N.J.

\$800,000

The organization builds public and private partnerships to develop and implement sustainable community revitalization in Camden and promotes the city as a vibrant place to live and work. This two-year, \$1.1 million grant supports a series of urban-design and public-art projects that engage neighborhood residents in the process of reimagining vacant, blighted properties in North Camden.

CORNERSTONE THEATER CO.

› LOS ANGELES

\$150,000

(2011)

The multiethnic, ensemble-based theater company commissions and produces original works and contemporary adaptations of classics that combine the artistry of professional and community collaborators. This three-year, \$450,000 grant, made in collaboration with three of our other programs, funds the development and presentation of the Hunger Cycle, a series of dramatic productions based on personal narrations that seeks to heighten awareness and involvement in the nation's hunger crisis.

CULTURAL DEVELOPMENT CORP.

› WASHINGTON

\$100,000

(2012)

The organization creates opportunities, housing and workspace for artists and arts groups that contribute to community development and the quality of life in the nation's capital. This three-year, \$300,000 grant supports the development of affordable office and programming space for artist-driven projects and small-scale arts organizations.

EFFORTS OF GRACE INC.

› NEW ORLEANS

\$100,000

(2011)

The organization develops programs, activities and creative works highlighting African Americans' contributions to their communities and operates the Ashé Cultural Arts Center in New Orleans. This three-year, \$300,000 grant provides general operating support, technical assistance for a systems-replacement plan and seed money for building-reserves and operating-reserves funds.

FRIENDS OF PERALTA HACIENDA HISTORICAL PARK

› OAKLAND, CALIF.

\$30,000

(2012)

The organization is pursuing a new model for historical house museums by reframing its work to focus on the residents of the Fruitvale District and promoting a sense of pride and identity. This three-year, \$90,000 grant supports grassroots efforts to promote cultural understanding, historical healing and a sense of community within the district.

GRANTMAKERS IN THE ARTS

› SEATTLE

\$100,000

(2012)

The national membership organization for professional private- and public-sector grantmakers for arts and arts-related activities seeks to support arts funders and to strengthen and expand the field of arts philanthropy. A two-year, \$150,000 grant enables Grantmakers to fund professional-development programs, conferences, publications and research that advance the use of philanthropic resources on behalf of arts and culture.

GUADALUPE CULTURAL ARTS CENTER

› SAN ANTONIO

\$150,000

(2012)

The center blends its efforts to advance Chicano/Latino culture with other necessary elements for community building, including education, nutrition and economic development. Funding from this two-year, \$300,000 grant enables the center to continue its program activities and contribute to the revitalization of the city's Guadalupe Corridor.

HANDS INC.

› ORANGE, N.J.

\$400,000

The organization revitalizes city neighborhoods through an arts-centric redevelopment strategy focused on repurposing shuttered factories and warehouses as creative spaces for arts, culture, business, recreation and learning. This grant supports its work to transform seven vacant industrial properties into artists' studios, residences and shops.

INTERMEDIA ARTS OF MINNESOTA

› MINNEAPOLIS

\$500,000

The organization serves as a catalyst for community building and leadership development among artists, educators and community development professionals. Funding from a three-year, \$1 million grant supports the Creative CityMaking Initiative, a partnership between Intermedia Arts and the City of Minneapolis to embed artists in city departments.

INTERMEDIA ARTS OF MINNESOTA

› MINNEAPOLIS

\$140,000

(2012)

Intermedia Arts serves as a catalyst for community building and leadership development among artists, educators and community development professionals. The organization is using this three-year, \$355,000 grant to complete its strategic planning, seed a building-reserves fund, expand its collaborative partnerships and raise the visibility of programs designed to advance arts and social best practices.

JUST BUFFALO LITERARY CENTER

› BUFFALO, N.Y.

\$60,000

(2012)

One of the 10 largest literary arts centers in the nation, the center is a neighborhood anchor for a burgeoning cultural district and neighborhood revitalization effort. A two-year, \$120,000 grant is helping to fund the center's current literary arts program.

LINCOLN PARK COAST CULTURAL DISTRICT INC.

› NEWARK, N.J.

\$575,000

The organization is coordinating community efforts to plan, design and build a sustainable arts and cultural district near Newark's 11-acre Lincoln Park and Coast area that provides affordable housing, cultural programming, urban farming and green jobs for residents. Funding from a three-year, \$712,500 grant underwrites its revitalization efforts and the restoration of a vacant church for use as an outdoor amphitheater.

LOCAL INITIATIVES SUPPORT CORP.

> NEW YORK

\$60,313

The national community development intermediary works through 30 local offices in 25 states to revitalize the nation's neighborhoods by helping community-based organizations gain access to financial capital, expertise and policy support to create affordable housing and commercial activity. Funding is being used to create a scalable strategy for infusing arts and culture practices into its community development approach and programs.

MIDTOWN PARTNERS INC.

> JACKSON, MISS.

\$150,000

The community development organization spearheads local efforts to revitalize the Midtown neighborhood by empowering residents, expanding socioeconomic opportunities and improving the quality of life. This three-year, \$190,000 grant supports expansion of the Creative Economy Strategy, a pilot project that integrates art, creativity and innovation into Midtown's overall revitalization plan.

NATIONAL ARTS STRATEGIES INC.

> ALEXANDRIA, VA.

\$900,000

The organization provides executive-level education and leadership development programs for professional leaders of arts and culture organizations. This two-year, \$1.5 million grant for operations underwrites the current Chief Executive Program and the design and implementation of an executive leadership pilot program that integrates creative placemaking concepts.

NATIONAL DANCE INSTITUTE

> NEW YORK

\$500,000 (2011)

The nonprofit arts-education organization reaches 4,000 public school students, their parents, teachers and local communities each year through its dance classes, assemblies, residencies and performances. Assisted by this two-year, \$800,000 grant, the institute is creating a building-reserves fund for its new Center for Learning and the Arts in Harlem.

NEAR WESTSIDE INITIATIVE

> SYRACUSE, N.Y.

\$125,000 (2012)

This collaborative body of agencies and institutions, including Syracuse University, works to combine the power of art, technology and

innovation with neighborhood values and culture to revitalize Syracuse's Near Westside neighborhood. This two-year, \$250,000 grant advances joint efforts to transform the Westside's SALT District into a vibrant, sustainable community.

NEW YORK COUNCIL OF NONPROFITS INC.

> ALBANY, N.Y.

\$100,000

The statewide organization works to strengthen the nonprofit sector and serves as the fiscal agent for SoHarlem, a place-based social enterprise that aligns art with workforce development to provide Harlem residents with jobs and career opportunities in the cultural industry. SoHarlem is using this two-year, \$200,000 grant to continue its partnerships with a real estate developer, local artisans and Harlem residents to promote cultural training and employment and to develop affordable creative space.

NONPROFIT FINANCE FUND

> NEW YORK

\$2.5 million

The national nonprofit lender and financial consulting organization works with nonprofits to help strengthen their financial health and improve their capacities to serve their communities, and it serves as the fiscal sponsor for ArtPlace America, a funder collaborative working to accelerate creative placemaking across the United States. This two-year, \$5 million grant expands funding support for ArtPlace, which seeks to embed arts and culture into community and economic development.

NONPROFIT FINANCE FUND

> NEW YORK

\$123,625

The national nonprofit lender and financial consulting organization works with nonprofits to help strengthen their financial health and improve their capacity to serve their communities. This funding underwrites an assessment of the grants awarded through two Arts & Culture Program initiatives between 2010 and 2012 to promote the adoption of capitalization principles and improve the financial underpinnings of organizations in the arts and cultural field.

NONPROFIT FINANCE FUND

> NEW YORK

\$559,167 (2009)

The national organization works with nonprofits to help strengthen their financial health and improve their capacity to serve their communities. This seven-year, \$4 million grant creates a program of education and financial incentives for a cohort of previously funded children's museums and community schools of music and art to address their building maintenance and repair needs within the context of their overall capitalization position.

NORTHEAST SHORES DEVELOPMENT CORP.

> CLEVELAND

\$1.08 million

The community development corporation is advancing a comprehensive revitalization plan for Cleveland's Collinwood neighborhood that embeds support for artists and creative entrepreneurs in its stabilization strategy. This grant funds the renovation of abandoned facilities into artists' live-work residences, the support and growth of creative enterprises and the creation of community-arts projects that contribute to greater neighborhood vibrancy.

OAKLAND MUSEUM OF CALIFORNIA

> OAKLAND, CALIF.

\$250,000 (2012)

With its focus on art, history and the natural environment, the museum imparts an understanding of the state and its global impact to both residents and visitors. Funding from a two-year, \$500,000 grant enables the museum to explore new models of community engagement and to deepen its connection to surrounding communities.

PHILADELPHIA MURAL ARTS ADVOCATES

> PHILADELPHIA

\$200,000 (2012)

The Mural Arts Program unites artists and communities through an engaged, collaborative process, rooted in the traditions of mural making, to create art that transforms public spaces and individual lives. This two-year, \$400,000 grant supports completion of additional murals and other placemaking projects in low-income neighborhoods and seeds an operating reserve fund.

POLICYLINK

> OAKLAND, CALIF.

\$575,000

The national research and action institute focuses on advancing economic and social equity. A two-year, \$1 million grant supports an initiative designed to integrate arts and culture into PolicyLink's programs and equity framework.

PROJECT ROW HOUSES

> HOUSTON

\$200,000

Based in Houston's Third Ward, Project Row Houses has created an

environment in which art can create real social change, based on four key components: a public art/installation program, the Young Mothers Residential Program, an after-school and summer education program for youth K-12 and an affordable housing program. This three-year, \$450,000 grant provides general operating support to advance the organization's mission.

QUEENS MUSEUM OF ART

> QUEENS, N.Y.

\$125,000 (2012)

The cultural anchor institution serves as a catalyst for civic engagement and community revitalization and provides programming that directly relates to the contemporary urban life of its community. A three-year, \$375,000 grant supports its socially engaged work in the Corona Park neighborhood.

SOUTHWEST INITIATIVE FOUNDATION

> HUTCHINSON, MINN.

\$75,000 (2012)

The foundation serves as a catalyst for social and economic growth in southwest Minnesota and as a fiscal sponsor for Clean Up the River Environment, a grassroots organization seeking to restore and protect the Upper Minnesota River watershed. This two-year, \$150,000 grant supports the Arts and Environment Sense of Place-Based Community Economic Development Program, an initiative that uses the arts to raise community awareness of river-quality issues.

SPRINGBOARD FOR THE ARTS

> ST. PAUL, MINN.

\$150,000 (2012)

The organization works to build stronger, more vibrant communities, neighborhoods and economies by providing artists with essential skills, information and services and by integrating artistic individuals into the socioeconomic fabric of the city. It is using a two-year, \$300,000 grant to support Irrigate, a cross-sector initiative to use arts and culture to preserve neighborhood identities and spur commercial activity along the new Central Corridor Light Rail Transit Line.

THE TRUST FOR PUBLIC LAND

> SAN FRANCISCO

\$500,000

The trust's Parks for People Initiative uses a robust community-engagement process to design and provide access to parks, playgrounds or natural areas in low-income neighborhoods. Funding is being used to integrate and expand creative placemaking practices throughout the initiative.

WING LUKE MUSEUM OF THE ASIAN PACIFIC AMERICAN EXPERIENCE

› SEATTLE

\$200,000 (2012)

The museum connects visitors to the rich history, culture and art of Asian Pacific Americans through innovative community-led programs that encourage multigenerational understanding and promote social justice. This two-year, \$400,000 grant for general operations enables the museum to refine and expand its programs and services.

WOMEN'S HOUSING AND ECONOMIC DEVELOPMENT CORP.

› BRONX, N.Y.

\$75,000 (2012)

The organization provides affordable housing, education, family support and economic development to families in the Bronx who struggle with poverty. This two-year, \$150,000 grant benefits the Bronx Music Heritage Center by funding the purchase of rehearsal/performance space for local musicians, the production of musical performances prior to the center's opening and the creation of an archive of Bronx musical and cultural artifacts.

YOUTH RADIO

› OAKLAND, CALIF.

\$275,000 (2012)

Each year, award-winning Youth Radio provides broadcast and production training to low-income youth who create original, high-quality media content for local and national outlets, both mainstream and alternative. A two-year, \$550,000 grant supports the organization's current activities and the completion of a comprehensive capitalization plan, and it seeds an operating reserve.



Detroit

KEY
(Year grant awarded if prior to 2013)

ACCOUNTING AID SOCIETY

› DETROIT

\$75,000 (2012)

Through volunteers and partnerships, the organization assists low- and moderate-income families and households with local, state and federal income tax filings, as well as filings for property-tax refunds and tax credits. This two-year, \$150,000 grant supports the Northwest Neighborhood Tax Center, which provides free tax assistance and asset-building resources to residents of Northwest Detroit.

AMERICAN CIVIL LIBERTIES UNION FUND OF MICHIGAN

› DETROIT

\$75,000 (2012)

Michigan's ACLU chapter works to defend residents' civil liberties at the most local level. This three-year, \$225,000 grant enables the chapter to address systemic civil rights issues impacting Detroit and other urban communities and to expand its services statewide.

ARISE DETROIT!

› DETROIT

\$165,000

Working with 400 community partners, the organization has recruited more than 3,000 volunteers and engaged them in hundreds of community-service programs benefiting youth, families and neighborhoods. This three-year, \$480,000 grant enables ARISE Detroit! to help implement Detroit Future City, a strategic-planning framework to move Detroit forward, and provides funding for its community outreach and annual Detroit Neighborhoods Day event.

ARTSERVE MICHIGAN INC.

› WIXOM, MICH.

\$137,500

The statewide organization engages constituents, stakeholders and the broader community to cultivate the creative potential of Michigan's arts and cultural sector in ways that enhance the health, well-being and quality of life for residents and communities. A two-year, \$272,500 grant supports a professional-development program for 36 individual artists who are awarded Kresge Artist Fellowships during the fifth and sixth years of the Kresge Arts in Detroit initiative.

ARTSERVE MICHIGAN INC.

› WIXOM, MICH.

\$100,000 (2012)

The statewide organization uses advocacy, capacity building and strategic communications in partnership with constituents, stakeholders and the broader community to cultivate the creative potential of Michigan's arts and cultural sector in ways that enhance the health, well-being and quality of life for residents and communities. ArtServe Michigan is using this two-year, \$175,000 grant to support its organizational work in building a robust arts and culture ecosystem.

BELLE ISLE CONSERVANCY

› DETROIT

\$150,000 (2012)

The conservancy is dedicated to preserving, protecting, restoring and enhancing Detroit's 982-acre Belle Isle Park. A two-year, \$300,000 grant provides funding to increase the organization's growth and capacity to engage the community and attract private and public resources.

BIG BROTHERS BIG SISTERS OF METROPOLITAN DETROIT

› DETROIT

\$95,000

The organization has been a leader in one-on-one youth mentoring and fostering positive relationships that have a direct, lasting impact on young people ages 6 through 18. This grant helps the agency develop the solid financial underpinnings and human resources needed to drive program expansion and innovation.

CENTRAL DETROIT CHRISTIAN COMMUNITY DEVELOPMENT CORP.

› DETROIT

\$137,400

The faith-based organization provides housing, workforce training, neighborhood-beautification and youth-development services designed to bolster central Detroit neighborhoods and empower residents. This three-year, \$341,270 grant funds the transformation of two city blocks of Third Street into a town square, as part of a multiphase community-stabilization project around the Peaches and Greens neighborhood produce market.

CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY

› DETROIT

\$75,000

The world's largest museum dedicated to the African American experience provides learning opportunities, exhibitions, programs and events that foster cross-cultural understanding, encourage participation in the arts and strengthen literacy and educational development. This three-year, \$400,000 grant enables the museum to achieve greater financial sustainability, build its support base and deliver innovative programming.

CHILDREN'S AID SOCIETY

› NEW YORK

\$50,000

The pioneering organization works at the forefront of children's services to help the neediest youngsters and their families succeed and thrive. The society founded the National Center for Community Schools, which is using this grant to assist Detroit Public Schools with the implementation of a full-service community school model at 21 of the district's 89 public schools.

CITIZENS RESEARCH COUNCIL OF MICHIGAN

› LIVONIA, MICH.

\$5,600

The state's oldest public-policy research organization provides policymakers with unbiased, independent information on significant issues related to state and local government organization and finance. This addition to a previous grant covers the costs of conducting parent focus groups as part of the Michigan Office of Great Start's research into a system of providing coordinated, high-quality early childhood services.

CITY CONNECT DETROIT

› DETROIT

\$100,000

The organization promotes and facilitates cross-sector collaboration among nonprofits, residents and the public sector to address important community problems and concerns. Grant money enhances its capacity to deliver individual training, fiscal and project management and technical assistance for community-based change initiatives.

COLLEGE FOR CREATIVE STUDIES

› DETROIT

\$30,000

The Detroit-based college of art and design enrolls 1,400 graduate and undergraduate students across a variety of disciplines and provides

community-based programming. A two-year, \$60,000 grant supports the completion and evaluation of the community+public arts:DETROIT initiative, which has guided the development of community-based visual and performing-arts projects in six Detroit neighborhoods for the past five years.

COLLEGE FOR CREATIVE STUDIES

› DETROIT

\$8,000

The institution of arts and design offers bachelor's and master's degrees to students while preparing them for careers. This grant underwrote the 2013 launch of the inaugural Sidewalk Festival of Performing Arts, a multidisciplinary arts event designed to bring engaging performance to a street level in Detroit's Brightmoor neighborhood and to support neighborhood revitalization.

COLLEGE FOR CREATIVE STUDIES

› DETROIT

\$125,000 (2012)

The institution of arts and design offers bachelor's and master's degrees to students while preparing them for careers. A two-year, \$300,000 grant provides operational funding for the Detroit Creative Corridor Center and helps support creative, innovative businesses.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN

› DETROIT

\$500,000

Serving the seven-county metropolitan Detroit region, the foundation assists donors, volunteers and community members in identifying important issues, sharing ideas and building financial resources to achieve long-term change. Through this three-year, \$1.5 million grant, the foundation is launching the Detroit Head Start Innovation Fund to strengthen and improve the quality of Head Start programs in Detroit.

CONGRESS FOR THE NEW URBANISM

› CHICAGO

\$40,000

The organization is a leader in promoting walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions. Funding enables the congress to educate Michigan and Detroit public officials, municipal engineers, city planners and policymakers on designing and creating walkable urban thoroughfares for the metropolitan Detroit area.

CORPORATION FOR SUPPORTIVE HOUSING

› BRIGHTON, MICH.

\$100,000 (2011)

The national intermediary provides financial and technical assistance to communities to develop permanent, supportive housing for people who are homeless because of unemployment and chronic health issues. This three-year, \$300,000 grant supports the metropolitan Detroit office's launch of an initiative to provide 50 people with permanent homes and an array of supportive services.

COUNCIL OF MICHIGAN FOUNDATIONS INC.

› GRAND HAVEN, MICH.

\$150,000

The council is the fiscal agent for the Michigan Office of Urban and Metropolitan Initiatives established by Gov. Rick Snyder. Grant money is being used to support the position of OUMI director, a Detroit-based executive who coordinates the development and delivery of a policy agenda to revitalize Michigan's major cities and strengthen their economies.

COUNCIL OF MICHIGAN FOUNDATIONS INC.

› GRAND HAVEN, MICH.

\$65,000 (2012)

The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities. This two-year, \$130,000 grant funds the Office of the Foundation Liaison, a cabinet-level position in state government to help identify and broker strategic partnerships between the state and foundations that could lead to policy reforms that improve the lives of Michigan families and children.

CULTURAL DATA PROJECT

› PHILADELPHIA

\$50,000

The project facilitates data collection and interpretation capabilities for arts and cultural organizations to increase their management capacity and inform better decision-making by philanthropies, advocates and policymakers. A three-year, \$150,000 grant renews support for the Michigan Cultural Data Project, launched in 2010.

CULTURESOURCE

› DETROIT

\$25,000

Formerly the Cultural Alliance of Southeastern Michigan, the professional association that provides research, advocacy, marketing and professional

development services to nonprofit arts and culture organizations in a seven-county area. This grant funds the final development and launch of the IXITI.com Web portal and marketing initiative to raise the visibility of Southeast Michigan's arts and culture sector.

CULTURESOURCE

› DETROIT

\$130,000 (2012)

The professional association provides research, advocacy, marketing and professional development services to nonprofit arts and culture organizations in a seven-county area. A two-year, \$255,000 grant enables the alliance to deliver services to member organizations and strengthen the arts and culture sector in Detroit and the surrounding region.

DETROIT AREA PRE-COLLEGE ENGINEERING PROGRAM

› DETROIT

\$100,000 (2012)

The program provides out-of-school educational enrichment to prepare students to pursue careers in science, technology, engineering and mathematics. Funding from a three-year, \$300,000 grant is being used to increase participation by underrepresented youth in its core programs and to design and implement a sustainable revenue model.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$213,000

The organization is the nonprofit, economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This grant supports a pilot demolition of vacant homes on 10 blocks of city-owned land led by the Detroit Blight Authority, a corporation established by the Pulte family to eliminate residential blight and revitalize Detroit's neighborhoods.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$250,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This two-year, \$350,000 grant is being used to implement and assess the Soft Stripping Springwells deconstruction pilot, an integrated approach to eliminating residential blight in Detroit by manually tearing down vacant single-family homes and salvaging building materials for reuse or recycling.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$200,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This funding supports implementation of the first phase of the Livernois streetscape-enhancement project, a collaborative public-private effort to revitalize a two-mile stretch of the historic Livernois Avenue corridor.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$50,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This grant supports planning for the redevelopment of the I-375 urban corridor in Detroit to create better connections between downtown and Eastern Market, safer pedestrian access to the east riverfront and a more walkable neighborhood on the eastern side of downtown.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$350,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. The association is using this grant to implement its business-development program, which provides resources and assistance to businesses seeking to relocate, innovate and expand in Detroit.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$410,244

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp., and engages in business attraction, urban redevelopment and financing programs. The association is using a two-year, \$2.81 million grant to establish a freestanding Detroit Future City implementation office to oversee the rollout of the Strategic Framework Plan, a comprehensive blueprint for the city's future that engages residents in understanding and guiding Detroit in its policy, planning and fiscal decision-making to create a shared, achievable new vision for the city.

DETROIT ECONOMIC GROWTH ASSOCIATION

› DETROIT

\$334,000

(2011)

Detroit's lead nonprofit entity engaged in economic development delivers business attraction, development and financing programs to increase the city's economic vitality. This three-year, \$1 million grant for expansion of the Green Grocer Project increases access to full-service grocery stores that provide fresh, locally grown produce in Detroit's neighborhoods.

DETROIT INSTITUTE OF ARTS

› DETROIT

\$800,000

(2011)

The institute is building on the facility expansion and redesign of the display of its 60,000-work collection, completed in 2007, to further enhance that reputation and expand its impact as an important cultural anchor in Detroit's Midtown district. This five-year, \$4 million conditional grant provides flexible support during the institution's transition to financial stability.

DETROIT LAND BANK AUTHORITY

› DETROIT

\$250,000

The Detroit City Council established the land bank in 2008 to promote neighborhood stabilization and economic growth through the acquisition, management and disposition of tax-delinquent properties that have reverted to city ownership. This funding supports the land bank's general operations and helps to strengthen its staffing structure and business model.

DETROIT PARENT NETWORK

› DETROIT

\$100,000

(2011)

The network strengthens parental involvement with children in the home, at school and in the community through workshops, support groups and training sessions in leadership, advocacy and public speaking. This three-year, \$300,000 grant for general operations helps the network increase the number of families it serves.

DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION INC.

› DETROIT

\$54,428

The foundation supports the daily operations and educational enrichment programming of the Detroit Public Library System, which provides valuable resources and lifelong learning opportunities to residents of metropolitan Detroit. The foundation is serving as the fiscal sponsor for this grant to fund the Mt. Elliott Makerspace, a neighborhood workshop that strengthens Detroit's East Side community and its entrepreneurial environment.

DETROIT REGIONAL CHAMBER FOUNDATION

› DETROIT

\$31,500

As one of the largest chambers of commerce in the nation, the Detroit Regional Chamber connects Michigan's business community and helps its 20,000 members and affiliates grow businesses through best-practice sharing, networking and advocacy. This grant sponsored the convening, in May 2013, of the Mackinac Policy Conference, an annual assembly of Michigan's top business professionals, government leaders, entrepreneurs and regional champions, who meet to discuss important issues facing the state and regional economy.

DETROIT SYMPHONY ORCHESTRA HALL INC.

› DETROIT

\$500,000

The Detroit Symphony Orchestra, a cultural icon and one of America's top-ranked performance organizations, attracts more than 400,000 people a year to its concerts and community education and outreach programs. Grant money supports the orchestra while it restructures its operations for long-term sustainability and expands its audience and patron base.

DOWNTOWN DETROIT PARTNERSHIP INC.

› DETROIT

\$250,000

The partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. This four-year, \$1 million grant assists in the purchase and maintenance of a new fleet of police cars and ambulances for the city of Detroit.

DOWNTOWN DETROIT PARTNERSHIP INC.

› DETROIT

\$150,000

The partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. Through this grant, the partnership is leading a project to revitalize Grand Circus Park by making capital improvements and other

enhancements to park amenities and expanding its public programming.

DOWNTOWN DETROIT PARTNERSHIP INC.

› DETROIT

\$200,000

(2011)

The partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. This three-year, \$650,000 grant underwrites the partnership's programs and operations.

EAST MICHIGAN ENVIRONMENTAL ACTION COUNCIL INC.

› DETROIT

\$100,000

The council established the Detroit Food Justice Task Force, a coalition of grassroots organizations working to create a food security plan for Detroit residents. This two-year, \$250,000 grant supports implementation of the Cook-Talk-Eat project, a series of community-engagement sessions aimed at helping Detroit residents connect with healthy local food resources and make informed decisions about food access.

EASTERN MARKET CORP.

› DETROIT

\$50,000

Eastern Market supplies the area with fresh food and draws more than 2 million market visitors to downtown Detroit annually. It is using grant money to complete the renovation of Shed 5, which includes a community kitchen to help emerging food businesses bring their products to market.

EASTERN MARKET CORP.

› DETROIT

\$350,000

Eastern Market supplies the area with fresh food and draws more than 2 million market visitors to downtown Detroit annually. Grant support for ongoing operations enables the market to build its capacity to pursue programming goals and to develop plans for an eco-district with green infrastructure and sustainable systems.

EASTERN MARKET CORP.

› DETROIT

\$250,000

(2011)

Eastern Market supplies the area with fresh food and draws more than

2 million market visitors to downtown Detroit annually. This three-year, \$1 million grant is going toward general support and the renovation of Shed 5 to expand programs and add a community kitchen.

ECOWORKS

› DETROIT

\$50,000 (2012)

Formerly WARM Training Center, the organization promotes the development of resource-efficient, affordable, healthy homes and communities through education, training and technical assistance. Through this three-year, \$250,000 grant, the center is building staff capacity in financial management, data analysis and marketing to help maintain its operations while it realigns its growth strategy.

EDUCATION TRUST INC.

› WASHINGTON

\$125,000 (2012)

The advocacy and research organization focuses on identifying and eliminating gaps in educational opportunity and achievement, especially for low-income and underrepresented students. Operational support provided by this three-year, \$375,000 grant for the statewide affiliate, Education Trust-Midwest, bolsters efforts to reduce gaps in academic opportunity in Michigan.

ENTERPRISE COMMUNITY PARTNERS INC.

› COLUMBIA, MD.

\$90,000 (2011)

Enterprise sponsors the Rose Architectural Fellowship, which guides emerging architects into community-based architectural design. This three-year, \$270,000 grant is being used to place a Rose Fellow with the University of Detroit Mercy's Detroit Collaborative Design Center.

EXCELLENT SCHOOLS DETROIT

› DETROIT

\$333,000 (2012)

The organization is implementing strategies in public-will-building, talent development, school creation, accountability and early childhood education to improve student achievement and ensure all Detroit children have access to a high-quality education. This three-year, \$1 million grant supports the organization's work to transform Detroit's systems for educating students.

FAIR FOOD NETWORK

› ANN ARBOR, MICH.

\$100,000 (2011)

The nonprofit organization partners with other stakeholders to support access to healthy, fresh, sustainably grown food. This three-year, \$300,000 grant provides funding for the Double Up Food Bucks pilot program at 60 farmers markets statewide and several independent Detroit-area grocers.

FOCUS: HOPE

› DETROIT

\$125,000

The organization serves as a major provider of social service, educational, training and workforce-development programs to address hunger, racial divisions, economic disparities and insufficient educational opportunities. This two-year, \$225,000 grant supports the organization as it restructures its operation and business model.

GERMAN MARSHALL FUND OF THE UNITED STATES

› WASHINGTON

\$240,000

The nonpartisan public policy and grantmaking institution promotes greater cooperation and understanding between North America and Europe. This two-year, \$390,000 grant renews Detroit's participation in the Marshall Memorial Fellowship program, which mentors next-generation leaders, and the Cities in Transition initiative, a leadership network-building program.

GERMAN MARSHALL FUND OF THE UNITED STATES

› WASHINGTON

\$64,000 (2012)

The nonpartisan public policy and grantmaking institution promotes greater cooperation and understanding between North America and Europe. The fund was selected to manage the Strong Cities, Strong Communities Fellowship Program and is using this two-year, \$128,000 grant to fund the two-year placement of one fellow in Detroit.

GRANDMONT ROSEDALE DEVELOPMENT CORP.

› DETROIT

\$95,000

The organization, formed and operated by neighborhood residents, seeks to revitalize the Grandmont Rosedale communities of northwest Detroit through initiatives, including a comprehensive community-stabilization program aimed at reversing the negative trends affecting the area. Grant assistance supports the renovation of the North Rosedale Park Community House and its seven-acre grounds to provide a suitable site for relocating the Northwest Detroit Farmers Market.

GRANDMONT ROSEDALE DEVELOPMENT CORP.

› DETROIT

\$150,000

The neighborhood organization, formed and operated by local residents, seeks to revitalize the Grandmont Rosedale communities of Northwest Detroit through initiatives, including a comprehensive community-stabilization program aimed at reversing the negative trends facing the area. This two-year, \$225,000 grant funds the second phase of a multiyear plan to acquire, renovate and resell vacant single-family homes and strengthen the local housing market.

THE GREENING OF DETROIT

› DETROIT

\$150,000

Founded to enhance the beauty of the city of Detroit through the reforestation of its public areas, the Greening also provides educational programs and development projects. It is using grant money to strengthen its capacity to respond to green workforce development and sustainability initiatives in Detroit.

HENRY FORD HEALTH SYSTEM

› DETROIT

\$10,000

The health care provider offers a wide spectrum of medical services to individuals in metropolitan Detroit and serves as a center for education and medical research. It is using grant money to launch the HFHS Flip the Script pilot program, which provides chronically unemployed women living in neighborhoods surrounding the hospital with job-skills training and access to entry-level health care positions.

IFF

› CHICAGO

\$85,325

The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. This two-year, \$170,650 grant enables IFF to conduct Detroit's first comprehensive early childhood education needs assessment, which establishes a baseline for future decision-making.

INVEST DETROIT FOUNDATION

› DETROIT

\$1.25 million

The foundation, which provides low-cost loans and nontraditional financial assistance to organizations promoting community development and strengthening the physical condition of the city, is a critical partner in the revitalization of the Woodward corridor. This grant injects

additional capital into Invest Detroit's two revolving-loan funds, which help to finance transit-oriented, mixed-use redevelopment projects along Woodward Avenue.

INVEST DETROIT FOUNDATION

› DETROIT

\$150,000 (2011)

The foundation, which provides low-cost loans and nontraditional financial assistance to organizations promoting community development and strengthening the physical condition of the city, is a critical partner in the revitalization of the Woodward corridor. This three-year, \$400,000 grant for operational support enables Invest Detroit to ramp up its participation in two major redevelopment initiatives.

JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

› WASHINGTON

\$50,000

The Kennedy Center is recognized as one of the nation's premier venues for the performing arts, and through its DeVos Institute for Arts Management offers training programs for performing-arts managers. Through this two-year, \$100,000 grant, the center is providing intensive one-on-one consultations for 12 Detroit-area arts and cultural organizations as part of the second phase of a capacity-building program.

LAMBERT SANCTUARIES

› DETROIT

\$80,050 (2012)

Lambert Sanctuaries, which operates as the Greater Woodward Community Development Corp., is the community development arm of St. Matthew's and St. Joseph's Episcopal Church in Detroit's North End neighborhood. This three-year, \$240,100 grant supports the launch of the Nehemiah Project, which provides low-skilled workers with on-the-job training and certification in green home-building and renovation.

LAWRENCE TECHNOLOGICAL UNIVERSITY

› SOUTHFIELD, MICH.

\$100,000

The private university offers undergraduate and graduate programs through its colleges of engineering, management, architecture and design, and arts and science. This three-year, \$300,000 grant funds the build-out of the new Detroit Center for Design + Technology, where the university plans to consolidate its architecture and design programs and foster creative, technology-focused educational and entrepreneurial activity along Woodward Avenue in the Midtown neighborhood.

LEGAL SERVICES OF SOUTH CENTRAL MICHIGAN

› ANN ARBOR, MICH.

\$90,000

The organization extends free legal advice and representation to low-income and elderly residents and operates Farmworker Legal Services and the Michigan Poverty Law Program, which provides state support services to local legal-aid programs. A two-year, \$180,000 grant allows attorneys to assist 600 Detroit households annually through the organization's Michigan Foreclosure Prevention Project.

LIVING ARTS

› DETROIT

\$60,000

A cultural anchor of southwest Detroit, the company uses the transformative power of theater to change lives, build community and foster social justice. Living Arts serves as the fiduciary for ARTS 3000, a strategic collaboration of four small nonprofit arts organizations based in southwest Detroit, which is using this two-year, \$100,000 grant that was transferred to strengthen the operational capacity and sustainability of each member organization.

LOCAL INITIATIVES SUPPORT CORP.-DETROIT

› DETROIT

\$750,000

The Detroit affiliate of the nation's largest community-development support organization provides operating support, technical and capacity-building assistance, project financing and leverage to community-based organizations engaged in revitalizing Detroit neighborhoods. This grant enables the group to continue implementing home-preservation and neighborhood-improvement projects in Detroit's Springwells Village, Grandmont-Rosedale and Grand Boulevard-Woodward neighborhoods.

M-1 RAIL

› DETROIT

\$6 million (2009)

M-1 RAIL (Regional Area Initial Link) is a nonprofit, public/private partnership of Detroit business and civic leaders formed in 2008 to promote economic development and advance light-rail transit in Detroit. This six-year, \$34.6 million grant helps to fund engineering, planning, construction and operation of a 3.4-mile light-rail line along Woodward Avenue, connecting the Woodward corridor from the riverfront to the New Center area.

MARYGROVE COLLEGE

› DETROIT

\$110,000

The independent liberal arts college offers a wide range of undergraduate and graduate degree programs. This grant advances a joint initiative with the University of Detroit Mercy to establish a Business Improvement District that revitalizes and stabilizes the McNichols commercial corridor linking the UDM and Marygrove College campuses.

METROPOLITAN ORGANIZING STRATEGY ENABLING STRENGTH

› DETROIT

\$100,000 (2011)

Supported by diverse Southeast Michigan faith-based congregations and academic institutions, the organization trains citizens how to impact public policies to develop more cooperative problem solving around issues facing residents in underserved communities. The organization is using this three-year, \$300,000 grant to launch the Millennium Organizing Project, which seeks to engage, coordinate and empower next-generation city and regional leaders and congregations in southeastern Michigan.

MICHIGAN COMMUNITY RESOURCES

› DETROIT

\$350,000

The agency provides free legal and development sources to community-based nonprofits that serve Detroit residents. Funding enables the agency to reinvigorate a campaign to reduce the negative impacts of vacant property on neighborhoods and to provide technical assistance and mini-grants to community-based organizations working to increase residential safety and decrease blight.

MICHIGAN EDUCATION EXCELLENCE FOUNDATION

› LANSING, MICH.

\$750,000

The foundation supports the Education Achievement Authority of Michigan, a new statewide school system that dramatically redesigns public education in low-performing public schools. This grant funds the operations of the authority, which is launching education reform initiatives in Detroit schools to improve students' academic performance and educational advancement.

MICHIGAN ENVIRONMENTAL COUNCIL

› LANSING, MICH.

\$100,000

The coalition of 70 environmental, public health and faith-based organizations promotes state and national public policies to protect Michigan's water, landscape and communities and supports programs on energy, environmental health and land use. Funding underwrites the council's leadership of the new Transportation for Michigan coalition to develop a seamless, intermodal 21st-century transportation system in the state.

MICHIGAN NONPROFIT ASSOCIATION

› LANSING, MICH.

\$235,500

The association is a statewide network, resource center and advocate for Michigan's nonprofit community. Grant money allows Data Driven Detroit (the association's regional data collection, storage and analysis center) to complete a comprehensive parcel survey of Detroit, as part of a coordinated, expedited approach to eliminating blight in the city.

MICHIGAN NONPROFIT ASSOCIATION

› LANSING, MICH.

\$140,000 (2011)

The association serves as a statewide network, resource center and advocate for Michigan's nonprofit community. The expansion of its Metro Detroit Partnership office, supported by this three-year, \$380,000 grant, makes more services and programs available to help nonprofits in southeastern Michigan increase their effectiveness, engagement and relevance.

MICHIGAN OPERA THEATRE

› DETROIT

\$100,000

The opera company serves as a major cultural resource in Detroit by presenting high-caliber opera and dance productions, providing opportunities for emerging talent and facilitating an extensive network of education and outreach opportunities in the community. This grant enables the company to engage a consulting firm to create a blueprint for optimizing programming and enhance its long-term sustainability.

MICHIGAN ROUNDTABLE FOR DIVERSITY AND INCLUSION

› DETROIT

\$100,000 (2012)

Through a process of recognition, reconciliation and renewal, the Roundtable engages Michigan communities seeking greater commitment to inclusion and diversity, and it advances understanding and appreciation of diverse viewpoints while relieving cultural tensions. A two-year, \$200,000 grant supports the organization's work in Detroit and other communities across the state.

MICHIGAN SCIENCE CENTER

› DETROIT

\$75,000

Formerly the Detroit Science Center, the science and technology education institution offers programs that inspire children and their families to discover, explore and appreciate science, technology and math in a dynamic learning environment. Funding supports the center's general operations and planning for long-term sustainability.

MICHIGAN UNEMPLOYMENT INSURANCE PROJECT

› ANN ARBOR, MICH.

\$75,000

The independent legal organization, established by the University of Michigan Law School, provides free legal advice and representation to jobless workers filing for unemployment benefits in an eight-county area of Southeast Michigan. Grant money supports the project's work.

MICHIGAN'S CHILDREN

› LANSING, MICH.

\$35,000

The organization is a leader in the development of public policy and a reliable source of information on wide-ranging issues affecting children and families. It is using this grant for restructuring, with the goal of improving its long-term effectiveness and outcomes.

MIDTOWN DETROIT INC.

› DETROIT

\$55,000

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. Midtown Detroit is using grant money to develop a strategic business plan for the N'Namdi Center for Contemporary Art, an arts and cultural campus in the emerging Sugar Hill Arts District.

MIDTOWN DETROIT INC.

› DETROIT

\$970,000

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. This grant provides funding for its operations, projects and activities related to district planning, anchor engagement and physical revitalization.

MIDTOWN DETROIT INC.

› DETROIT

\$250,000 (2012)

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. A two-year, \$500,000 grant funds the planning and production, in 2013, of the second Art X Detroit: Kresge Arts Experience, a biennial, multidisciplinary public festival that showcases the work of our Artist Fellows and Eminent Artists in venues across Midtown.

MOSAIC YOUTH THEATRE OF DETROIT

› DETROIT

\$75,000

A recognized leader for arts education and youth development, Mosaic helps young artists excel on stage and in life through professional performing arts training and the creation of high-caliber theatrical and musical art. This three-year, \$175,000 grant establishes Mosaic as the arts organization in residence at the Thompson Educational Foundation's new University Prep Science and Math Elementary School and funds development of an arts-infused educational curriculum for Detroit K-12 students.

NEW DETROIT INC.

› DETROIT

\$100,000

The coalition of leaders from business, labor, media, community-based and civil rights organizations and educational, health and religious institutions works collaboratively to foster more positive race relations by influencing policies that ensure economic and social equity. Assisted by this grant, New Detroit is partnering on the pilot launch of Detroit 143, a neighborhood-based digital news and social-media organization that delivers marketing services to local entrepreneurs and spurs economic development.

NEW DETROIT INC.

› DETROIT

\$62,500 (2010)

The coalition of leaders from business, labor, media, community-based and civil rights organizations and educational, health and religious institutions works collaboratively to foster more positive race relations by influencing policies that ensure economic and social equity. This four-year, \$375,000 grant supports the organization's operations and race-relations activities.

NEXTEENERGY CENTER

› DETROIT

\$200,000

The center is one of the nation's leading technology and business accelerators, focused on alternative and renewable energy. It is using this two-year, \$400,000 grant to build out a robust alternative energy innovation sector and to establish a regional innovation cluster to bolster high-tech development and job creation in Southeast Michigan.

OHIO STATE UNIVERSITY FOUNDATION

› COLUMBUS, OHIO

\$100,000 (2012)

Ohio State University is the home of the Kirwan Institute for the Study of Race and Ethnicity, an interdisciplinary research center focused on understanding the causes and consequences of racial inequity. A two-year, \$200,000 grant supports a Kirwan-led initiative in Detroit to analyze neighborhood conditions and identify ways to promote greater social and racial equity.

SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

› DETROIT

\$100,000

The coalition of businesses and community interests is committed to facilitating the continuation and enhancement of a stable, economically healthy Southwest Detroit. A two-year, \$200,000 grant supports its work to strengthen small-business development and the landscape for investment and growth.

SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

› DETROIT

\$330,000

The coalition of businesses and community interests is committed to facilitating the continuation and enhancement of a stable, economically healthy Southwest Detroit. This grant underwrites the association's work to revive a 2.3-mile stretch of the West Vernor Avenue corridor as a thriving commercial district, complete streetscape improvements and build support for renewal of the business improvement district.

SOUTHWEST HOUSING SOLUTIONS CORP.

› DETROIT

\$150,000

Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real estate assets, allowed families facing foreclosure to stay in their homes and

assisted first-time homebuyers. This two-year, \$300,000 grant provides residents of Detroit's North End neighborhood with financial assistance for making home improvements.

SOUTHWEST HOUSING SOLUTIONS CORP.

› DETROIT

\$75,000 (2012)

Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real estate assets, allowed families facing foreclosure to stay in their homes and assisted first-time homebuyers. This two-year, \$160,000 grant supports the Rebuilding Civil Society Project, a new network of Detroit coalitions working to create up-from-the-ground solutions to the challenges facing the city.

SOUTHWEST HOUSING SOLUTIONS CORP.

› DETROIT

\$100,000 (2011)

Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real estate assets, allowed families facing foreclosure to stay in their homes and assisted first-time homebuyers. This three-year, \$450,000 grant underwrites the consolidation of house-counseling, workforce-development and financial-literacy services into a single Family Financial Fitness program for low- and moderate-income families.

STARFISH FAMILY SERVICES INC.

› INKSTER, MICH.

\$150,000 (2012)

Each year, more than 9,000 at-risk children and families in Southeast Michigan receive assistance through the agency's 13 programs and 14 service sites. Through a three-year, \$450,000 grant, Starfish is completing phase two of a comprehensive, long-term early childhood education strategy that improves and expands its current services.

TEACH FOR AMERICA INC.

› NEW YORK

\$170,000 (2010)

Established in 1990 as a national corps of college graduates who teach in underserved schools, Teach for America has become a network of 24,000 individuals and a conduit of committed educational leaders. Using this four-year, \$1 million grant, the organization is reestablishing its site in Detroit and is recruiting, training and placing up to 300 corps members in Detroit public and charter schools.

THIRD SECTOR NEW ENGLAND INC.

› BOSTON

\$100,000

The organization provides capacity-building programs and services for individual nonprofits and the nonprofit sector. This grant funds our membership in the Early Childhood Funders' Collaborative, a coalition of foundations and corporate-giving programs dedicated to promoting the positive development of young children.

TRANSPORTATION RIDERS UNITED

› DETROIT

\$40,000

The nonprofit organization seeks to improve and promote transit in greater Detroit as a means to restore urban vitality, ensure transportation equity and enhance the quality of life. It is using this two-year, \$80,000 grant to campaign for improvements in Detroit bus service, build public support for regional transit and dedicated funding and support other initiatives that increase transportation access and mobility.

TURNING POINT INC.

› MOUNT CLEMENS, MICH.

\$133,000 (2011)

The organization provides programs and resources that enable victims and survivors of domestic violence, sexual assault and homelessness to regain control of their lives. This three-year, \$400,000 grant provides funding to expand an existing domestic-violence shelter in the metropolitan Detroit area and enhance safety net support for women, children and families.

UNITED WAY FOR SOUTHEASTERN MICHIGAN

› DETROIT

\$200,000

Serving Wayne, Oakland and Macomb counties, the organization is committed to bringing together partners across all sectors to address community concerns and to create sustainable community change. Grant money is being used to develop a comprehensive, multifaceted food system in metropolitan Detroit that increases access to healthy food and nutrition education and that combats hunger and obesity, especially among children.

UNIVERSITY OF DETROIT MERCY

› DETROIT

\$125,000 (2011)

The university delivers student-centered undergraduate and graduate education in an urban context and is home to the Detroit Collaborative Design Center, a community outreach program of the School of Architecture. This three-year, \$375,000 grant provides general operating

support for the design center.

UNIVERSITY OF MICHIGAN

> ANN ARBOR, MICH.

\$110,000

Michigan is the nation's leading university for research spending, which currently totals \$1.33 billion, and is home to the A. Alfred Taubman College of Architecture and Urban Planning. This two-year, \$195,000 grant supports the establishment of the Taubman Architecture High School in the Midtown Detroit area to offer college-level architecture education to students from seven area high schools.

WARREN/CONNER DEVELOPMENT COALITION

> DETROIT

\$125,000

Founded by east side Detroit leaders, the community development organization encourages residents, neighborhood groups, business associations and institutions to work together to improve the quality of life on the east side. Grant assistance enables the coalition to align its Lower Eastside Action Plan with the Detroit Future City Strategic Framework Plan by conducting small pilot projects and creating a dashboard to monitor progress.

WAYNE COUNTY KIDSPACE

> DETROIT

\$114,875 (2012)

KidSpace offers affordable, professional child care for infants and prekindergarten-age children. This three-year, \$218,450 grant promotes the expansion of high-quality early childhood education in Detroit's downtown, Midtown and North End neighborhoods.

WAYNE STATE UNIVERSITY

> DETROIT

\$300,000

Wayne State is a comprehensive urban research university offering more than 400 academic and community programs, and it is the implementing agency for the Detroit Revitalization Fellows Program. This three-year, \$1.5 million grant supports the second cohort of the program, which places mid-career community development professionals in two-year fellowships at public and nonprofit organizations focused on the revitalization of Detroit.

WAYNE STATE UNIVERSITY

> DETROIT

\$171,000

Wayne State is a comprehensive urban research university, offering more than 400 academic and community programs. Funding from this three-

year, \$513,000 grant allows the university's Center for Urban Studies to administer and support the expansion of the AmeriCorps Urban Safety program in the Southwest Detroit and University District neighborhoods.

WAYNE STATE UNIVERSITY

> DETROIT

\$100,000 (2012)

Wayne State is a comprehensive urban research university offering more than 400 academic and community programs. This two-year, \$200,000 grant supports the Math Corps Program, a signature academic enrichment and mentoring initiative for Detroit middle school and high school students pioneered by the university's Center for Excellence and Equity in Mathematics.

WAYNE STATE UNIVERSITY

> DETROIT

\$100,000 (2012)

Wayne State is a comprehensive urban research university offering more than 400 academic and community programs. Funding from this three-year, \$300,000 grant enables the university's Center for Urban Studies to continue its management of the Detroit/Wayne County Green and Healthy Homes Initiative, a collaborative effort to expand the number of green, healthy homes citywide.

WELLSPRING

> DETROIT

\$100,000

The youth-development organization located in northwest Detroit's Brightmoor and Old Redford neighborhoods offers the Kumon math and reading curriculum free of charge to students who attend its after-school academic and recreational program. Funding goes toward the expansion of a facility that triples Wellspring's enrollment capacity.





Kresge Arts Support

Since 2007, we have provided \$15.3 million in operating support to small, midsize and large organizations in metropolitan Detroit's Wayne, Oakland and Macomb counties. In 2013, we provided continued support to more than 60 organizations through two-year grants awarded in 2012. The amounts listed are grant payments for 2013.

555 NONPROFIT GALLERY AND STUDIOS

> DETROIT

\$5,000

ALL THE WORLD'S A STAGE

> ROMEO, MICH.

\$5,000

ANTON ART CENTER

> MOUNT CLEMENS, MICH.

\$12,500

ARAB COMMUNITY CENTER FOR ECONOMIC AND SOCIAL SERVICES

> DEARBORN, MICH.

\$50,000

For the Arab American National Museum

ARTS & SCRAPS

> DETROIT

\$20,000

ARTS LEAGUE OF MICHIGAN INC.

> DETROIT

\$35,000

BIRMINGHAM BLOOMFIELD ART CENTER INC.

> BIRMINGHAM, MICH.

\$35,000

CHAMBER MUSIC SOCIETY OF DETROIT

> FARMINGTON HILLS, MICH.

\$22,500

CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY

> DETROIT

\$85,000

COLLEGE FOR CREATIVE STUDIES

> DETROIT

\$45,000

For Community Arts Partnerships, Center Galleries and continuing education programs

CRANBROOK EDUCATIONAL COMMUNITY

> BLOOMFIELD HILLS, MICH.

\$65,000

For the Cranbrook Art Museum and Cranbrook Institute of Science

DETROIT ARTISTS MARKET

> DETROIT

\$15,000

DETROIT CHAMBER WINDS & STRINGS

> SOUTHFIELD, MICH.

\$20,000

DETROIT CHILDREN'S CHOIR INC.

> DETROIT

\$5,000

DETROIT EDUCATIONAL TELEVISION

> WIXOM, MICH.

\$100,000

For Detroit Public Television

DETROIT EDUCATIONAL TELEVISION

> WIXOM, MICH.

\$50,000

For WRCJ 90.9 FM

DETROIT HISTORICAL SOCIETY

> DETROIT

\$50,000

DETROIT INTERNATIONAL JAZZ FESTIVAL FOUNDATION

> HARPER WOODS, MICH.

\$30,000

DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION INC.

> DETROIT

\$20,000

DETROIT REPERTORY THEATRE

> DETROIT

\$30,000

DETROIT SYMPHONY ORCHESTRA HALL INC.

> DETROIT

\$100,000

DETROIT ZOOLOGICAL SOCIETY

> ROYAL OAK, MICH.

\$100,000

EISENHOWER DANCE ENSEMBLE

> SOUTHFIELD, MICH.

\$17,500

FAR CONSERVATORY OF THERAPEUTIC AND PERFORMING ARTS

> BIRMINGHAM, MICH.

\$20,000

GREAT LAKES CHAMBER MUSIC FESTIVAL

> SOUTHFIELD, MICH.

\$12,500

GROSSE POINTE THEATRE INC.

> GROSSE POINTE, MICH.

\$10,000

HERITAGE WORKS

> DETROIT

\$9,000

HOLOCAUST MEMORIAL CENTER

> FARMINGTON HILLS, MICH.

\$20,000

HURON VALLEY COUNCIL FOR THE ARTS

> HIGHLAND, MICH.

\$5,000

INSIDEOUT LITERARY ARTS PROJECT

> DETROIT

\$40,000

JEWISH ENSEMBLE THEATRE CO.

> WEST BLOOMFIELD, MICH.

\$25,000

LIVING ARTS

> DETROIT

\$22,500

MACOMB COMMUNITY COLLEGE

> WARREN, MICH.

\$55,000

For the Macomb Center for Performing Arts and the Albert L. Lorenzo Cultural Center

MARYGROVE COLLEGE

> DETROIT

\$12,500

For the Institute of Music and Dance, the Institute for Arts Infused Education and OnStage!

MATRIX THEATRE CO.

> DETROIT

\$25,000

MICHIGAN OPERA THEATRE

> DETROIT

\$100,000

MICHIGAN PHILHARMONIC

> PLYMOUTH, MICH.

\$5,000

MICHIGAN STATE UNIVERSITY

> EAST LANSING, MICH.

\$15,000

For Community Music School, Detroit

MOSAIC YOUTH THEATRE OF DETROIT

> DETROIT

\$45,000

MOTOR CITY BRASS BAND

> SOUTHFIELD, MICH.

\$5,000

MOTOWN HISTORICAL MUSEUM INC.

> DETROIT

\$12,500

MUSEUM OF CONTEMPORARY ART DETROIT

> DETROIT

\$50,000

MUSIC HALL CENTER FOR THE PERFORMING ARTS INC.

> DETROIT

\$80,000

OAKLAND UNIVERSITY

> ROCHESTER, MICH.

\$5,000

For the Oakland University Art Gallery

OAKLAND UNIVERSITY

> ROCHESTER, MICH.

\$12,500

For Meadow Brook Hall

PAINT CREEK CENTER FOR THE ARTS

> ROCHESTER, MICH.

\$15,000

PEWABIC SOCIETY INC.

> DETROIT

\$50,000

PLOWSHARES THEATRE CO.

> DETROIT

\$15,000

POWER HOUSE PRODUCTIONS

> DETROIT

\$5,000

PUPPETART

> DETROIT

\$8,500

RACKHAM SYMPHONY CHOIR

> GROSSE POINTE, MICH.

\$10,000

SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

> DETROIT

\$12,500

For the Center of Music & Performing Arts Southwest

SPHINX ORGANIZATION INC.

> DETROIT

\$65,000

STAGECRAFTERS

> ROYAL OAK, MICH.

\$20,000

THE HEIDELBERG PROJECT

> DETROIT

\$25,000

THE HENRY FORD

> DEARBORN, MICH.

\$100,000

THE SCARAB CLUB

> DETROIT

\$15,000

THE THEATRE ENSEMBLE

> ROCHESTER, MICH.

\$25,000

TROY HISTORICAL SOCIETY

> TROY, MICH.

\$15,000

VSA MICHIGAN

> DETROIT

\$12,500

WAYNE STATE UNIVERSITY

> DETROIT

\$30,000

For WDET 101.9 FM

WAYNE STATE UNIVERSITY

> DETROIT

\$35,000

For Wayne State University Press

WAYNE STATE UNIVERSITY

> DETROIT

\$25,000

For the Hilberry Theatre

WAYNE STATE UNIVERSITY

> DETROIT

\$5,000

For WSU Art Galleries

YMCA OF METROPOLITAN DETROIT

> DETROIT

\$27,500

For Y-Arts



Education

KEY

(Year grant awarded if prior to 2013)

ACHIEVING THE DREAM

› SILVER SPRING, MD.

\$60,000

The national reform initiative seeks to increase the academic success of community college students, particularly low-income and underrepresented students. This grant will deepen Achieving the Dream's partnership with the Aspen Institute as they jointly build a national community college leadership development program.

ACHIEVING THE DREAM

› SILVER SPRING, MD.

\$900,000 (2012)

The national reform initiative seeks to increase the academic success of community college students, particularly students of color and those with low incomes. This three-year, \$2.04 million grant supports leadership development for community college presidents and trustees, the addition of three community colleges to the initiative and the sharing of lessons learned in the pursuit of postsecondary reform by U.S. and South African higher education leaders.

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

› WASHINGTON

\$475,000

The association is the leading advocacy and membership organization for the nation's 1,200 community colleges and their nearly 13 million students. This three-year, \$1.11 million grant from our Education and Environment programs provides continuing support for the Sustainability Education and Economic Development Initiative, which helps community colleges build a skilled workforce for a globally competitive green economy and become leaders in climate change resiliency in their communities.

AMERICAN COUNCIL ON EDUCATION

› WASHINGTON

\$100,000 (2011)

The nation's major higher education coordinating body seeks to increase education access and attainment for traditional and nontraditional learners. This three-year, \$375,000 grant supports the national coordination of an annual College Application Week in each state to highlight the resources available to help low-income and first-generation students pursue postsecondary education.

AMERICAN INDIAN COLLEGE FUND

› DENVER

\$400,000

The fund provides scholarships to Native American students and supports the country's tribal colleges and universities. Funding from a three-year, \$750,000 grant enables two tribal higher education institutions, Diné College in Arizona and Salish Kootenai College in Montana, to participate in Achieving the Dream, a national reform initiative to increase the academic success of community college students.

AMERICAN PUBLIC MEDIA

› ST. PAUL, MINN.

\$225,000 (2012)

The media organization is the largest owner and operator of public radio stations and a premier producer and distributor of public radio programming, including "Marketplace," which attracts more than 9 million listeners weekly. A three-year, \$450,000 grant enables "Marketplace" to increase the scope and frequency of its coverage of higher education and to enhance public understanding of America's education system.

APPALACHIAN COLLEGE ASSOCIATION

› BERIA, KY.

\$150,000 (2011)

The consortium of 36 small, primarily faith-based private colleges in central Appalachia is historically committed to serving the region's first-generation and low-income students. This three-year, \$300,000 grant supports Latino student success at member institutions.

ARKANSAS ASSOCIATION OF TWO-YEAR COLLEGES

› LITTLE ROCK, ARK.

\$200,000 (2012)

The association for the state's 22 public community colleges seeks to enhance student performance. Part of the national Credit When It's Due initiative, this two-year, \$500,000 grant funds the development of a credit-tracking and notification structure for a statewide reverse transfer program, which awards associate degrees to eligible students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

ASIAN AND PACIFIC ISLANDER AMERICAN SCHOLARSHIP FUND

› WASHINGTON

\$125,000 (2011)

The nonprofit scholarship fund provides financial, academic and personal support to Asian American and Pacific Islander students. This three-year, \$450,000 grant supports the PASS initiative by funding national research to increase advocacy and support for Asian American and Pacific Islander students and by implementing new programs at three colleges serving these students.

ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES

› WASHINGTON

\$150,000 (2012)

The membership association of governing boards represents more than 6,500 elected and appointed trustees who oversee 1,200 community, technical and junior colleges located in the United States and abroad. This two-year, \$400,000 grant enables the association to expand and improve its educational offerings for trustees and to strengthen the capacity of governing boards and presidents to pursue reforms that increase the rate of college degree attainment.

BRANDON ROBERTS + ASSOCIATES

› CHEVY CHASE, MD

\$475,000 (2012)

The consulting firm manages, on behalf of a funders' collaborative, the Working Poor Families Project, a national initiative focused on state workforce-development policies involving education and skills training for adults, economic development, and income and work supports. This two-year, \$950,000 grant, awarded by the Education and Human Services teams, enables the project to assist its network of nonprofit organizations, operating across 23 states, in strengthening state policies on behalf of low-income working families.

CALIFORNIA COMMUNITY FOUNDATION

› LOS ANGELES

\$640,000

The foundation drives transformative change in Los Angeles through its intermediary work as a champion of charitable giving, a steward of donor funds and a thought leader, convener and grantmaker focused on pressing problems facing the city. A two-year, \$1 million grant is earmarked for the Los Angeles Scholars Investment Fund, which provides scholarship money and program support to organizations helping low-income students prepare for and graduate from postsecondary institutions.

CAMPAIGN FOR COLLEGE OPPORTUNITY

› LOS ANGELES

\$250,000 (2012)

The broad-based coalition of business, labor, ethnic, religious and civic organizations works to ensure that California's next generation of students has the opportunity to attend college and succeed. This three-year, \$750,000 grant advances organizational efforts to increase college completion by raising public awareness, strengthening statewide support and identifying policy solutions related to affordability, transfer and funding.

CENTER FOR COMMUNITY CHANGE

› WASHINGTON

\$250,000

The center strengthens, connects and mobilizes grassroots groups to enhance their leadership, voice and power. This grant provides operational support for the Young Invincibles, a national organization that focuses on empowering young Americans with information regarding health care, jobs, entrepreneurship and higher education.

CENTER FOR LAW AND SOCIAL POLICY

› WASHINGTON

\$290,000 (2012)

The center improves the lives of low-income people by developing and advocating for federal, state and local policies to strengthen families and create pathways to postsecondary education and work. The center co-manages the Benefits Access for College Completion initiative and is using this three-year, \$800,000 grant to support a learning community that is developing sustainable policies and practices to help all eligible students connect with the public benefits to which they are entitled.

COLLEGE SUMMIT

› WASHINGTON

\$250,000 (2012)

The nationally recognized college access organization provides college preparation services to low-income and underrepresented students in 170 high schools in 12 states. Through this three-year, \$750,000 grant, College Summit is expanding in the public Los Angeles Unified School District, where it provides 10,000 students annually with the support services they need to enter and succeed in college.

COMPLETE COLLEGE AMERICA

› WASHINGTON

\$300,000

This national organization works with states to increase the number of Americans with college degrees or certificates and to close attainment gaps for traditionally underrepresented populations. Operational support

from a two-year, \$450,000 grant enables Complete College America to scale high-impact postsecondary completion strategies in the 33 states and the District of Columbia that have joined its Alliance of States.

COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING

› CHICAGO

\$100,000

The council provides colleges, universities, businesses, labor organizations and state and local governments with tools and strategies to improve learning opportunities for working adults. This grant supports a new transcription process for LearningCounts.org to ensure that academic credits awarded to adult students for nontraditional learning are recognized and accepted by community colleges and universities.

COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING

› CHICAGO

\$350,000 (2012)

The council provides colleges, universities, businesses, labor organizations and state and local governments with tools and strategies to improve learning opportunities for working adults. This two-year, \$1.2 million grant funds the enhancement and expansion of services and products offered by LearningCounts.org, a national online center to assess college-level learning acquired outside a traditional classroom setting for academic credit.

COUNCIL FOR OPPORTUNITY IN EDUCATION

› WASHINGTON

\$150,000

This membership organization collaborates with 1,000 colleges and agencies nationwide to expand higher education opportunities and promote college achievement for low-income, first-generation students, veterans and individuals with disabilities. Grant money helps to lay the groundwork for an executive leadership transition and development of a strategic four-year plan.

COUNCIL OF INDEPENDENT COLLEGES

› WASHINGTON

\$150,000

Through its services and programs, the council helps more than 600 small and mid-size, independent, liberal arts colleges and universities improve their educational offerings, leadership and visibility. This grant augments current efforts to increase the number of community college students who transfer to and graduate from its member schools.

DEMOS: A NETWORK FOR IDEAS AND ACTION LTD.

› NEW YORK

\$250,000

The nonpartisan organization does public-policy research and advocacy. Grant money will advance three projects focused on alternative funding models for higher education, the impact of college debt on students' decision-making and public disinvestment in higher education.

EDUCATION TRUST INC.

› WASHINGTON

\$300,000 (2011)

One of the nation's leading education advocacy and research organizations, the trust focuses on identifying and eliminating gaps in educational opportunity and achievement, especially for low-income and underrepresented students. This three-year, \$800,000 grant provides general operating support.

EXCELSIOR COLLEGE

› ALBANY, N.Y.

\$294,000 (2012)

The college, a leader in online and distance learning, assists adult learners in reaching their educational goals by providing efficient, affordable access to higher education through multiple avenues to degree completion. This two-year, \$639,000 grant creates an open-source, interactive, multimedia Online Writing Lab for community college students who need developmental training in writing.

FORUM FOR THE FUTURE OF HIGHER EDUCATION

› CAMBRIDGE, MASS.

\$40,000 (2011)

The independent nonprofit organization, located on the Massachusetts Institute of Technology campus, is a community of academic leaders and scholars who explore new thinking and ideas that affect the future of higher education. This four-year, \$160,000 grant enables forum members to study innovative ways of using learning media and technologies to improve academic productivity.

FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES

› SACRAMENTO, CALIF.

\$250,000

The foundation serves California's 112 community colleges, providing resource development and advancement, program and grant management, systemwide purchasing, financial services, information technology and career training support. Grant money funds the pilot

launch of the California College Guidance Initiative, a technology-based college-counseling preparation and transition program supporting low-income students hoping to enroll in and complete college.

FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES

› SACRAMENTO, CALIF.

\$370,000 (2012)

The foundation serves California's 112 community colleges, providing resource development and advancement, program and grant management, systemwide purchasing, financial services, information technology and career-training support. This two-year, \$845,000 grant underwrites the development of a statewide student-awareness campaign and online resource center to help more community college students complete their degrees.

FOUNDATION FOR MAINE'S COMMUNITY COLLEGES

› SOUTH PORTLAND, MAINE

\$75,000

The foundation provides financial support for the seven colleges in the Maine Community College System and reinforces the need to raise Maine's college achievement level. This grant extends a prior funding commitment for an additional year to enable Eastern Maine Community College to continue its participation in the Achieving the Dream initiative through 2014.

GET SCHOOLED FOUNDATION

› NEW YORK

\$111,000

The national foundation uses the media and messengers of popular culture to motivate students to graduate from high school and empower them to enroll in college and complete their degrees. Grant funding enables Get Schooled to identify, market and distribute high-quality college-access technologies to high school counselors, college-access organizations and other education stakeholders that assist low-income and underserved students who are pursuing postsecondary education.

GOVERNORS STATE UNIVERSITY

› UNIVERSITY PARK, ILL.

\$175,000 (2011)

The upper-division university, where course work begins at the junior baccalaureate level, is the only public institution of higher education in Chicago's south suburban area. This three-year, \$875,000 grant funds the expansion of the university's Dual Degree Program, which aims to increase the transfer rate of students from six local community colleges.

HIGHER EDUCATION POLICY INSTITUTE

› SAN JOSE, CALIF.

\$25,000 (2012)

The institute is the fiscal agent for Change: The Magazine of Higher Learning, which explores trends and issues in higher education. This grant supports the magazine's editorial functions.

HOUSTON COMMUNITY COLLEGE FOUNDATION

› HOUSTON

\$200,000 (2011)

The foundation supports Houston Community College, one of the nation's largest and most diverse two-year colleges, which serves 75,000 predominantly low-income and minority students at its six campuses. This four-year, \$800,000 grant funds the Adult Degree Completion Initiative, which includes the college's Veterans Outreach program and five-week Parent Academy.

iMENTOR

› NEW YORK

\$450,000

The program builds mentoring relationships that empower students from low-income communities to develop strong personal relationships, nurture college aspirations, navigate the college application process and build critical skills that lead to college success. Funding from a two-year, \$600,000 grant allows iMentor to launch a national partnership with Big Brothers Big Sisters of America and expand its program to four new cities.

INCIGHT COMPANY

› PORTLAND, ORE.

\$108,000 (2010)

Founded by two wheelchair-dependent college graduates, Incight operates the Students Transitioning and Realizing Talent program, which provides disabled high school students with the tools, resources and support to chart their course into postsecondary education. This four-year, \$375,000 grant expands Incight's direct services for participants while they are in high school and college and strengthens the college access and success pipeline for students with disabilities.

INDEPENDENT COLLEGES OF INDIANA INC.

› INDIANAPOLIS

\$120,000

The organization serves as the collective voice for Indiana's 31 private, nonprofit colleges and universities and their 90,000 students. It is using a two-year, \$240,000 grant to explore different options for consolidating administrative functions across institutions to reduce operating costs.

INSTITUTE FOR COLLEGE ACCESS AND SUCCESS, INC.

› OAKLAND, CALIF.

\$250,000 (2011)

The nonpartisan organization works to make higher education more accessible and affordable for students through policy research, educational outreach and advocacy. This three-year, \$750,000 grant supports the organization's general operations, giving it greater flexibility to respond to new policy developments while pursuing its strategic agenda.

INSTITUTE OF INTERNATIONAL EDUCATION

› NEW YORK

\$50,000

The institute works to foster mutual understanding, develop global leaders and protect academic freedom worldwide through educational exchange and training programs. This grant extends a prior funding commitment to engage the institute as the administrator of a Travel and Learning Fund that enables U.S. and South African representatives to attend conferences, training opportunities and meetings focused on higher education access and success issues.

JOBS FOR THE FUTURE

› BOSTON

\$250,000 (2012)

The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. A three-year, \$750,000 grant enables the organization to provide technical assistance to Student Success Centers in Michigan, Ohio and Arkansas and to expand the model to additional states.

JOBS FOR THE FUTURE

› BOSTON

\$341,750 (2011)

The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. This four-year, \$1.13 million grant funds Accelerating Opportunity, a collaborative initiative with 40 community colleges in five states to create and expand improved pathways to postsecondary credentials for lower-skilled adults enrolled in adult basic education.

MACOMB COMMUNITY COLLEGE

› WARREN, MICH.

\$100,000 (2009)

Thousands of students earn college degrees or receive advanced training at Macomb, the largest grantor of associate degrees in the state and ranked consistently among the top 2 percent of community colleges nationally. This five-year, \$620,000 grant supports the college's participation in Achieving the Dream, a multiyear initiative to improve success and outcomes for students attending community colleges.

MDRC

› NEW YORK

\$250,000

The education and social-policy research organization combines research and experience to improve the lives of low-income individuals and to influence public policy and practice. This grant supports MDRC's efforts to scale Aid Like a Paycheck, an innovative approach for distributing Pell Grants and other federal aid as biweekly rather than lump-sum payments to help students better manage their finances, balance school and work commitments and achieve their academic goals.

MICHIGAN COLLEGE ACCESS NETWORK

› LANSING, MICH.

\$650,000

The network seeks to increase college readiness, participation and completion rates in Michigan, particularly among low-income, first-generation and minority students. This two-year, \$1.12 million grant advances its core programs, public awareness campaigns and professional development opportunities.

MOREHOUSE COLLEGE

› ATLANTA

\$405,000

Morehouse is among the nation's most prominent and influential historically black colleges. This grant supports the new administration's efforts to strengthen the college's financial underpinnings, improve its operations and lay out a trajectory for long-term sustainability and success.

NATIONAL COUNCIL FOR COMMUNITY AND EDUCATION PARTNERSHIPS

› WASHINGTON

\$262,000 (2012)

The council creates and leverages broad-based education and community partnerships to improve public education, raise academic achievement levels and increase access to higher education for low-income students. This two-year, \$610,000 grant enables the council to

develop an advocacy strategy to generate continued support for Gaining Early Awareness and Readiness for Undergraduate Programs, a backbone federal college-access initiative serving 500,000 students in 43 states and four territories.

NATIONAL LEAGUE OF CITIES INSTITUTE INC.

› WASHINGTON

\$350,000

Dedicated to helping city leaders build better communities, the national membership organization works in partnership with the 49 state municipal leagues and serves as a resource and advocate for more than 19,000 cities. A two-year, \$475,000 grant enables the organization to improve the effectiveness and impact of strategic partnerships among municipal leaders, statewide college access networks and other stakeholders dedicated to increasing college completion rates in select cities.

NEW AMERICA FOUNDATION

› WASHINGTON

\$150,000

The New America Foundation, a nonpartisan public-policy institute, invests in new thinkers and ideas to address the nation's next generation of challenges, including national security, technology, asset building, health, energy, education and the economy. Through this two-year, \$200,000 grant, the foundation is conducting two separate research studies focused on Hispanic student retention and the changing digital learning landscape, to help community colleges develop scalable strategies for improving student success.

THE NEW PRESS

› NEW YORK

\$290,000 (2011)

Committed to publishing works of educational, cultural, social and community value, the press has released more than 1,000 titles since 1990, including winners of the Pulitzer Prize, the National Book Award and other accolades. This two-year, \$590,000 grant underwrites the publication and promotion of a six-book series focusing on key issues in higher education, including affordability, barriers to college completion and diversity.

OAKLAND UNIVERSITY

› ROCHESTER, MICH.

\$30,000

Located in metropolitan Detroit, Oakland University offers undergraduate, graduate and continuing education programs to support research, scholarship, creative activity and public service. Funding enables the university to convene a two-day conference in 2014 focused on identifying and implementing best practices to promote student

persistence and college completion at all Michigan institutions of higher learning.

OHIO ASSOCIATION OF COMMUNITY COLLEGES

› COLUMBUS, OHIO

\$200,000 (2012)

The membership organization serves as a policy and programming advocate for Ohio's community colleges and their 300,000 students. A two-year, \$500,000 grant supports the launch of a Student Success Center to act as a hub for coordinating statewide efforts to increase college student persistence and degree completion in the state.

ON POINT FOR COLLEGE

› SYRACUSE, N.Y.

\$200,000

The organization opens the door to higher education for low-income, underserved youth, breaks down barriers that hinder first-generation and at-risk students from entering college and provides support that empowers them to succeed. A three-year, \$450,000 grant funds the growth and replication of its Pathways to College Graduation Project at three sites in New York state.

PHILANDER SMITH COLLEGE

› LITTLE ROCK, ARK.

\$400,000

Founded by the United Methodist Church to educate freed slaves, the private, four-year liberal arts college has undergone a renaissance by focusing on social justice to build future generations of socially conscious leaders. This two-year, \$600,000 grant supports phase two of the college's Social Justice Initiative by creating a permanent Social Justice Institute to promote dynamic curricula, programs and policies intended to develop future generations of socially conscious leaders.

POSSE FOUNDATION

› NEW YORK

\$100,000 (2011)

The foundation recruits talented low-income students from inner-city high schools who may be overlooked by traditional college-admissions processes and sends cohorts of these students on full scholarships to 40 selective colleges nationwide. The foundation is using this three-year, \$300,000 grant to launch a Posse chapter in Houston, its ninth urban site.

RESEARCH FOR ACTION INC.

› PHILADELPHIA

\$75,000

Research for Action conducts rigorous studies designed to provide a broad range of educational stakeholders with the information they need to improve student outcomes and strengthen schools and communities. Grant money is developing a potential state report card system to grade for-profit postsecondary education institutions and give regulators more information about the effectiveness and value of these education opportunities.

RP GROUP INC.

› BERKELEY, CALIF.

\$150,000 (2011)

The RP Group is a professional association for California community college institutional researchers and planners. This three-year, \$600,000 grant provides funding for a study to identify cost-effective student-support services that improve community college transfer and degree completion and to disseminate the findings throughout the state's community college system.

SCHOLARSHIP AMERICA INC.

› MINNEAPOLIS

\$650,000

Over the past 50 years, the national organization has awarded nearly \$3 billion to 2 million students through its scholarship programs and services. Assisted by this two-year, \$1 million grant, Scholarship America is developing and implementing a new business model for the Dreamkeepers Emergency Financial Assistance Program, which helps community college students overcome financial emergencies and stay enrolled in school.

SINGLE STOP USA INC.

› NEW YORK

\$150,000

The organization coordinates the delivery of critical benefits to low-income families through counseling and its computerized "one-stop shop" model, which facilitates access to a suite of services using a sophisticated screening and enrollment tool. This grant supports the ongoing implementation of Single Stop at Miami Dade College to help connect students with the public benefits, tax credits and services for which they are eligible, thus reducing their financial barriers to degree completion.

STUDENT VETERANS OF AMERICA

› WASHINGTON

\$175,000

The organization represents a national network of 900 affiliated student-veteran chapters and supports high-impact programs, policies and partnerships that empower returning U.S. military members to achieve their educational goals. This two-year, \$350,000 grant advances the development of the Student Veteran Attainment Database as a tool for tracking the academic outcomes of student veterans who use the Post-9/11 GI Bill to pursue college degrees.

TEXAS ASSOCIATION OF COMMUNITY COLLEGES

› AUSTIN, TEXAS

\$400,000

The association provides coordination, professional development and legislative advocacy for the 50 public community college districts in Texas. This three-year, \$750,000 grant funds the launch of the Texas Success Center, a statewide hub to coordinate efforts to increase college success and accelerate degree completion.

uASPIRE

› BOSTON

\$225,000 (2011)

Formerly known as ACCESS, the organization promotes college access for underserved students by offering free college-affordability programs to high school students in Boston and Springfield, Mass. This three-year, \$700,000 grant supports a national expansion into three new cities, the extension of financial-aid counseling to 20,000 additional students and the development of a certification program in college financial-aid advising.

UNITE-LA INC.

› LOS ANGELES

\$400,000

The organization provides minority and low-income Los Angeles high school students with the information and assistance they need to apply for college financial aid. Assistance from a two-year, \$650,000 grant enables the organization to drive the implementation of education reforms aimed at improving graduation rates in southern California's community colleges and to strengthen programmatic connections between education and business.

UNIVERSITY OF HAWAII FOUNDATION

› HONOLULU

\$172,000 (2012)

The foundation raises gifts to support the University of Hawaii's 10 campuses, students and programs. This two-year, \$434,000 grant, part

of the national Credit When It’s Due initiative, enables the university to scale up and systematize its reverse-transfer system, which awards associate degrees to students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE

› ADELPHI, MD.

\$150,000

With its focus on distance education and adult learners, the college now serves more than 90,000 students in 20 countries, including U.S. overseas military personnel and their families. This grant extends prior funding to enable the college to support a national conference on using analytical student data to develop and implement intervention models at community colleges and four-year institutions to increase student retention, progression and graduation success.

UNIVERSITY OF TEXAS AT AUSTIN

› AUSTIN, TEXAS

\$350,000

The university is one of the nation’s most prominent public flagship institutions. The university’s Charles A. Dana Center is using a two-year, \$750,000 grant to develop and scale in Texas the New Mathways Project, an innovative approach for teaching remedial math to community college students to upgrade their skills and prepare them for college-level math courses.

UNIVERSITY OF TEXAS AT AUSTIN

› AUSTIN, TEXAS

\$175,000

The university is one of the nation’s most prominent public flagship institutions. Its College of Education houses the Center for Community College Student Engagement, which is using this two-year, \$250,000 grant to co-develop and conduct a three-day institute focused on helping community colleges and universities strengthen Latino student engagement, transfer processes and college completion in urban areas.

UNIVERSITY OF TEXAS AT AUSTIN

› AUSTIN, TEXAS

\$240,000 (2012)

The university offers undergraduate and graduate education and supports research and public service. Its College of Education houses the Center for Community College Student Engagement, which is using this two-year, \$740,000 grant to launch a large-scale exploration of the experiences and challenges that men of color encounter in community colleges.

U.S. DEPARTMENT OF EDUCATION

› WASHINGTON

\$23,000

The department is the primary government agency overseeing education policy in the United States. This grant supports the 2013 White House Initiative on Historically Black Colleges and Universities national conference, which convenes HBCU leaders to highlight significant HBCU contributions, to discuss the current challenges facing their institutions and students and to develop practical strategies for enhancing the delivery of high-quality educational experiences.

WASHINGTON MONTHLY CORP.

› WASHINGTON

\$172,000

Washington Monthly is one of the nation’s best-known nonprofit public policy magazines; one of its best-known products is its annual college rankings issue, which looks at colleges based on their ability to enhance social mobility, produce high-quality research and serve their communities. A two-year, \$225,000 grant provides funding for the development and marketing of a new College Handbook.

WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION

› CHARLESTON, W.VA.

\$150,000

The commission is responsible for developing, establishing and overseeing the implementation of a public-policy agenda for West Virginia’s four-year colleges and universities. A two-year, \$225,000 grant underwrites the design and startup costs of a text-messaging platform pilot that provides 4,500 students at 14 high-need high schools with counseling and resources to help them transition successfully from high school to college.

YES WE MUST COALITION

› WAYLAND, MASS.

\$50,000 (2012)

The coalition strives to increase low-income and underrepresented students’ college-degree attainment at small, independent, nonprofit colleges and universities. This two-year, \$150,000 grant underwrites a strategic planning process to increase the capability of its 27 member institutions to support, advocate for and graduate low-income and underrepresented students.

Education – South Africa

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

› BELLVILLE, SOUTH AFRICA

\$50,000 (2012)

The university is a leader in African technology education. This five-year, \$250,000 grant enables the university to continue building on fundraising and advancement efforts launched as part of the original Kresge Special Initiative in South Africa.

SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT

› WOODSTOCK, CAPE TOWN, SOUTH AFRICA

\$1.37 million

From 2006 to 2010, the institute, known as Inyathelo, managed the original \$10.5 million Kresge Special Initiative in South Africa, which focused on building private advancement capacity at five large teaching institutions. This grant funds the first two years of implementation of a second round of the program, the Kresge-Inyathelo Advancement Initiative, which promotes advancement at four South African universities through training, consulting, structural reforms, better data management, an annual conference and development of a National Advancement Survey.

SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT

› WOODSTOCK, CAPE TOWN, SOUTH AFRICA

\$227,000

From 2006 to 2010, the institute, known as Inyathelo, managed the original \$10.5 million Kresge Special Initiative in South Africa, which focused on building private advancement capacity at five large teaching institutions. This two-year, \$567,000 grant provides funding for a short-course certificate in advancement and resource management, which Inyathelo and the Rhodes University Business School have developed as an interim step toward the delivery of an accredited, two-year, postgraduate diploma in advancement.

TSHWANE UNIVERSITY OF TECHNOLOGY

› PRETORIA, SOUTH AFRICA

\$150,000 (2012)

South Africa’s largest residential university serves primarily low-income students in four of the nation’s nine provinces. This six-year, \$640,000 grant supports the university’s participation in the Kresge-Inyathelo Advancement Initiative, aimed at improving the fundraising and development efforts at South African universities.

UNIVERSITY OF PRETORIA

› PRETORIA, SOUTH AFRICA

\$50,000 (2012)

The university has evolved from a mainly white, Afrikaner institution to a multicultural, nonracial university that fully embraces the new South Africa. This five-year, \$250,000 grant enables the university to continue building on fundraising and advancement efforts launched as part of the original Kresge Special Initiative in South Africa.

UNIVERSITY OF THE FREE STATE

› BLOEMFONTEIN, SOUTH AFRICA

\$250,000

The multicultural, bilingual university offers undergraduate and postgraduate degrees in seven disciplines to 33,000 students across three campuses in the Free State Province in central South Africa. Assisted by a three-year, \$820,000 grant, the university’s Center for Teaching and Learning is implementing a suite of student surveys intended to help South African universities and colleges improve student engagement, support and success.

UNIVERSITY OF THE WESTERN CAPE

› BELLVILLE, SOUTH AFRICA

\$50,000 (2012)

The former apartheid government founded the historically black institution, located near Cape Town, to serve “colored” South Africans only, but the university embraced a new mission in the 1970s to serve all races and become the intellectual home of progressive forces. This five-year, \$250,000 grant enables the university to continue building on fundraising and advancement efforts launched as part of the original Kresge Special Initiative in South Africa.

UNIVERSITY OF THE WITWATERSRAND

› JOHANNESBURG

\$50,000 (2012)

Founded with donations from South Africa’s mining industry, “Wits” became a center of political opposition to apartheid and a scientific pioneer, and it has produced several Nobel laureates, including Nelson Mandela and Nadine Gordimer. This five-year, \$250,000 grant enables the university to continue building on fundraising and advancement efforts launched as part of the original Kresge Special Initiative in South Africa.

Environment

KEY

(Year grant awarded if prior to 2013)

2030 INC./ARCHITECTURE 2030

› SANTA FE, N.M.

\$350,000

The nonpartisan, independent organization seeks to reduce greenhouse-gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This two-year, \$400,000 grant extends support for 2030 Districts in Seattle and Cleveland, and it establishes a 2030 Districts Network to provide additional cities with financial, technical and communications assistance to create high-performance building districts.

2030 INC./ARCHITECTURE 2030

› SANTA FE, N.M.

\$150,000

The organization seeks to reduce greenhouse-gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This two-year, \$300,000 grant supports its general operations and pioneering work to accelerate the building sector's adoption of climate-friendly technologies and practices.

AEON

› MINNEAPOLIS

\$100,000

Aeon builds, owns and manages quality, affordable apartments for individuals and families. This grant enables the organization to develop best practices for incorporating advanced green building strategies into multifamily affordable housing and to share lessons learned with property owners and developers pursuing similar goals.

ALLIANCE FOR WATER EFFICIENCY

› CHICAGO

\$120,000

The alliance of stakeholders from utilities, manufacturers, academic institutions, environmental groups and government agencies works through education, advocacy, technical assistance and the development of codes and standards to promote efficient, sustainable water use in the United States and Canada. Funding from this two-year, \$240,000 grant supports the organization's general operations.

AMERICAN COUNCIL FOR AN ENERGY-EFFICIENT ECONOMY

› WASHINGTON

\$200,000

The national organization has a strong track record of leading and supporting improvements in the efficiency of America's energy use through its publications, advocacy work and development of appliance-efficiency standards and model building codes. Through this two-year, \$400,000 grant, the council is launching the City Energy Efficiency Scorecard to assess, assist and track cities seeking to improve their energy-efficiency policies, practices and outcomes.

AMERICAN RIVERS INC.

› WASHINGTON

\$400,000

As a national leader in climate-change adaptation, American Rivers seeks to build resilience in human and natural communities by prescribing climate-smart practices and policies. Through a two-year, \$750,000 grant, the organization is launching four separate initiatives that use watershed-level management to connect diverse urban and rural stakeholders, safeguard water supplies for U.S. cities and restore and maintain ecologically sustainable river systems as the climate changes.

CARPE DIEM WEST

› SAUSALITO, CALIF.

\$17,000

To ensure a more sustainable future for the American West, Carpe Diem West engages water leaders to develop innovative solutions for dealing with water scarcity in a changing climate. Funding offsets the production and dissemination costs of its recent report "New Visions, Smart Choices – Western Water Security in a Changing Climate," which spotlights successful, sustainable, economically sensible steps communities are taking to build a more secure water future.

CARPE DIEM WEST

› SAUSALITO, CALIF.

\$160,000

(2012)

To ensure a more sustainable future for the American West, Carpe Diem West engages water leaders to develop innovative solutions for dealing with water scarcity in a changing climate. This two-year, \$360,000 grant provides continuing support for the organization's efforts to advance improved water-resource policies and practices.

CENTER FOR EARTH, ENERGY AND DEMOCRACY

› MINNEAPOLIS

\$150,000

Working with grassroots communities, policymakers and researchers, the center conducts studies and provides community education on energy, environment and development issues to ensure solutions are democratic, sustainable and socially just. A two-year, \$300,000 grant funds a collaborative project to develop a model for climate adaptation in low-income communities of color in Minneapolis and Chicago, working in partnership with the Little Village Environmental Justice Organization and Physicians for Social Responsibility-Chicago.

CENTER FOR NEIGHBORHOOD TECHNOLOGY

› CHICAGO

\$178,351

(2012)

Dedicated to promoting more livable, sustainable communities, the center develops and pioneers strategies to use natural resources more efficiently and equitably. This two-year, \$350,000 grant funds the development of a one-stop energy-efficiency retrofit model for Chicago's two- to four-unit multifamily housing market and the expansion of the model to incorporate water efficiency and environmentally sustainable methods of stormwater management.

CENTER FOR PLANNING EXCELLENCE

› BATON ROUGE, LA.

\$50,000

(2012)

The organization helps communities create and enact master plans for transportation and infrastructure, equitable housing, environmental sustainability and the built environment. This two-year, \$100,000 grant underwrites the formation of a Coastal Planning Consortium and publication of a Comprehensive Coastal Resource Guide to advance local planning and zoning strategies that increase climate preparedness in Louisiana's coastal communities.

CENTER FOR SOCIAL INCLUSION INC.

› NEW YORK

\$150,000

The center identifies causes of racial inequity at a systems level and works with partners to promote equity and fairness. This grant funds the next phase of the center's Energy Democracy project, which is formulating policy proposals and strategies to advance the development of innovative energy-efficiency and renewable-energy initiatives, particularly in low-income communities and communities of color.

CENTER FOR SOCIAL INCLUSION INC.

› NEW YORK

\$200,000

The center identifies causes of racial inequity at a systems level and works with partners to promote equity and fairness. Grant funding advances its collaboration with the Pratt Institute on the build-out of a new climate-resilience workshop and seminar series that both educates and engages students and practitioners with local residents to help diverse low- and moderate-income communities develop readiness plans for climate-change impacts.

CERES INC.

› BOSTON

\$325,000

The advocacy organization works to integrate sustainability into day-to-day business practices to improve the health of the planet and its inhabitants. Assisted by this two-year, \$650,000 grant, Ceres is scaling a suite of programs aimed at building support for climate action among private-sector leaders, growing the Carbon Asset Risk campaign and expanding the Clean Trillion campaign to increase global investment in clean energy and climate solutions.

CITY AND COUNTY OF SAN FRANCISCO

› SAN FRANCISCO

\$120,000

In 2011, San Francisco adopted the Existing Commercial Buildings Energy Performance Ordinance, requiring commercial property owners to benchmark their buildings' annual energy use and make that information publicly available. This grant continues to support the San Francisco Department of the Environment's implementation of the city's new rating and disclosure policy, which drives greater energy savings and strengthens the case for early adoption by other cities.

CLEAN ENERGY GROUP INC.

› MONTPELIER, VT.

\$150,000

(2012)

The advocacy organization works in the United States and internationally on innovative technology, finance and policy programs related to clean energy and climate change. A two-year, \$300,000 grant supports an initiative that will assist communities to use municipal bonds and other types of public debt financing for clean-energy projects.

CLIMATE CENTRAL INC.

› PRINCETON, N.J.

\$250,000

(2012)

The organization conducts scientific research on climate change and informs the public of key findings related to climate science, energy and

impacts such as sea-level rise. This two-year, \$500,000 grant enables Climate Central to develop an online mapping resource that depicts the threat of sea-level rise to socially vulnerable U.S. coastal areas in support of adaptation efforts.

COMMUNITIES FOR A BETTER ENVIRONMENT

› HUNTINGTON PARK, CALIF.

\$200,000

Through grassroots activism, environmental research and legal assistance, the environmental-justice organization helps minority residents in underserved, industrialized communities throughout California change policies and practices that threaten their health. It is using a three-year, \$600,000 grant to develop climate-resilience plans for the communities of Wilmington and Richmond and to share its methodology and model with policymakers and practitioners.

COMMUNITY FOUNDATION FOR THE NATIONAL CAPITAL REGION

› WASHINGTON

\$50,000 (2012)

The foundation is home to nearly 700 donor-advised and field-of-interest funds formed by individuals, families and corporations that seek to bring about positive change in the Washington metropolitan area. This two-year, \$200,000 grant is being used to pilot a commercial property-assessed, clean-energy finance program that encourages real estate owners to make energy-efficiency improvements to their commercial and multifamily buildings in the nation's capital.

CONNECTICUT FUND FOR THE ENVIRONMENT

› NEW HAVEN, CONN.

\$150,000

The environmental organization is dedicated to protecting and improving the land, air and water of Connecticut and Long Island Sound. Through this two-year, \$275,000 grant, it is partnering with the Business Council of Fairfield County to launch the Stamford 2030 District, to reduce the carbon footprint and improve the resilience and climate preparedness of Stamford's central business area.

CONSERVATION BIOLOGY INSTITUTE INC.

› CORVALLIS, ORE.

\$200,000

The organization provides scientific expertise to support the conservation and recovery of biological diversity through applied research, education, planning and community service. This two-year, \$400,000 grant provides renewed support and funds the development of a sustainable business model for the Data Basin Climate Center, an interactive, open-source, Web-based resource focused on data related to

climate change.

CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY

› SAN FRANCISCO

\$75,000

The membership organization of foundations engaged in environmental philanthropy is dedicated to conserving and restoring the planet's biological diversity. This grant covers Kresge's membership dues for two years and supports expansion of the group's core membership, program activities and educational and research opportunities.

EARTH ECONOMICS

› TACOMA, WASH.

\$170,000

Earth Economics is devoted to promoting ecosystem health and ecological economics and to halting the globalization of unsustainable economic policies. A two-year, \$340,000 grant funds project work to make updates to government accounting rules, policies and financing methods that encourage municipalities and federal agencies to consider the value of ecosystem services provided by natural systems, such as watersheds and wetlands.

ECOADAPT

› BAINBRIDGE ISLAND, WASH.

\$325,000 (2012)

EcoAdapt brings together diverse constituents from the conservation, policy, science and development communities to reshape the response to climate change and support the implementation of adaptation strategies. This two-year, \$675,000 grant for general operations enables the organization to expand and deepen its climate-change adaptation programs and services.

ECODISTRICTS

› PORTLAND, ORE.

\$150,000

EcoDistricts, formerly the Portland Sustainability Institute, provides the people, tools, services and training to help cities and urban-development practitioners create neighborhoods that are resilient, vibrant, resource-efficient and just. A two-year, \$300,000 grant funds the annual EcoDistricts Summit for urban sustainability leaders, the EcoDistricts Incubator for training municipal and community-development leaders and the Target Cities pilot program to integrate the EcoDistricts framework into revitalization projects in six cities.

ECOTRUST

› PORTLAND, ORE.

\$100,000

The conservation organization supports the Economics for Equity and the Environment Network, which engages progressive economists in the development and promotion of sound economic foundations for environmental policy. Ecotrust is using this two-year, \$200,000 grant to fund its Future Economy project, which fosters climate resilience and social equity by advancing economic research, understanding and scaling of successful community-based transitions to the green economy in cities.

ENTERPRISE COMMUNITY PARTNERS INC.

› COLUMBIA, MD.

\$400,000

The national organization is spearheading efforts to achieve deep energy efficiency in affordable multifamily housing, in order to provide significant health, economic and environmental benefits to low-income households and communities. This two-year, \$800,000 grant enables Enterprise to build new relationships and capacities among practitioners in urban sustainability, community development and affordable housing that foster greater climate resilience and wealth creation in American cities.

ENVIRONMENTAL DEFENSE FUND INC.

› NEW YORK

\$270,000 (2012)

The independent advocacy group links science, economics and law to create innovative, equitable and cost-effective solutions to the most urgent environmental problems. Funding from this two-year, \$540,000 grant supports its multifaceted strategy for strengthening the economy of Mississippi River Delta communities, restoring degraded natural wetlands and shaping the activities of public agencies.

FLORIDA PUBLIC HEALTH INSTITUTE

› LAKE WORTH, FLA.

\$125,000

The institute conducts action-oriented research and promotes leadership, partnerships and collaborations to build capacity for strong public health policy, programs, systems and practices. A two-year, \$250,000 grant supports the institute's efforts to identify the public health risks of sea-level rise for vulnerable Southeast Florida communities and to provide local public health leaders with technical assistance and training.

FRESHWATER FUTURE

› PETOSKEY, MICH.

\$210,000 (2012)

The organization supports grassroots watershed groups and citizens working locally to protect and restore aquatic habitats throughout the Great Lakes Basin. This two-year, \$420,000 grant enables Freshwater Future to provide climate-change information, training and technical assistance to urban leaders at Community Climate Symposia in four Great Lakes cities and to continue its Great Lakes Community Climate small-grants program, which supports local projects.

FUTUREWISE

› SEATTLE

\$120,000

The statewide public-interest group works to promote healthy communities and cities while protecting farmland, forests and shorelines. Funding enables Futurewise to use the STAR Community Index, in conjunction with community engagement and policy support, to improve equity and climate resilience for low-income residents in Washington's King County.

GARRISON INSTITUTE

› GARRISON, N.Y.

\$185,000

The nonsectarian organization supports program initiatives that give teachers, caregivers, environmentalists and other stakeholders working on the frontlines of social and environmental engagement the rigorous, innovative, contemplative-based tools and approaches they need to succeed. The institute is spearheading a project in partnership with the University of Michigan to research and map the array of technical resources, including information hubs, publications, tools, training, services and advisers available to support local and regional efforts to build climate resilience.

GARRISON INSTITUTE

› GARRISON, N.Y.

\$95,000 (2012)

The nonsectarian organization supports program initiatives that give teachers, caregivers, environmentalists and other stakeholders working on the frontlines of social and environmental engagement the rigorous, innovative, contemplative-based tools and approaches they need to succeed. It is using a two-year, \$195,000 grant to support the Climate, Mind and Behavior Program, which seeks to develop effective, people-centered approaches for addressing climate change.

GEORGETOWN UNIVERSITY

› WASHINGTON

\$300,000

The academic and research institution oversees the Georgetown Climate Center, formerly the State-Federal Climate Resource Center, which seeks to inform and advance effective climate and energy policies. Through this two-year, \$620,000 grant, the center is providing federal, state and local decision-makers with in-depth analyses and technical information

GEOS INSTITUTE

› ASHLAND, ORE.

\$200,000 (2012)

The organization uses science to help communities predict, reduce and prepare for climate change. This two-year, \$400,000 grant enables Geos to amplify, diversify and strengthen its ClimateWise scientific-consulting unit, which specializes in helping communities project the local impacts of climate change and minimize and prepare for those impacts.

GLOBAL PHILANTHROPY PARTNERSHIP

› CHICAGO

\$200,000

The organization works to promote international giving, raise awareness of global development issues and instill greater understanding of the field of global philanthropy. As the fiscal sponsor for the STAR Community Index, the partnership is using this two-year, \$400,000 grant to accelerate the rollout of the national rating system for community sustainability.

GLOBAL PHILANTHROPY PARTNERSHIP

› CHICAGO

\$262,000

The organization works to promote international giving, raise awareness of global development issues and instill greater understanding of the field of global philanthropy. A two-year, \$412,000 grant underwrites the partnership's Urban Sustainability Directors Network, which encourages the sharing of best practices by sustainability directors representing North American communities, and it funds a research project to elevate initiatives that ensure low-income communities benefit equitably from cities' sustainability efforts.

GREAT PLAINS INSTITUTE FOR SUSTAINABLE DEVELOPMENT

› MINNEAPOLIS

\$158,000 (2011)

With its focus on the long-term economic, environmental and social well-being of the Northern Plains, the institute is working to accelerate the transition to a renewable, low-carbon energy system. With this three-year, \$316,000 grant, the institute is building broad-based support for the development of new electric-power transmission lines needed to advance the adoption of renewable energy in the Midwest.

GREEN BUILDING ALLIANCE

› PITTSBURGH

\$150,000

Through its programs and initiatives, the alliance promotes the creation of healthy, high-performing places for everyone, while providing leadership that connects knowledge, transformative ideas and collaborative action. This two-year, \$300,000 grant provides continuing funding for the development of the Pittsburgh 2030 District, a downtown area targeting aggressive improvements in the energy and water efficiency of new and existing buildings, as well as reductions in vehicle emissions.

GREEN FOR ALL

› OAKLAND, CALIF.

\$300,000

The national organization seeks to build an inclusive green economy while reducing environmental harm and increasing large-scale employment opportunities for disadvantaged communities. Grant money enables Green For All to continue its project work in energy efficiency and water infrastructure and to develop a work plan for extending its engagement with low-income communities into other areas related to climate resilience.

GROUNDSWELL INC.

› WASHINGTON

\$50,000

The organization leverages community demand and purchasing power to make clean energy and energy-efficiency upgrades affordable, while creating investment, jobs and local entrepreneurial opportunity. This grant increases and extends funding for Groundswell's general operations, enabling it to expand its reach, deepen its engagement and support an emerging network of civic consumption practitioners.

GULF RESTORATION NETWORK

› NEW ORLEANS

\$350,000 (2012)

The coalition of public-interest and environmental organizations is committed to protecting and restoring the Gulf of Mexico coastal area. A two-year, \$700,000 grant strengthens partnership efforts to advance ecosystem restoration and nonstructural approaches that increase the climate preparedness and sustainability of communities in coastal Louisiana and the greater New Orleans region.

HAWAI'I COMMUNITY FOUNDATION

› HONOLULU

\$75,000

The statewide philanthropic foundation provides grants and advisory services to nonprofit organizations that invest in people and solutions to benefit Hawaiian island communities. A two-year, \$150,000 grant funds the first phase of the Hawai'i Fresh Water Initiative, which is engaging key stakeholders in the development of a multifaceted agenda to sustain

the islands' water supply in the face of climate change.

HEADWATERS ECONOMICS INC.

› BOZEMAN, MONT.

\$200,000 (2012)

The organization works to improve community-development and land-management agendas in the western United States by conducting cutting-edge research and informing key decision-makers. Assisted by a two-year, \$400,000 grant, Headwaters Economics is creating customized economic- and fiscal-analysis tools to help western U.S. communities develop and implement cost-effective plans for climate adaptation.

INNOVATION NETWORK FOR COMMUNITIES

› TAMWORTH, N.H.

\$250,000

The national organization helps to develop and spread scalable innovations that transform the performance of community systems such as education, energy, land use, transportation and workforce development. This grant is being used to establish the Carbon Neutral City Network, which promotes the adoption of carbon-neutrality agendas, best practices and collaborative strategies among cities committed to achieving an 80 percent reduction in their carbon emissions by 2050.

INSTITUTE FOR MARKET TRANSFORMATION INC.

› WASHINGTON

\$150,000

The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. This grant furthers its efforts to drive energy-efficiency investments in buildings by creating energy-performance policies, improving owners' access to financing, realigning landlord and tenant incentives for green leasing and tightening compliance with building energy codes.

INSTITUTE FOR MARKET TRANSFORMATION INC.

› WASHINGTON

\$1.1 million (2012)

The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. A three-year, \$3.23 million grant supports the launch of the City Energy Project to accelerate the creation and implementation of local energy-efficiency policies and programs in 10 U.S. cities.

INSTITUTE FOR SUSTAINABLE COMMUNITIES

› MONTPELIER, VT.

\$450,000

The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience to the impacts of climate disruption. A two-year, \$900,000 grant advances climate-focused programming, including further development of the American Society of Adaptation Practitioners, a new professional association that fosters climate resilience by investing in the human resources needed for the challenge.

INSTITUTE FOR SUSTAINABLE COMMUNITIES

› MONTPELIER, VT.

\$325,000 (2012)

The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience to the impacts of climate disruption. A three-year, \$975,000 grant supports the implementation of the Southeast Florida Regional Climate Change Compact, a groundbreaking project to coordinate greenhouse-gas reduction and climate-change adaptation across cities in four Florida counties.

INTERNATIONAL LIVING FUTURE INSTITUTE

› PORTLAND, ORE.

\$200,000 (2012)

The institute offers green building and infrastructure solutions for buildings, neighborhoods and cities. Funding from a two-year, \$400,000 grant supports the expansion of the Living Building Challenge, the built environment's most rigorous performance standard, and helps strengthen its relevance to owners and developers of affordable housing.

ISLAND PRESS - CENTER FOR RESOURCE ECONOMICS

› WASHINGTON

\$100,000 (2012)

Its titles in print, author programs and online presence make the press a leading publishing house of books on environmental issues and a communicator of environmental ideas. Assisted by a two-year, \$300,000 grant, its Built Environment Program is developing a new series of books focused on climate-change resilience, with an emphasis on urban aspects and social justice.

THE JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES

› WASHINGTON

\$250,000

The center is a catalyst for groundbreaking research and critical policy analysis on topics of concern to all Americans, especially African Americans and other people of color. Grant money supports research, documentation and dissemination of effective methods for incorporating the needs of communities of color in local governments' climate-resilience planning and programs.

LAND INFORMATION ACCESS ASSOCIATION

› TRAVERSE CITY, MICH.

\$170,000 (2012)

The association provides technical, scientific, informational and educational services to citizens, nonprofit groups and local governments for land-use planning, resource management, emergency-management planning and environmental protection. This two-year, \$384,000 grant funds the development and testing of approaches that can help Michigan communities prepare for and adapt to climate change.

LOCAL GOVERNMENT COMMISSION

› SACRAMENTO, CALIF.

\$150,000

The nonpartisan membership organization provides technical and networking services to elected officials, city planners and other key leaders committed to achieving more livable, prosperous and sustainable communities. This grant funds a one-year staff position to coordinate the emerging Alliance of Regional Collaboratives for Climate Adaptation network, and it provides sponsorship backing for California's first Adaptation Forum in June 2014.

LOCAL GOVERNMENT COMMISSION

› SACRAMENTO, CALIF.

\$205,000 (2012)

The nonpartisan membership organization provides technical and networking services to elected officials, city planners and other key leaders committed to achieving more livable, prosperous and sustainable communities. Funding from a two-year, \$485,000 grant enables the commission to establish a cross-sector consortium to implement a climate-resilience agenda for the San Joaquin Valley and headwaters region of central California.

LOUISIANA STATE UNIVERSITY

› BATON ROUGE, LA.

\$100,000

The university provides undergraduate and graduate education and supports land, sea and space grant research. The university anchors the Coastal Sustainability Studio and its Louisiana Resilience Assistance Program, which is using a two-year, \$200,000 grant to develop a toolkit to help vulnerable coastal municipalities become more resilient to climate-change impacts.

METROPOLITAN TRANSPORTATION COMMISSION

› OAKLAND, CALIF.

\$30,000

The agency oversees the planning, coordination and financing of transportation in the nine-county San Francisco Bay Area. This grant underwrites the consulting costs associated with structuring a collective-impact process to accelerate the launch of a collaboration on climate and energy resilience that supports local and regional action.

METROPOLITAN TRANSPORTATION COMMISSION

› OAKLAND, CALIF.

\$60,000

The agency oversees the planning, coordination and financing of transportation in the nine-county San Francisco Bay Area. This grant, administered by the Bay Area Joint Policy Committee, funds the next stage of a project to organize a collaboration on climate and energy resilience that supports local and regional action.

MODEL FOREST POLICY PROGRAM INC.

› SAGLE, IDAHO

\$300,000 (2012)

The national organization is dedicated to promoting forest stewardship and sustainable forestry practices by public and private forest landowners. A two-year, \$600,000 grant helps to expand the Climate Solutions University, a collaborative initiative that trains leaders of rural communities to prepare for climate change by developing climate-wise local strategies for land- and water-use management.

MOVEMENT STRATEGY CENTER

› OAKLAND, CALIF.

\$422,200

The national intermediary engages traditionally marginalized populations and their leaders in building an ecosystem of grassroots organizations that shares values, responds to community needs, advances policy solutions and transforms lives. Through this grant, the center is

advancing a new framework and agenda for climate resilience that explicitly considers the needs and interests of low-income individuals and communities.

NAACP

› BALTIMORE

\$150,000

The nation's oldest and largest civil-rights organization works to ensure the political, educational, social and economic equality of rights of all people and to eliminate race-based discrimination. A two-year, \$303,000 grant enables the NAACP to provide local leaders with training on sustainability and climate resilience and to advance the adoption of climate-resilience planning and implementation in low-income communities.

NATIONAL HOUSING TRUST

› WASHINGTON

\$125,000

The organization works to ensure that federally subsidized and privately owned rental housing remains affordable, accessible and sustainable. Through grant support, the trust is expanding its collaborative partnerships with utilities, state agencies and energy-conservation advocates to make financial resources available for energy-efficiency retrofits of affordable, multifamily rental housing.

NATIONAL TRUST FOR HISTORIC PRESERVATION

› WASHINGTON

\$213,000

The trust provides leadership, education, advocacy and resources to save America's diverse historic places and to revitalize its communities. This grant provides funding for the Preservation Green Lab, an initiative launched in 2009 to encourage the deep energy retrofitting and reuse of smaller commercial and multifamily buildings and to increase building owners' access to district-scale clean-energy sources.

NATIONAL WILDLIFE FEDERATION

› RESTON, VA.

\$120,000

The conservation organization works to protect and restore wildlife habitat, confront climate change and connect people with nature. This grant provided sponsorship for the first National Adaptation Forum, held in Denver in April 2013, and travel scholarships that enabled 25 municipal and nonprofit leaders to attend the three-day event, which spotlighted recent findings and best practices related to climate-change adaptation.

NEW VENTURE FUND

› WASHINGTON

\$125,000

The organization offers implementation and intermediary services to the philanthropic sector for public-interest projects focused on conservation, global health, education, music, the arts and other areas. This two-year, \$250,000 grant expands the footprint, heightens the awareness and accelerates the rollout of the PACENow initiative to promote the use of Property Assessed Clean Energy financing to drive energy retrofits of homes and commercial buildings.

NEW YORK CITY ENERGY EFFICIENCY CORP.

› NEW YORK

\$200,000

The corporation develops financing products to fund energy-efficiency retrofits in commercial, institutional, nonprofit and multifamily buildings. A two-year, \$400,000 grant supports the corporation's general operations and helps to advance New York City's energy and climate goals.

NEW YORK FOUNDATION FOR THE ARTS

› BROOKLYN, N.Y.

\$100,000

The independent arts organization supports artists across all creative disciplines through its grantmaking and fiscal sponsorship, online services and resources, and professional-development training. This funding underwrites HighWaterLine, a project that uses performance art to create community awareness in Miami of sea-level rise and other climatechange threats and to help residents prepare for damaging climate-related impacts.

OBERLIN COLLEGE

› OBERLIN, OHIO

\$250,000

The four-year liberal arts college and conservatory of music is the lead anchor institution for the Oberlin Project, a planned green redesign of the city of Oberlin that serves as a working model of environmental sustainability and economic development. A three-year, \$750,000 grant from our Environment and Education programs provides ongoing support for the redevelopment of a 13-acre block in the city center as a LEED-platinum Green Arts District and for the launch of America's first carbon-neutral community.

OXFAM AMERICA INC.

› BOSTON

\$250,000 (2012)

The U.S.-based international relief and development organization, one of 14 affiliates worldwide, creates lasting solutions to poverty, hunger and injustice. A three-year, \$600,000 grant bolsters Oxfam's efforts to provide socially vulnerable communities along the Gulf of Mexico coast with access to resources that increase their resilience to climate change and generate economic opportunities.

PEOPLE UNITED FOR SUSTAINABLE HOUSING INC.

› BUFFALO, N.Y.

\$140,000 (2012)

The grassroots community organization mobilizes residents to create strong neighborhoods with high-quality affordable housing, expand local hiring opportunities and advance economic justice on Buffalo's west side. A two-year, \$280,000 grant helps to strengthen and replicate the Green Development Zone model, a multifaceted effort to build a robust, sustainable community and reduce greenhouse-gas emissions in a 25-block area of the city.

POPTECH

› CAMDEN, MAINE

\$150,000

The organization brings together a global community of innovators from diverse fields, including science, technology, design, corporate and civic leadership, public health, and social and ecological innovation, to share insights and work collaboratively to create lasting change. It used this grant money to plan and host The City Resilient, a landmark forum held in Brooklyn, N.Y., in June 2013, which examined urban vulnerability to climate-change disruptions and strategies for improving communities' resilience, as well as follow-on activities to the forum.

PRATT INSTITUTE

› BROOKLYN, N.Y.

\$125,000

The private, nonprofit college offers undergraduate and graduate degree programs in architecture, art and design, information and library science, and liberal arts and sciences. The institute's Pratt Center for Community Development is using a two-year, \$250,000 grant to launch a climate-change initiative focused on recovery efforts and resilience planning in low- and moderate-income communities disproportionately impacted by Hurricane Sandy in 2012.

PUBLIC HEALTH INSTITUTE

› OAKLAND, CALIF.

\$25,000

The independent organization is dedicated to promoting health, well-being and quality of life for people in California and the nation. This grant funds the launch of the U.S. Climate and Health Alliance, a network of public health and health care professionals seeking to increase public health engagement in climate-change action and policy.

PUBLIC HEALTH INSTITUTE

› OAKLAND, CALIF.

\$300,000 (2012)

The independent organization is dedicated to promoting health, well-being and quality of life for people in California and the nation. The institute is using a two-year, \$650,000 grant from our Environment and Health programs to engage public health leaders and organizations in government and grassroots efforts to reduce greenhouse-gas emissions, improve the climate resilience of communities and bridge the climate gap for disadvantaged areas.

THE RESOURCE INNOVATION GROUP INC.

› EUGENE, ORE.

\$100,000

The independent research and consulting organization fosters the development and application of innovative thinking and approaches to complex social-ecological problems, including global climate change. Grant funding supports Climate Access, an online resource intended to build the communications knowledge, skills and abilities of climate practitioners.

ROCKEFELLER PHILANTHROPY ADVISORS INC.

› CAMBRIDGE, MASS.

\$150,000

The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. A two-year, \$300,000 grant for the Sustainable Endowments Institute, hosted by Rockefeller Philanthropy Advisors, supports the Billion Dollar Green Challenge to encourage colleges, universities and other institutions to invest a combined \$1 billion in revolving-loan funds that finance energy-efficiency improvements.

RUTGERS UNIVERSITY FOUNDATION

› NEW BRUNSWICK, N.J.

\$186,000 (2012)

The foundation advances Rutgers University's pursuit of excellence in education, research and public service. This two-year, \$400,000 grant

underwrites the development of the New Jersey Climate Alliance, a broad-based collaborative of policymakers, practitioners, nonprofit organizations, business leaders and academic experts focused on addressing the impacts of climate change at the state and local levels.

THE SAN DIEGO FOUNDATION

› SAN DIEGO

\$225,000

The foundation is a leading resource for information about community needs and charitable giving in San Diego. This two-year, \$425,000 grant enables the foundation to expand and strengthen the Regional Climate Protection Network, a collaborative effort by local government, nonprofits, businesses and consumers to build resilience to climate-change impacts.

SKY ISLAND ALLIANCE

› TUCSON, ARIZ.

\$200,000

The grassroots organization is dedicated to protecting and restoring the rich natural heritage of native species and habitats in the Sky Island region of the American Southwest and northwestern Mexico. The alliance is using this funding to implement a comprehensive, collaborative climate-change adaptation strategy for the region, in partnership with academic, tribal, governmental and environmental advocacy partners.

STRATUS CONSULTING

› BOULDER, COLO.

\$500,000

Stratus offers environmental research, policy analysis and consulting services. Through a two-year, \$615,225 grant, the consultancy is designing and conducting a comprehensive empirical evaluation of community-based climate adaptation in the U.S. that can help to inform climate policy and practice.

TIDES CANADA FOUNDATION

› VANCOUVER, BRITISH COLUMBIA

\$200,000 (2011)

Tides Canada provides innovative philanthropic, financial and project-management services to help philanthropists, foundations, activists, civic organizations and other change-makers address environmental and social challenges. Assisted by this three-year, \$600,000 grant, Tides Canada is coordinating the implementation of the Canadian Boreal Forest Agreement to protect 36 million acres of boreal forest in six Canadian provinces.

UNION OF CONCERNED SCIENTISTS INC.

› CAMBRIDGE, MASS.

\$350,000

The 400,000-member organization combines independent scientific research and citizen action to develop innovative solutions to challenging issues and to achieve changes in government policy, corporate practices and consumer choices. This grant provides an additional year of support for Energy and Water in a Warming World, a project to assess the collision of energy and water policy, investment, and management in key regions of the U.S.

UNIVERSITY OF BRITISH COLUMBIA

› VANCOUVER, BRITISH COLUMBIA

\$125,000

The university promotes a learning environment that fosters global citizenship, advances a civil and sustainable society and supports outstanding research to serve the people of British Columbia and the world. This grant advances the university's work to develop an academically sound, practically grounded understanding of the concept of regenerative neighborhoods, or EcoDistricts, and to use that sustainability framework to guide development projects on and off campus.

UNIVERSITY OF CENTRAL FLORIDA

› ORLANDO, FLA.

\$250,000 (2011)

The nation's second-largest university serves more than 56,000 students. With funding from this three-year, \$700,000 grant, the university is conducting a statewide study to assess the threats that sea-level rise poses to nature and people in the state and to develop adaptation strategies for mitigating climate-change impacts.

UNIVERSITY OF HAWAI'I FOUNDATION

› HONOLULU

\$460,000

The foundation raises private gifts to support the university's 10 campuses, its programs and its student body. The university's Hawai'iinuiakea School of Hawaiian Knowledge is using this grant to launch the Loli Anaiu, Maka'ala Anianu (Climate Change, Climate Alert) program, a comprehensive effort to engage Native Hawaiians in developing climate-resilience strategies for at-risk communities.

UNIVERSITY OF MICHIGAN

› ANN ARBOR, MICH.

\$250,000 (2011)

The nation's leading university for research spending is home to the Graham Environmental Sustainability Institute, which fosters cross-

disciplinary collaboration to create a better understanding of complex sustainability issues and solutions. This three-year, \$600,000 grant funds the Great Lakes Adaptation Assessment for Cities, an initiative to develop and expand urban climate-adaptation and sustainability projects in five Great Lakes-area cities.

UNIVERSITY OF MONTANA

› MISSOULA, MONT.

\$500,000

The public research university houses the School of Natural Resources and Environmental Policy, which coordinates the Roundtable on the Crown of the Continent, a 150-member coalition dedicated to advancing sustainability objectives for the 18 million-acre region. This two-year, \$900,000 grant supports the Roundtable's collaborative work with member communities, tribes, landowners and federal and state agencies to implement climate-change adaptation projects.

UPROSE INC.

› BROOKLYN, N.Y.

\$175,000

The multiracial, intergenerational, grassroots organization is dedicated to the development of southwest Brooklyn and the empowerment of its residents through broad-based environmental, sustainable-development and youth-justice campaigns. A three-year, \$475,000 grant goes to establish the Sunset Park Climate Justice and Community Resiliency Center to serve as a climate adaptation, mitigation and resilience resource for the low-income neighborhood of Sunset Park in Brooklyn.

URBAN LAND INSTITUTE FOUNDATION

› WASHINGTON

\$400,000

The foundation supports the research and programs of the Urban Land Institute, which promotes the responsible use of land and the creation of thriving communities worldwide. Through this two-year, \$800,000 grant, the institute is helping America's cities reduce their carbon emissions and plan for the effects of climate change by adopting more sustainable practices for the development of land, buildings and infrastructure.

U.S. GREEN BUILDING COUNCIL - NEW YORK CHAPTER

› NEW YORK

\$100,000

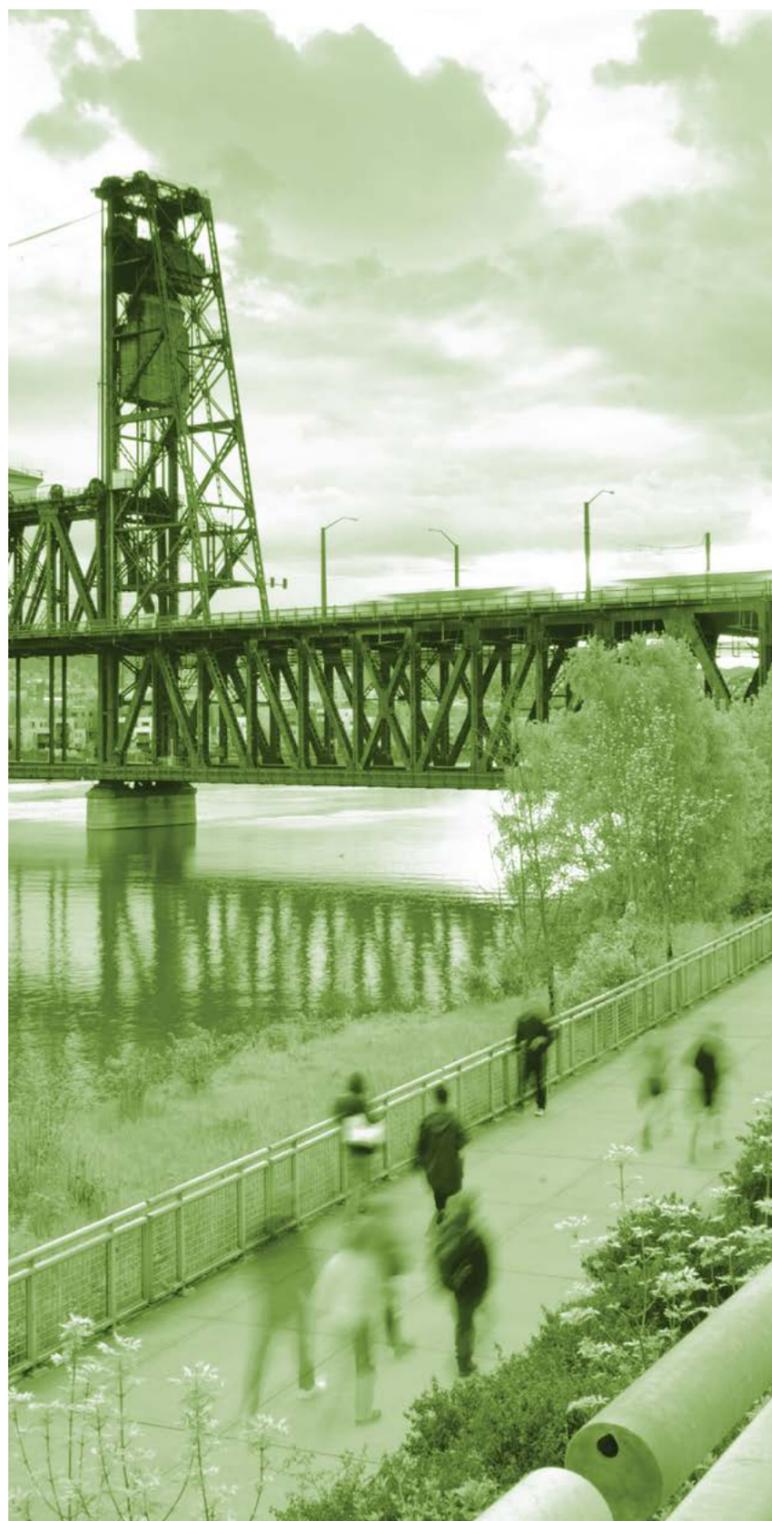
The chapter, known as the Urban Green Council, provides educational and networking events for its 900 members and the green building community at large, conducts research and advocates for change that makes cities more sustainable. Grant assistance enables Urban Green to convene a Building Resiliency Task Force to recommend building-code and operational changes that would prepare New York City buildings to withstand extreme weather.

WGBH

› BOSTON

\$100,000

The award-winning public television station provides programs and services that educate, inspire and entertain its viewers while fostering citizenship, culture, learning and diversity. Grant money was used to produce "Megastorm Aftermath," a documentary for the PBS television show "NOVA" that examined how cities and communities are developing resilience strategies to protect people and property from damaging weather exacerbated by climate change.



Health

ACADEMYHEALTH

› WASHINGTON

\$117,339

The national health research and policy organization brings stakeholders together to address the current and future needs of an evolving health system, inform health policy and translate evidence into action. This grant is being used to launch the inaugural 2014 Population Health Scholars program and to sponsor a session on population health at AcademyHealth's annual National Health Policy Conference.

AIR ALLIANCE HOUSTON

› HOUSTON

\$110,000

(2012)

The region's leading clean-air advocacy organization seeks to influence public policy on air quality and environmental health to protect residents' health and improve their quality of life. A three-year, \$330,000 grant helps to strengthen the Texas Healthy Port Communities Network, a coalition of community groups working with nonprofit and university-based scientists to reduce the adverse effects of diesel and industrial pollution around the Houston port region.

ALAMEDA COUNTY COMMUNITY DEVELOPMENT AGENCY

› OAKLAND, CALIF.

\$207,497

(2012)

The agency's Childhood Lead Poisoning Prevention Program has reduced lead hazards for Alameda County children through remediation efforts, home evaluations, case management and training in lead-safe construction practices. This three-year, \$750,000 grant supports the Advancing Safe and Healthy Homes initiative in promoting healthy housing and improving health outcomes for vulnerable populations through on-site interventions, policy development and code enforcement.

ASIAN & PACIFIC ISLANDER AMERICAN HEALTH FORUM

› SAN FRANCISCO

\$200,000

The organization influences policy, mobilizes communities and strengthens programs and organizations to improve the health of Asian Americans, Native Hawaiians and Pacific Islanders. The forum participates in the National AANHPI ACA Implementation Collaborative, which is using this grant to coordinate a 16-state campaign to educate Asian Americans, Native Hawaiians and Pacific Islanders about the

KEY

(Year grant awarded if prior to 2013)

Affordable Care Act and their eligibility for new coverage options, and to facilitate their enrollment in health insurance plans.

BEAUFORT-JASPER-HAMPTON COMPREHENSIVE HEALTH SERVICES INC.

› RIDGELAND, S.C.

\$75,000

(2010)

The center provides health services to medically underinsured communities and is partnering on a model project to develop a community-based leadership organization. This four-year, \$750,000 grant supports the leadership organization, which aims to ensure that comprehensive health and fitness services are available to vulnerable residents of Sheldon Township. The effort is part of our Safety Net Enhancement Initiative.

CALIFORNIA RURAL LEGAL ASSISTANCE INC.

› SAN FRANCISCO

\$150,000

The legal and political-advocacy organization works to improve living and working conditions for California's farmworkers, migrant laborers and low-income rural residents through community outreach, educational training and direct, free legal assistance. It is using a three-year, \$450,000 grant to increase the availability of safe, affordable, healthy housing and to support changes in local housing and land-use policies that produce better health outcomes for the rural poor.

CAPITAL IMPACT PARTNERS

› ARLINGTON, VA.

\$24,750

The certified community development financial institution works in partnership with public and private organizations to improve access to high-quality health and elder care, healthy foods, housing and education in low-income communities across the country. Grant money is being used to document and disseminate the findings from the 2012 National Summit on Community Health Center Lending and Innovation, which focused on new partnerships and approaches to meeting the health needs of low-income individuals.

CAPITAL LINK INC.

› BOSTON

\$100,000

The national organization provides high-quality, affordable advisory

and lending services to nonprofit community health centers seeking to finance capital projects that expand community-based health care. Assisted by this grant, Capital Link is developing the business plan and technical specifications for a national data set of financial and operational benchmarks and metrics that would enable Federally Qualified Health Centers to improve their operations, leverage best practices and attract financial support.

CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE

› RIVERSIDE, CALIF.

\$125,000

The center focuses on community organizing and advocacy in California's Inland Empire, a region east of Los Angeles that is affected by pollution from heavy freight traffic, transshipping facilities and warehousing areas. Grant funding enables the center to create new policies aimed at reducing toxic diesel emissions, mitigating pollution-related health risks and improving air quality in two low-income communities.

CENTER FOR PUBLIC INTEGRITY

› WASHINGTON

\$175,000 (2012)

The nonpartisan investigative news organization works to enhance democracy by revealing abuses of power, corruption and betrayal of trust by powerful public and private institutions. A two-year, \$350,000 grant for general operations supports its journalistic reporting on important health and environmental-justice issues.

CENTER FOR SCIENCE IN THE PUBLIC INTEREST

› WASHINGTON

\$200,000 (2011)

The national health advocacy organization specializes in nutrition, food safety and obesity prevention. This three-year, \$650,000 grant helps to fund the center's national campaign to reduce the consumption of sugar-sweetened beverages, which have been linked directly to obesity, particularly among consumers in low-income communities of color.

CHILDREN'S ENVIRONMENTAL HEALTH NETWORK

› WASHINGTON

\$100,000 (2012)

The nation's first and leading advocate for protecting children from environmental harm plays a key role in shaping both health research and policy. This three-year, \$300,000 grant funds Eco-Healthy Child Care, a national training and environmental-assessment program for child care facilities that endorses providers who are committed to creating a safer, healthier environment for children.

CHILDREN'S HEALTH FUND

› NEW YORK

\$200,000

Co-founded in 1987 by singer/songwriter Paul Simon and Dr. Irwin Redlener, the organization provides health care to the nation's most medically underserved children through primary care programs, policy advocacy, public education and support for a national pediatric-program network. A three-year, \$600,000 grant advances the fund's efforts to make health transportation resources available to low-income children and families for visits to medical and dental clinics.

CITY OF NEWARK

› NEWARK, N.J.

\$250,000

The city's Department of Child and Family Well-Being provides comprehensive health care, social and environmental services for Newark residents and other consumers to ensure an optimal level of health and welfare. This two-year, \$500,000 grant, part of the Advancing Safe and Healthy Housing Initiative, enables the city to expand the current Get The Lead Out program into a citywide Newark Healthy Homes Program that addresses home health and safety concerns in the community.

COMITE DE APOYO A LOS TRABAJADORES AGRICOLAS INC.

› GLASSBORO, N.J.

\$100,000 (2011)

The grassroots organization is a leading advocate for agricultural workers and has raised awareness among thousands of trabajadores (workers) and their families about important health issues such as pesticide exposure and its link to health problems. This three-year, \$275,000 grant enables the Food Justice Project to deliver affordable organic food and ongoing nutrition education to low-income rural residents in Bridgeton, N.J., and Kennett Square, Pa.

COMMUNITY CATALYST INC.

› BOSTON

\$150,000 (2011)

Community Catalyst focuses on building consumer advocacy to impact health care policy. A three-year, \$500,000 grant enables the organization to develop and support effective models for engaging community members, particularly those who are underserved, in hospital community-benefit programs.

COMMUNITY PARTNERS

› LOS ANGELES

\$100,000

The organization's efforts to promote social service innovation

include the City Project, which uses land-use planning strategies, policy and legal research and community organization to address environmental disparities and to increase access to natural places for urban communities. Community Partners' Los Angeles Food Policy Council is using this three-year, \$275,000 grant to implement the Good Food Purchasing Policy program, which promotes local economies, environmental sustainability, workforce value, animal welfare and nutrition to improve regional food systems.

COMMUNITY PARTNERS

› LOS ANGELES

\$150,000 (2011)

Community Partners' efforts to promote social service innovation include the City Project, which utilizes land-use planning strategies, policy and legal research, and community organization to address environmental disparities and to increase access to natural places for urban communities. This three-year, \$500,000 grant underwrites the continuation and expansion of its work in California.

DNA PEOPLE'S LEGAL SERVICES

› WINDOW ROCK, ARK.

\$150,000 (2011)

The nonprofit legal-aid organization works to protect civil rights, promote tribal sovereignty and alleviate civil legal problems for people who live in poverty in the southwestern United States. DNA is using this three-year, \$450,000 grant to expand its medical-legal partnership program, which leverages medical-legal collaboration and direct legal advocacy to reduce health disparities and improve outcomes for low-income Native Americans.

EAST BAY ALLIANCE FOR A SUSTAINABLE ECONOMY

› OAKLAND, CALIF.

\$75,000 (2012)

The alliance of community, faith and labor organizations advances economic, racial and social justice by building a just economy based on good jobs and healthy communities. A three-year, \$225,000 grant supports its Clean and Safe Ports campaign to win passage of the Clean Ports Act and its Revive Oakland campaign to create good jobs for Oakland residents.

ECOLOGY CENTER INC.

› ANN ARBOR, MICH.

\$275,000

The center is a leading advocate for improving children's environmental health. It is using this two-year, \$445,000 grant to engage the health care sector in developing a healthy, fair, affordable, sustainable food system for low-income and vulnerable populations in Michigan and to reduce children's exposure to toxic chemicals.

ENROLL AMERICA

› WASHINGTON

\$200,000

The nonpartisan organization partners with stakeholders throughout the health care sector to maximize the number of uninsured and underinsured Americans who enroll in health coverage under the Affordable Care Act. Funding supports a national Get Covered Campaign to inform and mobilize individuals who are eligible for coverage through private market plans and Medicaid.

ENTERPRISE COMMUNITY PARTNERS INC.

› COLUMBIA, MD.

\$250,000 (2012)

Through its Enterprise Green Communities program, this national organization offers wide-ranging assistance to developers for creating affordable, environmentally responsible, low-income housing that meets high standards for green, healthy construction. A two-year, \$500,000 grant funds comprehensive research to evaluate the health impacts of green, affordable housing on low-income adults and children in three communities.

ENVIRONMENTAL HEALTH COALITION

› NATIONAL CITY, CALIF.

\$200,000

The coalition is a leader in advancing public policies and legal ordinances that protect public health and the environment from toxic pollution in southern California. This two-year, \$400,000 grant provides ongoing support for the implementation of clean-air plans in the Barrio Logan and Old Town National City neighborhoods adjacent to the Port of San Diego terminals.

ENVIRONMENTAL HEALTH COALITION

› OAKLAND, CALIF.

\$200,000 (2012)

The coalition is a leader in advancing policies and ordinances that protect public health and the environment from toxic pollution in southern California. It is using this two-year, \$400,000 grant to implement the Green Zones initiative, which creates a progressive, statewide framework for improving environmental-health equity and community-based planning for low-income communities.

ENVIRONMENTAL LAW AND POLICY CENTER OF THE MIDWEST

› CHICAGO

\$250,000

The center is a leading environmental public-interest and legal-advocacy organization in the Midwest. This three-year, \$760,000 grant funds a

campaign to reduce diesel pollution from trains, trucks and construction equipment in Chicago's rail yards and to galvanize community action in low-income and working-class neighborhoods impacted by their proximity to the freight-transport facilities on the city's South Side.

ENVIRONMENTAL LAW INSTITUTE

› WASHINGTON

\$150,000

The internationally recognized, nonpartisan research and education center works to strengthen environmental protection by improving law and governance worldwide. Through a two-year, \$210,000 grant, the institute is collaborating with the Children's Environmental Health Network to advance policies that improve environmental conditions in child care facilities and reduce children's exposure to pollutants.

FARMWORKER ASSOCIATION OF FLORIDA INC.

› APOPKA, FLA.

\$150,000 (2011)

The grassroots organization uses education and advocacy to improve the health of farmworkers and their families in low-income agricultural areas throughout Florida. A three-year, \$450,000 grant funds a project to build strategic statewide policies and practices aimed at reducing pesticide exposure for these vulnerable farmworker communities.

FARMWORKER JUSTICE FUND INC.

› WASHINGTON

\$200,000 (2011)

The fund is committed to reducing the negative health and environmental impacts of overexposure to pesticides for agricultural workers and their family members. This three-year, \$600,000 grant strengthens the organization's efforts to ensure that federal regulations for agricultural pesticides, now under revision, contain significantly strong protections to preserve the health of agricultural-community residents.

FENTON COMMUNICATIONS

› WASHINGTON

\$250,000

The social-change communications agency serves nonprofits, foundations and companies seeking to impact behavior, advance policy, build communities and transform thinking. Through this two-year, \$500,000 grant, Fenton is creating media campaigns for the Moving Forward Network, a coalition of environmental-justice organizations focusing on ports, that focus attention on the harmful health effects of freight transport on vulnerable communities around major ports and transportation facilities.

FISCAL MANAGEMENT ASSOCIATES

› NEW YORK

\$22,300 (2012)

The consulting group offers financial-management advice and capacity-building services to nonprofit organizations and foundations. Through this two-year, \$44,600 grant, it is providing the Indiana Primary Health Care Association and the Wisconsin Primary Health Care Association with program-implementation support during the first year of the Strengthen, Transform, Adapt and Replicate initiative to undergird selected community health centers.

GEORGE WASHINGTON UNIVERSITY

› WASHINGTON

\$425,000 (2011)

The university is home to the National Health Policy Forum, a nonpartisan organization that offers federal health policymakers high-level, unbiased information and analysis on key health-policy issues. This three-year, \$850,000 grant allows the forum to expand knowledge and understanding of new models of primary care, the health care safety net, population health, nonmedical determinants of health and the public health infrastructure.

GEORGE WASHINGTON UNIVERSITY

› WASHINGTON

\$200,000 (2011)

George Washington University operates the National Center for Medical-Legal Partnerships, which works to address legal and other nonmedical issues that negatively affect the health of low-income families with children. This three-year, \$600,000 grant supports the center's efforts to expand its progress across the United States.

GEORGIA STATE UNIVERSITY RESEARCH FOUNDATION INC.

› ATLANTA

\$200,000 (2012)

The foundation supports research activities at Georgia State University by securing grant financing and obtaining contracts for the performance of sponsored research, development or other programs that are administered by the university. This three-year, \$600,000 grant provides funding to three organizations working under the foundation's auspices to develop a national accreditation process for the Community HUB model, an innovative community health partnership approach that connects at-risk individuals to health and social services.

GLOBAL COMMUNITY MONITOR

› EL CERRITO, CALIF.

\$100,000 (2012)

The environmental-justice and human rights organization empowers communities to create clean, healthy, sustainable living environments. Through a three-year, \$300,000 grant, Global Community Monitor is able to provide environmental-monitoring assistance to low-income port communities that are addressing the health effects of air pollution from shipping and freight-transport activities.

GRANTMAKERS IN HEALTH

› WASHINGTON

\$7,500 (2012)

The educational organization serves as a resource center for grantmakers and others seeking expertise and information in the field of health philanthropy. This two-year, \$15,000 grant provides institutional membership support.

GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION INC.

› ARLINGTON, VA.

\$125,000 (2011)

The nation's third-largest broadcasting station for public television is responsible for "PBS NewsHour," which serves more than 6 million viewers and listeners with its daily news reporting and analysis. A three-year, \$375,000 grant enables "PBS NewsHour" to continue its extensive, in-depth coverage of health care reform implementation, while promoting robust dialogue on health care issues.

GREENSBORO HOUSING COALITION INC.

› GREENSBORO, N.C.

\$250,000 (2012)

The housing-advocacy organization spearheads the Healthy Homes Greensboro initiative to help the community restore housing to healthy conditions, thereby improving health, preserving housing, conserving water and energy and providing a thriving environment. This three-year, \$750,000 grant supports the coalition's efforts to expand its healthy-homes program and achieve better health outcomes for Greensboro residents as part of our Advancing Safe and Healthy Homes Initiative.

HEALTH CARE WITHOUT HARM

› JAMAICA PLAIN, MASS.

\$200,000 (2011)

The environmental health care coalition of 480 organizations in more than 50 countries addresses environmentally damaging health care practices and promotes green-building standards and tools for the health

care industry. This three-year, \$600,000 grant supports the launch of the Healthier Hospitals Agenda to improve hospitals' environmental health and patient-safety performance, while reducing natural-resource use and waste generation.

HEALTH LEADS INC.

› BOSTON

\$150,000

Through its innovative model, Health Leads enables health care providers to prescribe basic resources that impact health, such as nutritious food and home heating, and then refer patients to its program, where specially trained advocates can connect them with those healthy resources. The organization is using a two-year, \$300,000 grant to build the business case for addressing patients' social needs within a health care setting and providing services that link clinical health care with community health.

HEALTH OUTREACH PARTNERS

› OAKLAND, CALIF.

\$150,000 (2011)

The national organization partners with community-based groups to forge strong, effective, sustainable community-health models that benefit vulnerable low-income populations. A three-year, \$450,000 grant funds the research and development of five case studies highlighting innovative, replicable modes of transportation that enable residents of poor, rural communities to access health care.

HENRY FORD HEALTH SYSTEM

› DETROIT

\$250,000 (2011)

The health care provider offers a wide spectrum of medical services to individuals in metropolitan Detroit and serves as a center for education and medical research. This three-year, \$750,000 grant supports a multisystem, public-private project to improve the coordination and delivery of health and social services in three Detroit neighborhoods, with the goal of reducing infant mortality.

HUMAN IMPACT PARTNERS

› OAKLAND, CALIF.

\$94,150 (2012)

Through the evaluation of health impacts and inequities, the organization seeks to transform the policies, institutions and places that people need to live healthy lives. Funding from a two-year, \$188,300 grant supports communication and education initiatives designed to ensure the fields of Health Impact Assessment and Health in All Policies focus on equity and incorporate community engagement, leadership and empowerment into project work.

IFF

› CHICAGO

\$250,000

(2011)

The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. This two-year, \$650,000 grant enables IFF to offer financing and services to expand community-health centers in Wisconsin and Indiana.

INDIANA PRIMARY HEALTH CARE ASSOCIATION

› INDIANAPOLIS

\$225,000

(2012)

The association advocates quality health care for all Indiana residents and supports the development of affordable, accessible, community-oriented primary care initiatives, including community health centers. A three-year, \$652,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate initiative in the state's federally qualified health centers, as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.

IRONBOUND COMMUNITY CORP.

› NEWARK, N.J.

\$165,000

(2012)

The community-based organization provides child care, youth programming, family support and senior services to the multiethnic, working-class Ironbound neighborhood adjacent to Newark's waterfront. This three-year, \$495,000 grant supports a three-year Take Back the Ports campaign to galvanize local leaders and grassroots activists to address the harmful health impacts of diesel pollution on residents living near ports in New Jersey and New York.

JESSIE SMITH NOYES FOUNDATION INC.

› NEW YORK

\$150,000

(2011)

The organization promotes sustainable, equitable agricultural and food systems and manages a multiyear project to develop grassroots leadership in food policy. A three-year, \$450,000 grant supports an Eat4Health fellowship program to improve the capability of local leaders from underserved communities to shape the development and outcomes of food-system policies.

LEHIGH VALLEY HOSPITAL

› ALLENTOWN, PA.

\$200,000

(2011)

The Lehigh Valley Health Network, comprising three hospitals and multiple community-based clinics, is spearheading the transition of electronic medical records from area care providers into a single, shared

portal. Lehigh is using this three-year, \$600,000 grant to create a streamlined data-sharing system for hospitals, community health centers and schools that will improve health care for at-risk children.

LOCAL GOVERNMENT COMMISSION

› SACRAMENTO, CALIF.

\$75,000

The nonpartisan membership organization provides inspiration, technical assistance and networking to local elected officials and other dedicated community leaders who are working to create healthy, walkable and resource-efficient communities. Funding allows up to 55 leaders from the nation's port communities, and social and environmental justice advocates, to participate in the 2014 Moving Forward Network pre-conference meeting and the 13th annual New Partners for Smart Growth Conference in Denver.

LOCAL INITIATIVES SUPPORT CORP.

› NEW YORK

\$583,000

(2012)

The national organization mobilizes corporate, government and philanthropic support to provide local community-development organizations with funding and technical assistance to transform distressed neighborhoods into healthy, sustainable communities of choice and opportunity. This three-year, \$1.5 million grant for the Healthy Futures Fund complements a \$6 million loan made by our Social Investment Practice and gives community development financial institutions additional financing for Federally Qualified Health Centers, which serve low-income communities. (Learn more about the Social Investment Practice on page 42.)

LOW INCOME INVESTMENT FUND

› SAN FRANCISCO

\$100,000

(2011)

The community development financial institution works to create pathways of opportunity for low-income individuals and communities. This three-year, \$650,000 grant underwrites the launch of a joint-venture demonstration program deploying up to \$25 million in capital for new, renovated or expanded federally qualified health-center facilities.

MEDIA & POLICY CENTER FOUNDATION OF CALIFORNIA

› SANTA MONICA, CALIF.

\$125,000

(2012)

The organization creates televised and coordinated multimedia projects that enlighten, educate and empower individuals seeking to change their lives and communities. This two-year, \$250,000 grant funds community-engagement and outreach strategies to enhance public awareness and understanding of the key messages of "Designing Healthy Communities," a PBS documentary about the impact of community design, land use and transportation on public health.

MICHIGAN DEPARTMENT OF COMMUNITY HEALTH

› LANSING, MICH.

\$66,576

(2012)

Michigan's largest state government department is responsible for health policy and management of publicly funded health-service systems, which serve approximately 2 million residents annually. The department is using a three-year, \$211,443 grant to evaluate its Healthy Homes University Program and to disseminate its findings to key department directors and other stakeholders to advance state and local policy on healthy homes.

MICHIGAN LEAGUE FOR PUBLIC POLICY

› LANSING, MICH.

\$350,000

The organization, formerly known as the Michigan League for Human Services, is a strong supporter of health care policy reform and serves as the lead agency for the Michigan Consumers for Healthcare, an alliance working to ensure the Affordable Care Act meets the needs of Michigan's most vulnerable populations. This grant helps the league and other coalition members develop a unified consumer voice to promote affordable, accessible, quality health care for everyone in the state.

MICHIGAN STATE UNIVERSITY

› EAST LANSING, MICH.

\$80,000

The teaching and research university has established the Center for Regional Food Systems, which leverages applied research, education and outreach to advance understanding of and engagement with regional food systems. Grant money enables the center to assist regional groups in designing and implementing a multistate food-hub network based on the successful model of the Michigan Food Hub Learning and Innovation Network, which has helped local food hubs profitably supply healthy food to new markets, including underserved communities.

MICHIGAN STATE UNIVERSITY

› EAST LANSING, MICH.

\$150,000

(2012)

The teaching and research university has established the Center for Regional Food Systems, which leverages applied research, education and outreach to advance understanding of and engagement with regional food systems. A three-year, \$450,000 grant enables the center to develop and lead the Michigan Food Hub Learning and Innovation Network, an initiative to increase the capacity of local food hubs to profitably supply healthy food to new markets, including underserved communities.

NATIONAL ACADEMY OF SCIENCES

› WASHINGTON

\$100,000

The academy is a private society of distinguished scholars engaged in scientific and engineering research and is dedicated to furthering the use of science and technology for the public good. The academy anchors the Institute of Medicine, which is using this three-year, \$300,000 grant to establish a Roundtable on Obesity Solutions that engages diverse stakeholders in promoting cohesive, coordinated policy changes and action to address America's obesity crisis.

NATIONAL ASSOCIATION OF COMMUNITY HEALTH CENTERS INC.

› BETHESDA, MD.

\$300,000

The association helps community health centers improve population health and reduce health care expenditures by providing research, advocacy, education, training and technical assistance. A three-year, \$800,000 grant underwrites the joint development and implementation of a standardized health risk assessment tool that enables health centers to consider social and environmental influences, as well as clinical health indicators, in their approach to patient care.

NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH OFFICIALS

› WASHINGTON

\$193,041

The association provides training and capacity-building for public health officials. This two-year, \$386,082 grant supports the organization's work to develop networks of health officials in select states as part of a national initiative to address social inequalities that affect community health.

NATIONAL CENTER FOR HEALTHY HOUSING INC.

› COLUMBIA, MD.

\$250,000

The nonprofit corporation fosters healthy, safe homes for children by engaging in research, reporting, training and policymaking on housing-related health issues. A three-year, \$750,000 grant enables the center to support and advance programs, policies and partnerships that reduce disparities and increase access to safer, healthier living environments for families.

NATIONAL EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION

› COLUMBIA, S.C.

\$35,000

Serving public television licensees and educational entities in 50 states, the professional association connects people and ideas by providing quality programming, educational resources, professional development, management support and national representation. This funding is being redistributed as smaller grants to public television stations for projects that extend the reach of the “Designing Healthy Communities” documentary miniseries and disseminate its message about health and the built environment.

NATIONAL NURSING CENTERS CONSORTIUM

› PHILADELPHIA

\$231,000

The consortium advances nurse-led health care through policy, consultation, programs and applied research in order to reduce health disparities and meet patients’ primary-care and wellness needs. A three-year, \$601,200 grant benefits the consortium’s 200-clinic network by scaling medical-legal partnerships, which improve health outcomes for low-income patients by integrating attorneys into health care teams to address health-related legal needs.

NATURAL RESOURCES DEFENSE COUNCIL INC.

› NEW YORK

\$185,000

(2011)

The national organization has been a leader in building the environmental movement and helping to formulate environmental laws. Through this three-year, \$570,000 grant, the council is providing technical and legal assistance to local grassroots organizations seeking to mitigate the negative health impacts on their communities of diesel-related pollution from ports and other intermodal-freight transport facilities.

NEMOURS HEALTH & PREVENTION SERVICES

› JACKSONVILLE, FLA.

\$750,000

Nemours seeks to enhance the quality of health and health care for children by providing education programs, shaping policy decisions and encouraging wellness development. Through a three-year, \$2.25 million grant, Nemours and the UCLA Center for Healthier Children are launching Accelerating Population Health Innovation for Families and Communities, a national initiative to drive transformative changes in community-centered health systems.

OMAHA COMMUNITY FOUNDATION

› OMAHA, NEB.

\$250,000

(2012)

The philanthropic organization supports nonprofits in Omaha and southwestern Iowa and serves as the fiscal agent for the Omaha Healthy Kids Alliance. The alliance is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy to improve the housing conditions of low-income populations as part of our Advancing Safe and Healthy Homes Initiative.

PARTNERSHIP FOR A HEALTHIER AMERICA INC.

› WASHINGTON

\$83,000

(2012)

The partnership is working with the private sector to develop strategies for solving the childhood-obesity crisis in America. A three-year, \$250,000 grant advances organizational efforts to obtain voluntary commitments from leading companies to adopt practices and policies that foster healthy lifestyles and behaviors.

PREVENTION INSTITUTE

› OAKLAND, CALIF.

\$125,000

(2011)

The institute addresses the primary causes of health disparities in low-income communities. This three-year, \$375,000 grant supports the expansion in two urban areas of the Urban Networks to Increase Thriving Youth program, which guides some of the nation’s largest cities in their efforts to prevent youth violence.

PROJECT HOPE - THE PEOPLE-TO-PEOPLE HEALTH FOUNDATION INC.

› MILLWOOD, VA.

\$59,026

As part of its mission to achieve sustainable advances in health care around the world by implementing health-education programs and providing humanitarian assistance in areas of need, Project HOPE, publishes “Health Affairs,” a health-policy journal, to inform key policymakers about important topics. Grant money is being used to convene a special planning session to set a strategic course for the journal and explore future topics of interest.

PUBLIC HEALTH INSTITUTE

› OAKLAND, CALIF.

\$200,000

(2012)

Through its diverse programs and projects, the institute addresses emerging public health issues and solutions and fosters innovation

to meet today’s most significant public health challenges. This two-year, \$400,000 grant supports the institute’s expanded evaluation of the National Leadership Academy for the Public’s Health, a program designed to deliver high-impact leadership training, coaching and technical assistance to professionals and teams working in community health.

PUBLIC HEALTH INSTITUTE

› OAKLAND, CALIF.

\$450,000

(2011)

The independent nonprofit organization is dedicated to promoting health, well-being and the quality of life for people in California and elsewhere in the nation. A three-year, \$650,000 grant for general operations strengthens the institute’s work to mitigate the impact of poor indoor and outdoor air quality on the health of vulnerable populations.

PUBLIC HEALTH LAW & POLICY

› OAKLAND, CALIF.

\$300,000

(2011)

Public Health Law & Policy assists communities in developing and implementing public health policy strategies. This three-year, \$900,000 grant enables the nonprofit organization to offer legal, policy and technical assistance to grantees participating in our Advancing Safe and Healthy Housing initiative, a comprehensive approach to improving housing conditions for low-income residents.

PUBLIC HEALTH SOLUTIONS

› NEW YORK

\$60,000

The organization develops, implements and advocates strategic solutions to prevent disease and improve community health. Through this grant, its School Food FOCUS program is funding regulatory-related legal work to guide large school districts in procuring healthy, locally grown, sustainably produced food for school meal programs, as part of a Midwest regional School Food Learning Lab model.

PUBLIC HEALTH SOLUTIONS

› NEW YORK

\$200,000

(2011)

The nonprofit organization develops, implements and advocates strategic solutions to prevent disease and improve community health. A three-year, \$600,000 grant supports the development of a Midwest regional School Food Learning Lab model to help large school districts procure healthy, locally grown, sustainably produced food for school meal programs.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, LOS ANGELES

› LOS ANGELES

\$750,000

The public research university is dedicated to the creation, dissemination, preservation and application of knowledge for the betterment of the global society. Through a three-year, \$2.25 million grant, the UCLA Center for Healthier Children and Nemours Health & Prevention Services are launching the Accelerating Population Health Innovation for Families and Communities, a national initiative to drive transformative changes in community-centered health systems.

RESPIRATORY HEALTH ASSOCIATION

› CHICAGO

\$85,000

Dedicated to community lung health, the association addresses asthma, pulmonary disease, lung cancer, tobacco control and air quality through its research, education and advocacy activities. This funding helps to build community engagement and advocacy for a collaborative campaign, in partnership with the Environmental Law and Policy Center, aimed at reducing diesel pollution from Chicago’s rail yards and galvanizing community action in vulnerable low-income and working-class neighborhoods.

SOCIAL AND ENVIRONMENTAL ENTREPRENEURS INC.

› CALABASAS, CALIF.

\$120,000

The organization encourages and empowers individuals to serve as catalysts for progressive change in social justice and ecological restoration. Assistance from a two-year, \$240,000 grant supports East Yard Communities for Environment Justice in promoting full, authentic community participation in public-policy decision-making about transportation and goods movement that affect population health.

SOUTHEASTERN MICHIGAN HEALTH ASSOCIATION

› DETROIT

\$250,000

(2012)

The association is a consortium of health officers who direct local health departments in southeastern Michigan facilitating the delivery of health services throughout the area. This three-year, \$750,000 grant for the association’s CLEARCorps/Detroit project supports the development of a policy agenda for Healthy Homes Detroit, a combined hazards-reduction and community-education initiative being implemented in selected Detroit neighborhoods. The funding is part of our Advancing Safe and Healthy Homes Initiative.

ST. JOHN'S WELL CHILD AND FAMILY CENTER INC.

› LOS ANGELES

\$250,000 (2012)

The independent community health center works to eliminate health disparities and foster community well-being by providing and promoting the highest-quality care through a network of 10 federally qualified health centers and school-based clinics in Central and South Los Angeles and the city of Compton. St. John's is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy as part of our Advancing Safe and Healthy Homes Initiative.

TAOS HEALTH SYSTEMS INC. HOLY CROSS HOSPITAL

› TAOS, N.M.

\$100,000 (2010)

The health care organization operates Holy Cross Hospital and provides health care services to residents of ethnically diverse communities in the state's north-central region. With this grant, Taos Health Systems is spearheading implementation of La Jicarita Family Health Initiative, a demonstration project focused on building a community-based system and infrastructure to improve the health and well-being of children.

THIRD SECTOR NEW ENGLAND INC.

› BOSTON

\$75,000

The organization provides capacity-building programs and services for individual nonprofits and the nonprofit sector. In 2001, Third Sector New England and other coalition members of the Early Childhood Funders' Collaborative launched the BUILD initiative, which is using this grant to develop plans for a Center for Health Equity and Young Children that links early childhood systems and the population health field.

TIDES FOUNDATION

› SAN FRANCISCO

\$500,000

The foundation acts as the fiscal agent for the Convergence Partnership, a major collaboration of leading national health foundations that drives policy and environmental changes to address disparities and promote healthy people in healthy places. This two-year, \$1 million grant supports the partnership and advances its work.

TRUST FOR AMERICA'S HEALTH

› WASHINGTON

\$250,000 (2012)

The nonpartisan organization is dedicated to saving lives by protecting the health of every community and elevating disease prevention to a

national priority. A two-year, \$500,000 grant funds the second stage of a project engaging health care and public-health stakeholders in crafting a model to integrate population health and community disease prevention into reforming the health care system.

TRUSTEES OF TUFTS COLLEGE

› MEDFORD, MASS.

\$250,000

The internationally renowned research university emphasizes active citizenship and public service in its academic disciplines. With this three-year, \$675,000 grant, Tufts is coordinating a multisector partnership focused on reducing air-pollution exposure for low-income populations in Boston's Chinatown and the city of Somerville by redesigning multifamily housing and instituting health-protective municipal policies.

UNIVERSITY OF CALIFORNIA - SAN FRANCISCO

› SAN FRANCISCO

\$250,000

The university anchors the Program for Reproductive Health and the Environment, which conducts research and leverages scientific findings to advance clinical care and health policies that prevent exposure to harmful chemicals and create a healthier environment. This three-year, \$750,000 grant extends funding for the Reach the Decision Makers science and policy training program and supports fellowship opportunities for participants.

UNIVERSITY OF MICHIGAN

› ANN ARBOR, MICH.

\$360,000 (2011)

Michigan is the nation's leading university for research spending, with a current total of \$1.2 billion. This three-year, \$865,000 grant funds a multistate study of high air-toxics exposure on school sites where minority children are concentrated and fosters better state and national standards for the future placement of schools.

UNIVERSITY OF SOUTHERN CALIFORNIA

› LOS ANGELES

\$90,000

Housed at the university's Keck School of Medicine, the Southern California Environmental Health Sciences Center spearheads research on traffic-related health impacts. This two-year, \$180,000 grant enables the Community Outreach and Engagement Program to educate the public and policymakers about the health effects of diesel pollution from ports and goods movement to ensure decision-making on new transportation infrastructure and global trade leads to cleaner air and improved health in low-income communities.

VIRGINIA ORGANIZING INC.

› CHARLOTTESVILLE, VA.

\$30,000 (2012)

The statewide grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. The Health and Environmental Funders Network, based in Bethesda, Md., operates as a joint work plan of Virginia Organizing and is using this three-year, \$190,000 grant to improve its capability to engage, track and provide services to foundations focused on environmental health and justice.

VIRGINIA ORGANIZING INC.

› CHARLOTTESVILLE, VA.

\$100,000 (2012)

The grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. This joint, three-year, \$300,000 grant from our Health and Environment programs enables the group's Environmental Health Sciences project to expand its media coverage of environmental-health and climate-change stories, with the aim of increasing public understanding of the issues and demand for policy solutions.

WAYNE STATE UNIVERSITY

› DETROIT

\$250,000 (2011)

The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. A three-year, \$750,000 grant supports the Wayne State School of Medicine and College of Nursing in establishing and spearheading the Michigan Great Lakes Area Health Education Centers, an initiative to build a cohort of diverse health care professionals and to improve primary-care access in underserved areas of the state.

WAYNE STATE UNIVERSITY

› DETROIT

\$210,000 (2011)

The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. This three-year, \$675,000 grant enables the university's Center for Urban Studies to adapt and expand its Lead Housing Database for use in our Advancing Safe and Healthy Housing initiative, which broadens its childhood lead-abatement effort into a comprehensive healthy-housing approach.

WHOLESOME WAVE FOUNDATION CHARITABLE VENTURES INC.

› BRIDGEPORT, CONN.

\$200,000

The foundation works to improve health outcomes for vulnerable populations by increasing access to fresh, locally grown food and by bolstering revenues for family farmers on a national level. Assisted by this three-year, \$600,000 grant, Wholesome Wave and its partners are developing a national scaling and sustainability strategy to expand its healthy-food incentive programs and farm-to-retail venues.

WINROCK INTERNATIONAL INSTITUTE FOR AGRICULTURAL DEVELOPMENT

› MORRILTON, ARK.

\$250,000 (2011)

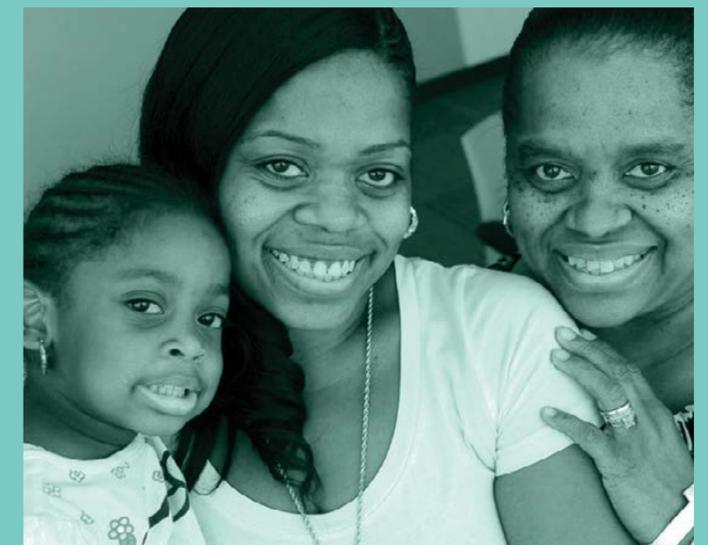
The nonprofit organization works with people in the United States and around the world to empower the disadvantaged, increase economic opportunity and sustain natural resources. A three-year, \$750,000 grant supports a pilot project to establish three model food hubs, which connect small-scale and mid-size farmers to retail markets and increase access to fresh, healthy food for underserved communities.

WISCONSIN PRIMARY HEALTH CARE ASSOCIATION

› MADISON, WI

\$169,000 (2012)

The association advances the efforts of Wisconsin Community Health Centers to provide access to comprehensive, community-oriented, primary-care services. A three-year, \$583,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate initiative in the state's federally qualified health centers as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.



Human Services

KEY

(Year grant awarded if prior to 2013)

ACCESS

› DEARBORN, MICH.

\$50,000

The center, formerly known as the Arab Community Center for Economic and Social Services, offers integrated social, immigration, health, employment and education supports for individuals with low incomes through its 10 Detroit-area locations, and it spearheads the National Network for Arab American Communities. A two-year, \$200,000 grant, awarded jointly by our Human Services and Detroit programs, supports the general operations of ACCESS and enables the network to launch a Youth Fellows Program to build the leadership skills of young Arab Americans.

ACCION TEXAS INC.

› SAN ANTONIO

\$250,000 (2012)

The community development financial institution provides credit and financial services to small businesses that do not qualify for conventional loans from commercial sources, and it serves as a national leader in the microlending field. A two-year, \$500,000 grant supports expansion of its new Lending and Learning Center, which offers financial education, business support and capital to low-income individuals and families operating businesses in low-wealth urban neighborhoods.

ALLIANCE FOR CHILDREN AND FAMILIES INC.

› MILWAUKEE

\$1.42 million (2011)

The alliance offers leadership and management-development services to its national membership network of 350 nonprofit agencies serving 3 million individuals and families in 8,000 U.S. communities. This four-year, \$5.38 million grant funds a project to integrate strategic thinking into personnel, training, planning and other areas as a means to help nonprofits improve their organizational alignments and client services.

AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION

› CHICAGO

\$100,000 (2012)

The charitable fund supports the association's public service and educational programs. This two-year, \$200,000 grant makes civil legal assistance more accessible to low-income and vulnerable individuals by establishing new state-level Access to Justice Commissions and strengthening the work of existing commissions in 28 states and the nation's capital.

AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION

› WASHINGTON

\$100,000

The bipartisan membership organization of state and local human-services leaders works collaboratively to advance innovative policies and strategies that improve the lives and well-being of low-income individuals, families and communities. Leveraging the effectiveness of networks and membership organizations, this two-year, \$260,000 grant will identify innovative models, develop practitioners' toolkits, foster better communications and create an action plan to help transform the human-services sector.

THE ASPEN INSTITUTE INC.

› WASHINGTON

\$200,000

The international organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. Funding enables the institute's Program on Philanthropy and Social Innovation to convene the Kresge Human Services Program Symposium and engage thought leaders and key representatives of human-services networks and organizations in discussions of critical issues facing the sector.

THE ASPEN INSTITUTE INC.

› WASHINGTON

\$52,300

The international organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. This field-building grant allows the institute to expand its efforts to help next-generation human-services leaders develop and implement plans to promote racial equality and inclusion within their organizations and their communities.

THE ASPEN INSTITUTE INC.

› WASHINGTON

\$475,000 (2011)

The international organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. This three-year, \$1.48 million grant underwrites the Ascend Project, a multifaceted policy program to advance two-generation, integrated human-services and postsecondary-education strategies to move families out of poverty.

BOSTON CHINATOWN NEIGHBORHOOD CENTER

› BOSTON

\$100,000

The center provides greater Boston's Asian immigrant and Asian American community with essential services that ease integration into American society, promote economic success and social well-being, and preserve the richness of Asian culture. This two-year, \$200,000 grant assists the center in making organizational changes designed to increase its community outreach, improve the coordination of its family services and expand its case-management activities.

BRANDEIS UNIVERSITY

› WALTHAM, MASS.

\$184,316 (2011)

The university's Heller School of Social Policy and Management anchors the Institute on Assets and Social Policy, which is dedicated to promoting a better understanding of how assets and asset-building opportunities improve the well-being and financial stability of individuals and families left out of the economic mainstream. The institute is using this three-year, \$500,000 grant to conduct research on asset-building strategies and their impact.

CATALYST MIAMI

› MIAMI

\$122,000 (2011)

Working through a partnership network, the coalition identifies and launches innovative strategies to help people and communities thrive. General operating support, provided by this three-year, \$400,000 grant, enables Catalyst Miami to pursue strategies for strengthening human-services agencies in the Dade County area, promoting civic leadership and informing providers in the human-services field.

CENTER FOR AMERICAN PROGRESS

› WASHINGTON

\$200,000 (2012)

The independent nonpartisan educational institute strives to improve the lives of Americans through progressive ideas and action. A two-year, \$400,000 grant provides funding to support the Half in Ten national advocacy coalition campaign to reduce the number of Americans living in poverty by 50 percent within 10 years.

CENTER FOR ECONOMIC PROGRESS

› CHICAGO

\$100,000

The center offers low-income, working families free high-quality tax preparation, tax training, one-on-one coaching and year-round workshops to help them build a more-secure financial future. The center

is the fiscal agent for the National Community Tax Coalition, which is using a two-year, \$200,000 grant to strengthen its membership's capacity to provide innovative tax, financial, credit-building and educational services at no cost to low-income workers and their families.

THE CENTER FOR VICTIMS OF TORTURE

› MINNEAPOLIS

\$199,860

The human-rights advocacy and assistance organization provides direct care for survivors of torture and violent conflict and trains partners worldwide to rehabilitate victims and work to end torture. Through this three-year, \$500,000 field-building grant, the center is studying the feasibility of a coordinated, partnership-based model for treating refugees with serious mental illness that couples mental health case management with associated health and social services onsite at a primary care clinic.

CENTER ON BUDGET AND POLICY PRIORITIES

› WASHINGTON

\$140,000

The national nonpartisan research and policy institute provides rigorous analysis on federal and state budgets and programs to strengthen the safety net and protect pathways to economic security. A two-year, \$300,000 field-building grant provides general operating funds to bolster staff and enhance its infrastructure.

CENTER ON BUDGET AND POLICY PRIORITIES

› WASHINGTON

\$281,000 (2012)

The national research and policy institute focuses on safety net issues, policies and programs, such as food assistance and income support, that affect low-income households. This two-year, \$581,000 grant builds the capability of the center's State Fiscal Analysis Initiative to provide financial and technical assistance and training to a network of state policy organizations focused on expanding economic opportunity for vulnerable populations.

CENTER ON BUDGET AND POLICY PRIORITIES

› WASHINGTON

\$150,000 (2010)

The nonprofit research and policy institute focuses on safety net issues, policies and programs, such as food assistance and income support, that affect low-income households. This four-year, \$600,000 grant supports the center's efforts to strengthen the Temporary Assistance for Needy Families program and Supplemental Nutrition Assistance Program by training human-services providers, developing recommendations and forging strategic partnerships.

THE COALITION OF IMMOKALEE WORKERS INC.

› IMMOKALEE, FLA.

\$610,000 (2011)

The coalition serves as the social safety net for more than 45,000 farmworkers who pick 80 percent of the tomatoes consumed in the United States. Funding from this three-year, \$1.28 million grant strengthens the coalition's human resources and programmatic capacity, and supports the statewide expansion of its Fair Food Program, an innovative profit-sharing agreement.

COLORADO CENTER ON LAW AND POLICY

› DENVER

\$55,648 (2011)

The advocacy organization is dedicated to promoting justice, economic security, health care access and sound fiscal policies. This three-year, \$371,264 grant for general operations bolsters the center's leadership role with the state General Assembly's Economic Opportunity Poverty Reduction Task Force, which seeks to cut Colorado's poverty rate in half by 2019.

COMUNIDADES LATINAS UNIDAS EN SERVICIO

› ST. PAUL, MINN.

\$250,000 (2011)

The organization provides high-quality, language-appropriate, culturally competent behavioral-health and human services through a family-centric, coordinated-care delivery model to advance the well-being, health and economic prosperity of Latino individuals and families in Minnesota. This three-year, \$750,000 grant supports general operations.

CORPORATION FOR ENTERPRISE DEVELOPMENT

› WASHINGTON

\$300,000

The organization works at the local, state and federal levels to create economic opportunity that alleviates poverty. Assisted by this two-year, \$600,000 grant, the organization is collaborating with its Assets & Opportunity Network members to develop the necessary capacity to advance human-services system and policy reforms that can help individuals and families with low incomes build financial assets and plan for a more prosperous future.

DISRUPTIVE INNOVATIONS FOR SOCIAL CHANGE

› GRAND RAPIDS, MICH.

\$150,000 (2011)

By using business innovation to achieve positive change, the social enterprise helps workers gain economic self-sufficiency, employers retain skilled workforces, public agencies and nonprofits achieve better programmatic outcomes and community colleges build closer ties to area businesses. This two-year, \$300,000 grant advances the testing and scaling of its Employer Resource Network model.

EARNED ASSET RESOURCE NETWORK

› SAN FRANCISCO

\$200,000

The Earned Asset Resource Network is one of the nation's largest providers of matched savings accounts, which help workers with low incomes gain economic security and invest in their futures. This funding for general operations supports the organization as it shifts to a more cost-effective, technology-based, client-centric model for helping low-wage earners achieve greater prosperity.

EASTERN MICHIGAN UNIVERSITY FOUNDATION

› YPSILANTI, MICH.

\$125,000 (2012)

The foundation solicits and manages funds on behalf of Eastern Michigan University and provides additional financial support to students, programs, services and the educational community. The university's Institute for the Study of Children, Family and Communities is using a two-year, \$250,000 grant to further the work of the Family Self-Sufficiency Program in connecting area residents at a redeveloped subsidized housing complex with community resources.

ESSENTIAL ECONOMY COUNCIL

› ATLANTA

\$75,000 (2012)

The bipartisan organization conducts economic research and disseminates data to help decision-makers create sound public policy that benefits Georgia's economy. This two-year, \$150,000 grant enables the council to evaluate the impact of the "essential economy," a new economic classification that explains the contributions of service industries and their low-wage workers.

FAMILY INDEPENDENCE INITIATIVE

› OAKLAND, CALIF.

\$150,000

The organization's innovative approach leverages the resourcefulness, drive and self-determination of families as they work together for more prosperous lives. A two-year, \$200,000 grant from our Human Services and Detroit programs funds expansion of the model in Detroit.

FAMILY INDEPENDENCE INITIATIVE

› OAKLAND, CALIF.

\$200,000 (2011)

The organization's innovative anti-poverty model empowers low-income families to take responsibility for improving their lives by awarding incentive grants based on positive changes they make on their own behalf. Assistance from this two-year, \$500,000 grant allows the organization to build its internal capacity, strengthen its model and deepen its impact.

FARESTART

› SEATTLE

\$150,000

Over the past 20 years, the culinary job training and placement program for individuals who are disadvantaged and may be experiencing homelessness has empowered 6,500 people and served 5.5 million meals to needy men, women and children in the Seattle area. FareStart serves as an adviser to and Model Member of Catalyst Kitchens, which is using a three-year, \$300,000 grant to expand its collaborative network of food service social enterprises, launch new programs, ramp up its training and secure corporate sponsors and contracts.

FIRST NATIONS DEVELOPMENT INSTITUTE

› LONGMONT, COLO.

\$381,957

The institute strengthens the economic development of Native Americans and their communities through technical assistance and training, advocacy and direct financial grants. It is using this four-year, \$1.1 million grant to underwrite a collaborative project with the National Urban Indian Family Coalition aimed at increasing the organizational, financial and programmatic capability of urban Native American human-services organizations to meet the needs of American Indian families living in cities.

FIRST PLACE FOR YOUTH

› OAKLAND, CALIF.

\$150,000

The multiservice organization provides housing, employment and education programs for youth exiting foster care to help them build the

skills to make a successful transition to self-sufficiency and responsible adulthood. A two-year, \$300,000 grant enables First Place to bolster its organizational effectiveness and resilience.

FOOD RESEARCH AND ACTION CENTER

› WASHINGTON

\$370,000 (2011)

The center is the leading national nonprofit organization working to improve public policies and public-private partnerships that target the eradication of hunger and malnutrition in the United States. Assisted by this three-year, \$1.41 million grant for general operating support, the center and its widespread network of partner organizations are elevating their anti-hunger work and increasing their effectiveness.

THE FORUM FOR YOUTH INVESTMENT

› WASHINGTON

\$100,000

Through its research and practical experience, the nonpartisan "action tank" gives youth and adult leaders the information, connections and tools to create greater opportunities and outcomes for young people. This two-year, \$200,000 grant goes toward strengthening its Ready by 21 Leader Network and the Children's Cabinet Network, which engage leaders from state and community policymaking and human-services agencies in broad-based efforts to improve programs for vulnerable children and youth.

GEORGIA JUSTICE PROJECT

› ATLANTA

\$100,000

Through its legal, social and advocacy services, the organization breaks the cycle of poverty by defending the indigent criminally accused and helping them rebuild their lives. The Georgia Justice Project is using a two-year, \$200,000 grant to bolster its organizational capabilities and to create a New Southern Strategy Coalition to improve access to employment, housing and benefits for Southerners who have a criminal history.

GOOD SHEPHERD SERVICES

› NEW YORK

\$300,000 (2012)

The multiservice youth-development, education and family-service agency serves more than 20,000 program participants annually. It is using this two-year, \$600,000 grant to enhance and expand its capacity to deliver services while completing the acquisition of two other service organizations.

GOODWILL INDUSTRIES OF SAN ANTONIO

› SAN ANTONIO

\$200,000 (2011)

Goodwill Industries, which provides career training and employment services to 50,000 individuals annually, has partnered with Alamo Community College to create the Good Career Academy model. This three-year, \$900,000 grant supports expansion of the model, offering greater access to career-certification training in the medical and technology industries for low-income minority individuals.

HAVEN FOR HOPE OF BEXAR COUNTY

› SAN ANTONIO

\$200,000

The organization coordinates the efforts of 80 partners to offer a holistic and integrated approach to assisting individuals and families who are homeless. It is using this two-year, \$300,000 grant to expand an innovative system-of-care framework that takes a person-centered, trauma-informed, peer-supported approach to helping people achieve economic security and self-sufficiency.

HAWAI'I COMMUNITY FOUNDATION

› HONOLULU

\$290,040 (2012)

The statewide philanthropic foundation provides grants and advisory services to nonprofit organizations that invest in people and solutions to benefit Hawaiian island communities. This four-year, \$1.49 million grant helps to strengthen Hawaii's human-services system by building the capacity of leading human-services organizations to serve at-risk youth, homeless individuals and frail elderly residents and to foster greater collaboration among community, government and nonprofit leaders.

INDIANA UNIVERSITY

› INDIANAPOLIS

\$60,000 (2011)

The university is home to the Center on Philanthropy, which seeks to increase the understanding of philanthropy and improve its practice. This three-year, \$600,000 grant supports research on the human-services sector and the dissemination of findings to practitioners, funders and policymakers.

INNOVATION NETWORK FOR COMMUNITIES

› TAMWORTH, N.H.

\$75,000

The national organization helps to develop and spread scalable innovations that transform the performance of community systems such as education, energy, land use, transportation and workforce development. A two-year, \$150,000 field-building grant enables the network to explore and advance promising program models, social-impact investment strategies and grantmaking tools in the human-

services field that improve outcomes for low-income people in urban areas.

INSIGHT CENTER FOR COMMUNITY ECONOMIC DEVELOPMENT

› OAKLAND, CALIF.

\$125,000 (2011)

The national research, consulting and legal-services organization advances innovative solutions that help people and communities become economically secure over the long term. Assisted by this three-year, \$750,000 grant, the center is launching a learning community that engages human-services providers, advocates and government leaders in refining the standards of economic self-sufficiency applied to programs and benefits for low-income individuals.

INSTITUTO DEL PROGRESO LATINO

› CHICAGO

\$250,000 (2012)

The Institute of Latino Progress provides Latino immigrants and their families with education, training and employment to foster full participation in America's changing society, while preserving cultural identity and dignity. A two-year, \$500,000 grant enables the institute to participate in a 10-year, federally funded demonstration project, Innovative Strategies for Increasing Self-Sufficiency, which centers on a rigorous evaluation of next-generation strategies for increasing the economic self-sufficiency of low-income individuals and families.

INTERCULTURAL DEVELOPMENT RESEARCH ASSOCIATION

› SAN ANTONIO

\$200,000 (2011)

The independent, private nonprofit organization is dedicated to strengthening public schools to work for all children. Assisted by this three-year, \$875,000 grant for general operations, the association is providing three years of training and technical assistance to nine nonprofit community-based organizations serving families in south Texas.

JIM CASEY YOUTH OPPORTUNITIES INITIATIVE

› ST. LOUIS

\$290,000

The initiative helps young people make the transition from foster care to adulthood by improving policies and practices, promoting youth engagement, applying evaluation and research and creating community partnerships at the local, state and national levels. This three-year, \$750,000 grant leverages the effectiveness of its network and supports the expansion of its program model to two additional states.

LAKE RESEARCH PARTNERS

› WASHINGTON

\$30,000

The national public opinion and political strategy research firm develops research-based strategies for advocacy groups, foundations and nonprofit organizations. This field-building grant funds an assessment of public attitudes toward civil legal aid that lays the groundwork for a new professional communications initiative to increase awareness and support for equal access to justice.

LARKIN STREET YOUTH SERVICES

› SAN FRANCISCO

\$150,000

The agency offers a continuum of housing, medical care, education and job-training support to help youth who are homeless move off the streets and reclaim their lives. It is using a two-year, \$300,000 grant to enhance its organizational effectiveness and resilience, in part by developing an integrated education and employment program geared toward creating long-term career pathways and economic security so that the youth never experience homelessness again.

LATIN AMERICAN YOUTH CENTER

› WASHINGTON

\$100,000

The center seeks to empower a diverse population of youth to achieve a successful transition to adulthood through innovative, multicultural programs that address young people's social, academic and career needs. A three-year, \$600,000 grant underwrites the organization's general operations and bolsters its leadership training, technology infrastructure and marketing, communications and management strategies.

LIFT

› WASHINGTON

\$150,000

Through its resource centers in six cities, LIFT's trained volunteer advocates help community members build the strong personal, social and financial foundations needed to achieve economic stability and well-being. Funding from a two-year, \$300,000 grant enhances the organization's talent, technology and overall capacity to help people move and stay out of poverty.

LIGHTHOUSE OF OAKLAND COUNTY

› PONTIAC, MICH.

\$100,000

The multiservice agency works to alleviate chronic poverty by providing

low-income Oakland County families with the resources, relationships and skills to move from crisis to self-sufficiency, financial independence and a secure future. Lighthouse is using grant money to implement an agency-wide performance-measurement system geared toward improving its organizational effectiveness and resilience.

MAYOR'S FUND TO ADVANCE NEW YORK CITY

› NEW YORK

\$500,000 (2011)

The nonprofit organization serves as a vehicle for foundations, corporations and individuals to contribute to the city's public programs. This three-year, \$1.5 million grant to the Mayor's Center for Economic Opportunity funds the delivery, testing and evaluation of promising, cost-effective social-service interventions in nine sites across the nation.

MICHIGAN ASSOCIATION OF UNITED WAYS INC.

› LANSING, MICH.

\$377,000 (2010)

The association, which works directly with Michigan's 64 local United Ways to develop responses to current and emerging issues, is coordinating the Michigan Benefits Access Initiative, which provides needy Michigan families with one-stop access to public benefits. This four-year, \$2.1 million grant enables the initiative to expand its Web-based MiBridges application program for submitting benefit requests online.

MISSION ECONOMIC DEVELOPMENT ASSOCIATION

› SAN FRANCISCO

\$177,000 (2011)

The community-based economic development corporation works to improve economic and social conditions in San Francisco's Mission District by stimulating investment, enhancing the business environment and creating jobs for area residents. The association is using this three-year, \$500,000 grant to achieve uniform integration of its services, internally and externally, among its partner organizations to create a seamless continuum of care for all clients.

MISSISSIPPI CENTER FOR JUSTICE

› JACKSON, MISS.

\$200,000

The center is a legal and advocacy organization committed to advancing racial and economic justice through the development and pursuit of strategies to combat discrimination and poverty statewide. A two-year, \$300,000 grant for general operations supports organizational investments in staffing, programming, coaching and planning that enhance the center's long-term effectiveness and resilience.

MISSISSIPPI CENTER FOR JUSTICE

› JACKSON, MISS.

\$175,000 (2012)

The center is a public-interest, nonprofit law firm committed to advancing racial and economic justice through the development and pursuit of strategies to combat discrimination and poverty statewide. A two-year, \$350,000 grant is being used for organizational improvements and capacity-building designed to increase the center's effectiveness in securing Mississippi's safety net for low-income residents.

NATIONAL ALLIANCE FOR HISPANIC HEALTH

› WASHINGTON

\$926,855 (2010)

The alliance's network of 500 community-based organizations delivers health and human services to 15 million low-income individuals, and its national and federal outreach partners touch the lives of 100 million people annually. This four-year, \$4.29 million grant supports the alliance's Our Treasures demonstration project to strengthen 10 multiservice organizations by funding new chief operating officer and/or chief development officer positions.

NATIONAL CHURCH RESIDENCES

› COLUMBUS, OHIO

\$200,000 (2012)

National Church is the nation's largest nonprofit developer and manager of affordable senior housing and services. This three-year, \$600,000 joint grant from our Human Services and Health programs enables the organization to implement and expand its new Integrated Health Home Medical Program, a person-centered care system that addresses physical, behavioral and social needs.

NATIONAL IMMIGRATION FORUM

› WASHINGTON

\$300,000

Through its policy expertise, communications outreach and coalition-building, the organization advances sound federal immigration solutions and creates opportunities for immigrants to succeed and contribute to American society. A two-year, \$600,000 grant funds the Bethlehem Project, which leverages the effectiveness of networks and creates new pathways to the economic mainstream for low-income, citizenship-eligible immigrants in four cities.

NATIONAL LEGAL AID AND DEFENDER ASSOCIATION

› WASHINGTON

\$100,000

The association serves as the collective voice for the nation's civil legal aid and public defender services and provides advocacy, training and technical assistance to its membership of legal professionals, institutions and the people they represent. Grant funding advances its collaborative work with the U.S. Department of Justice to increase access to civil legal aid for low-income individuals by integrating civil legal assistance into other federal programs and expanding funding.

NEIGHBORHOOD REINVESTMENT CORP.

› WASHINGTON

\$36,000

Congress established the Neighborhood Reinvestment Corp., which does business as NeighborWorks America, to revitalize older urban neighborhoods by mobilizing public, private and community resources at the neighborhood level. This planning grant from our Human Services Program and Social Investment Practice is being used to develop financial-product concepts and delivery options for program-related investments that enable community developers at the enterprise level to achieve greater sustainability.

NEIGHBORHOOD TRUST FINANCIAL PARTNERS

› NEW YORK

\$250,000 (2011)

The organization delivers financial education and asset-development services to individuals and families caught in the spiral of poverty as part of its citywide, action-oriented model to promote upward economic mobility among low-income, marginalized communities. This three-year, \$750,000 grant for general operations enhances the organization's effectiveness, expansion and impact.

NETWORK FOR BETTER FUTURES

› MINNEAPOLIS

\$45,000

NetWork, now known as Better Futures Enterprises, offers an integrated and comprehensive approach to break the cycle of poverty for adult, minority males. Grant assistance enables the organization to introduce its integrated care and social enterprise model to the National Association of Counties.

NETWORK FOR BETTER FUTURES

› MINNEAPOLIS

\$175,000 (2011)

NetWork, now known as Better Futures Enterprises, provides comprehensive resources, including affordable housing, health services, employment, education and community engagement, to help high-risk men re-enter the community as workers, fathers and positive forces in society. This three-year, \$650,000 grant for general operations allows

the agency to offer certification training for its staff and to advance its innovative service model.

NEW VENTURE FUND

› WASHINGTON

\$150,000

This organization is serving as fiscal sponsor and administrator of a new professional communications hub for the civil legal-aid sector. This two-year, \$300,000 grant will help fund the hub's operations, including staffing.

NONPROFIT FINANCE FUND

› NEW YORK

\$600,000

The national organization works with nonprofits to help strengthen their financial health and improve their capacity to serve their communities. This two-year, \$1 million grant supports the launch of the Community Resilience Fund, a public-private partnership to provide working capital, advisory services and technical aid to bolster the financial stability of New York City human-services organizations.

PINE STREET INN

› BOSTON

\$150,000

The multiservice agency provides housing, job training and placement, emergency shelter and street outreach to men and women experiencing homelessness. To foster innovative communities of practice, this two-year, \$300,000 grant will support organizational changes to help Pine Street shift its efforts from emergency shelter to permanent supportive housing for individuals who are chronically homeless.

REGIONAL FOOD BANK OF OKLAHOMA

› OKLAHOMA CITY

\$62,500 (2011)

Oklahoma's largest private hunger-relief charity feeds more than 90,000 individuals each week through its distribution network of 750 feeding programs, partner organizations and elementary schools in 53 central and western counties. This three-year, \$756,000 grant supports the pilot and implementation of a food resource center model aimed at streamlining and integrating the food bank's distribution, procurement, management and advocacy activities.

RHODE ISLAND LEGAL SERVICES

› PROVIDENCE, R.I.

\$200,000 (2012)

The law firm provides legal assistance and representation to low-income individuals to protect their rights and to ensure they are treated fairly

throughout the civil justice system. This three-year, \$600,000 grant supports the development of a Holistic Legal and Social Services Network, a coalition of human-services and legal-aid organizations that uses an integrated approach to helping families move from poverty to financial stability.

ROBERTS ENTERPRISE DEVELOPMENT FUND

› SAN FRANCISCO

\$150,000 (2011)

The fund invests in nonprofit-run, social-enterprise businesses offering chronically unemployed California residents paid-employment experience with training, mentorship, counseling and other support services. This three-year, \$750,000 grant for general operating support accelerates the organization's efforts to create jobs for 2,500 individuals by 2015 and to develop a nationally replicable social-enterprise model.

ROCA INC.

› CHELSEA, MASS.

\$200,000

The organization offers an evidence-based, high-impact intervention approach that helps disengaged and disenfranchised young people move out of poverty and away from violence. A two-year, \$300,000 grant strengthens Roca's organizational capacity to work with young men as part of the Massachusetts Juvenile Justice Pay-for-Success pilot project.

SA2020

› SAN ANTONIO

\$100,000

The umbrella organization works to mobilize the San Antonio community to achieve shared goals that will help transform it into a world-class city by the year 2020. A two-year, \$200,000 grant enables SA2020 to assist human-services providers in strengthening and aligning their efforts with the community's vision for shared prosperity and well-being for all residents.

SAN ANTONIO AREA FOUNDATION

› SAN ANTONIO

\$200,000 (2011)

The foundation's Center for Nonprofit Support is one of the city's leading experts on nonprofit sustainability, providing management support and organizational development assistance to nonprofits in Texas. Funding from this three-year, \$626,500 grant enables the center to become a stand-alone entity and to expand its technical assistance and capacity-building programs.

SARGENT SHRIVER NATIONAL CENTER ON POVERTY LAW

› CHICAGO

\$60,000

The legal and advocacy organization strives to improve lives through the development of innovative, effective programs and policies that advance justice and opportunity. This field-building grant is being used to convene the leaders of statewide and regional law and policy organizations to discuss critical issues, challenges and opportunities.

SINGLE STOP USA INC.

› NEW YORK

\$400,000

Through its “single-stop shop” model, the organization enables families to apply for a variety of public benefits and services at one centralized, easy-to-access location. Funding from a two-year, \$900,000 grant at the enterprise level allows Single Stop to upgrade its technology tools, increase its financial sustainability and ramp up its policy work to help families build economic security.

SOUTHEAST ASIA RESOURCE ACTION CENTER

› WASHINGTON

\$180,000

The national organization supports Cambodian, Laotian and Vietnamese American communities through advocacy, leadership development and capacity building, and it serves as an intermediary for the Office of Refugee Resettlement at the U.S. Department of Health and Human Services. A three-year, \$500,000 grant funds the center’s general operations and accelerates its growth.

ST. VINCENT DE PAUL OF LANE COUNTY INC.

› EUGENE, ORE.

\$50,000 (2011)

St. Vincent de Paul offers social and homeless services, affordable housing and job training and placement to low-income individuals in Oregon’s Lane County. This five-year, \$512,400 grant provides funding for the purchase and renovation of a facility to house the Oakridge Service Center, as well as a five-year operating subsidy.

STEP UP SAVANNAH INC.

› SAVANNAH, GA.

\$157,000 (2011)

The collaboration of organizations, businesses and government agencies seeks to move families toward economic self-sufficiency using a three-pronged approach for workforce development and jobs, wealth-building and financial understanding and work supports. General operating support from this three-year, \$445,000 grant strengthens the capacity and effectiveness of the coalition members.

SUMMIT ACADEMY, OPPORTUNITIES INDUSTRIAL CENTER

› MINNEAPOLIS

\$200,000

The vocational-training and job-placement school offers programs and support services in technology, construction and health care to help low-income, minority adults become educated, employed, contributing members of their communities. A three-year, \$600,000 grant supports its general operations to enhance its organizational effectiveness and resilience.

SYRACUSE UNIVERSITY

› SYRACUSE, N.Y.

\$116,941 (2012)

As an anchor institution in Syracuse, the university pursues collaborations that simultaneously enrich scholarship and research. A two-year, \$226,941 grant enables the university’s Maxwell School of Citizenship and Public Affairs to develop, implement and disseminate tools and resources to evaluate and improve the performance of human-services organizations and to inform philanthropic investments in the sector.

TIDES INC.

› SAN FRANCISCO

\$325,000 (2011)

Tides forges partnerships with philanthropic, nonprofit, social-entrepreneurship and government organizations and provides support through various programs such as the Nonprofit Centers Network, which promotes the development of multitenant nonprofit centers. Assisted by this three-year, \$975,000 grant, the network is scaling up its reach and delivering training, tools and resources to its members.

UNITED WAY WORLDWIDE

› ALEXANDRIA, VA.

\$50,000

The organization provides leadership and support for the network of nearly 1,800 community-based United Way agencies in 45 countries and territories. It used grant money to support the national 2013 Working Families Success Network Conference in Detroit.

UNITED WAY WORLDWIDE

› ALEXANDRIA, VA.

\$100,000 (2011)

The organization provides leadership and support for the network of nearly 1,800 community-based United Way agencies in 45 countries and territories. This three-year, \$400,000 grant helps to implement a

systems-based approach for collaborative, integrated service delivery among human-services organizations in three states.

UNIVERSITY OF MINNESOTA

› MINNEAPOLIS

\$175,000 (2012)

The university is home to the Public and Nonprofit Leadership Center, which supports trained, experienced leaders who work collaboratively for the public good. This two-year, \$350,000 grant provides additional funding for an ongoing project to develop and disseminate learning materials for nonprofit human-services leaders and managers.

URBAN INSTITUTE

› WASHINGTON

\$350,000 (2012)

The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. Assisted by this three-year, \$1 million grant, the institute is launching a demonstration project in seven states aimed at increasing the delivery of public benefits to eligible low-income families, streamlining public-benefits systems and informing federal and state policies and practices.

URBAN INSTITUTE

› WASHINGTON

\$450,000 (2011)

The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. This two-year, \$900,000 grant for the institute’s Program on Neighborhoods and Youth Development supports the Housing Opportunity and Services Together project, which examines models for integrating housing and supportive services to improve outcomes for vulnerable youth and families.

VALLEY INITIATIVE FOR DEVELOPMENT AND ADVANCEMENT

› WELASCO, TEXAS

\$175,000 (2012)

The community-based agency provides underserved residents with education and training to promote self-sufficiency and build a skilled workforce that meets the demands of employers and spurs investment in the region. A three-year, \$500,000 grant enables the agency to participate in a 10-year, federally funded demonstration project, Innovative Strategies for Increasing Self-Sufficiency, which centers on a rigorous evaluation of next-generation strategies for increasing the economic self-sufficiency of low-income individuals and families.

VISIONS INC.

› ROXBURY, MASS.

\$30,000

The pioneering multicultural development organization, formerly called Vigorous Interventions in Outgoing Natural Settings, provides consulting services and training programs in diversity and inclusion. Through this field-building grant, it is delivering organizational development, technical assistance and multicultural training sessions to help human-services organizations create and implement more equitable programming and services.

WAYS TO WORK

› MILWAUKEE

\$75,000

The national economic-empowerment program provides financial education and affordable loans to low-wage earners, enabling them to purchase used cars for transportation to jobs, school and other activities. Grant funding improves the organization’s financial sustainability through the redesign of its revenue model to enhance its organizational effectiveness and resilience.

YOUTHBUILD USA INC.

› SOMERVILLE, MASS.

\$689,713 (2012)

YouthBuild USA unites a network of 273 local YouthBuild programs in 45 states, the District of Columbia, and the Virgin Islands, engaging nearly 10,000 low-income young adults annually in education, job training and leadership development. A two-year, \$1.2 million grant supports program growth and quality and strengthens overall fundraising, research, leadership and policy capacity.

YOUTHLINK

› MINNEAPOLIS

\$181,400

YouthLink offers a safe, supportive refuge for homeless youth and provides services and counseling to help them transition to stability, independence and self-sufficiency. Assisted by a two-year, \$378,000 grant, the agency is conducting a study to analyze the efficacy and cost-effectiveness of an intervention framework that delivers multiple services for youth who are at risk for or experiencing homelessness.



President's Discretion

THE CENTER FOR APPLIED TRANSECT STUDIES INC.

› MIAMI

\$35,000

Through its research, publications and training, the center advances the design, implementation and documentation of resilient transect-based communities, which are characterized as walkable, transit-connected, affordable, diverse and sustainable. This grant supports the inaugural Council on Lean Urbanism: Practical Action for Cities and Towns, a multiday convening launched in Detroit, which engaged urbanists, planners, architects and developers in creating innovative approaches to urban intervention and development.

THE FRESHWATER TRUST

› PORTLAND, ORE.

\$100,000

The trust is dedicated to preserving and restoring freshwater ecosystems. This grant, in conjunction with a \$1 million program-related investment from our Social Investment Practice, advances the development of new restoration tools and financial models for an innovative water-quality trading program, which leverages "credits" purchased or traded by wastewater treatment facilities, power plants and developers to support streamside restoration projects in the American West.



FUNDRISE

› WASHINGTON

\$26,500

The company is pioneering an online crowdsourcing model for real estate investment that allows individuals to buy shares in local real estate projects and potentially profit from the change they foster in their community. This grant enables Fundrise to explore the feasibility of using its investment platform in Michigan to raise capital for transformative neighborhood projects.

PHILANTHROPY NORTHWEST

› SEATTLE

\$40,000

Philanthropy Northwest promotes and facilitates collaborative action by philanthropic organizations to strengthen communities. This grant provides funding for the 2013 Detroit Mission Investing Institute, which explores new financial tools and investment strategies to advance food and health, community development and education enterprises in areas with low-income and marginalized populations.

Special Initiatives

KEY

(Year grant awarded if prior to 2013)

AIA FOUNDATION

› WASHINGTON

\$50,000

The foundation is a nonprofit arm of the American Institute of Architects that works to promote the appreciation of design excellence, access to the architectural profession and engagement with the built environment. Grant money supported the Remaking Cities Congress, held in October 2013 in Pittsburgh.

ALLIANCE FOR NONPROFIT MANAGEMENT

› SAN FRANCISCO

\$50,000 (2012)

Through programming, advocacy, research and dialog, the association works to improve the effectiveness of individuals, groups and organizations that deliver management and governance support services to nonprofits. A two-year, \$100,000 grant provided funding for the alliance's 2012 and 2013 national conferences, webinars, gatherings and other field-building activities.

ASSOCIATION OF BLACK FOUNDATION EXECUTIVES INC.

› NEW YORK

\$50,000

The independent membership organization promotes effective, responsive philanthropy in African American communities. Through this three-year, \$150,000 grant, the association is creating a network of trained, connected, accessible Black foundation coaches and a Web-based resource center to strengthen the management and leadership skills of its members.

CALVERT FOUNDATION

› BETHESDA, MD.

\$750,000

The financial products and services corporation invests in high-impact community organizations whose social missions include affordable housing, microfinance, small-business development and the establishment of essential community facilities. Through this grant, the foundation is launching three new city-specific Community Investment Notes, targeting social investor capital at important redevelopment projects.

CENTER FOR EFFECTIVE PHILANTHROPY

› CAMBRIDGE, MASS.

\$80,000

The center develops comparative data, assessment tools, programming and publications that enable philanthropic funders to define, assess and improve their effectiveness and social impact. A two-year, \$150,000 grant provides general operating support to advance the center's research agenda, programs and communications to benefit the philanthropic sector.

CLARK ATLANTA UNIVERSITY

› ATLANTA

\$100,000

The university is an independent, historically black, urban research university offering undergraduate, graduate/professional and nondegree certificate programs; it participates as a member of the Atlanta University Center consortium. This grant assists the consortium in developing a revolving-loan fund, strengthening local community engagement around the planned Atlanta Falcons NFL stadium and exploring long-range neighborhood climate resiliency.

COMMUNITY FOUNDATION FOR THE NATIONAL CAPITAL REGION

› WASHINGTON

\$20,000

The foundation is home to nearly 700 donor-advised and field-of-interest funds formed by individuals, families and corporations that seek to bring about positive change in the Washington metropolitan area. A grant given to support the Lucy Delgado Memorial Fund for hunger relief, which honors Jane L. Delgado for her 16 years of service on our Board of Trustees and is made in memory of her mother, Lucy Delgado.

COUNCIL OF MICHIGAN FOUNDATIONS INC.

› GRAND HAVEN, MICH.

\$45,000 (2012)

Serving a membership of more than 350 independent, family, community and corporate foundations, giving programs and public charities, the council endeavors to strengthen, promote and increase philanthropy in Michigan. This three-year, \$135,000 grant underwrites institutional membership in the council for three years.

FUNDERS’ NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES INC.

› CORAL GABLES, FLA.

\$30,000 (2012)

Working at the intersection of health, community development and environment, the network of philanthropic funding organizations addresses the root causes of sprawl and urban disinvestment and promotes sustainable, socially equitable, economically sound land-use decisions leading to smarter growth policies and practices. This two-year, \$60,000 grant provides operating support for two years.

GRAND VALLEY STATE UNIVERSITY

› ALLENDALE, MICH.

\$150,000

The university’s Dorothy A. Johnson Center for Philanthropy serves nonprofits and the philanthropic sector through applied research and comprehensive professional development opportunities for grantmakers. This grant supports the transition of LearnPhilanthropy, a Web-based learning platform for staff, executives and trustees at grantmaking foundations, from the Council on Foundations to the Johnson Center, as well as the development of a sustainable business model for the tool.

GRANTS MANAGERS NETWORK

› WASHINGTON

\$50,000

The affinity group for grants-management professionals includes more than 2,400 members from more than 300 foundations, public charities and corporations. This four-year, \$80,000 grant supports the network’s efforts to streamline grant application and reporting, and provides three years of membership dues.

GUIDESTAR

› WILLIAMSBURG, VA.

\$40,000

Through its extensive database, GuideStar gathers and displays financial and organizational information on the nonprofit sector, which allows donors, funders, researchers and educators to make informed decisions. It is using this grant to develop a detailed plan for a “mirror funds” platform that allows individual donors to leverage the due diligence conducted by top philanthropies to shape their personal giving strategies and to “piggyback” their charitable contributions on foundation program strategies.

GUIDESTAR

› WILLIAMSBURG, VA.

\$25,000 (2011)

Through its extensive database, GuideStar gathers and displays financial and organizational information on the nonprofit sector, which

allows donors, funders, researchers and educators to make informed decisions. This three-year, \$75,000 grant provides three years of annual membership support.

HEALTH FOUNDATION FOR THE AMERICAS

› WASHINGTON

\$220,000

The foundation is a supporting organization of the National Alliance for Hispanic Health, which works to improve the health and well-being of individuals and families throughout the Americas by developing community-based support and services. A grant underwriting the foundation’s general operations recognizes Jane L. Delgado for her service on our board of trustees over the past 16 years and is made in memory of her mother, Lucy Delgado.

INDEPENDENT SECTOR

› WASHINGTON

\$17,500 (2011)

The coalition of 600 leading charities, foundations and corporate grantmakers is committed to advancing the common good and strengthening the nonprofit sector by promoting effective policies, championing public-private collaborations, fostering accountability and serving as a common meeting ground. Funding from this three-year, \$52,500 grant supports our annual membership in the organization for three years.

INDIANA UNIVERSITY

› INDIANAPOLIS

\$50,000 (2012)

The university’s Center on Philanthropy is dedicated to increasing the understanding of philanthropy, improving its practice and enhancing participation in the field. This two-year, \$100,000 grant underwrites academic and training scholarships to advance the professional development of up to 18 nonprofit practitioners.

JOHNS HOPKINS UNIVERSITY

› BALTIMORE

\$35,000 (2011)

The private research university anchors the Institute for Policy Studies, which serves as its primary social science policy research and teaching arm. The institute supports the Center for Civil Society Studies, which is using this three-year, \$105,000 grant for expansion in Michigan of its Listening Post Project, a collaborative effort to monitor trends and developments affecting U.S. nonprofit organizations.

MDC INC.

› DURHAM, N.C.

\$225,000

The antipoverty organization creates programs to help people obtain financial support, education and job training. This grant sponsors the publication of a biannual report that examines the economic mobility challenges in the South and identifies an education-to-employment agenda for Southern communities.

NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

› WASHINGTON

\$15,000 (2011)

The organization promotes philanthropic giving that serves the public good, responds to the needs of underserved people and communities and meets high standards of integrity and transparency. A three-year, \$45,000 grant covers our membership dues for three years and supports this ongoing work.

NATIONAL COUNCIL OF NONPROFITS

› WASHINGTON

\$60,000 (2012)

The council works through its network of state associations and affiliates in 42 states and the nation’s capital to advance the role, capacity and voice of more than 25,000 charitable nonprofits. This two-year, \$120,000 grant provides operating support for two years.

NATIONAL PUBLIC RADIO

› WASHINGTON

\$500,000

National Public Radio distributes programming to more than 900 public-radio stations across the country. This grant supports reporting by NPR’s National Desk that covers topics related to Kresge’s goal of expanding opportunity in America’s cities.

NEW VENTURE FUND

› WASHINGTON

\$40,000

The nonprofit organization provides project-implementation and intermediary services to the philanthropic sector for public-interest projects focused on conservation, global health, education, music and the arts and other areas. Grant money is being used to create a new report to help public and philanthropic organizations design and implement prizes to achieve their social objectives.

PORTICO CHURCH INC.

› CHARLOTTESVILLE, VA.

\$100,000

Portico seeks to create churches for future generations that address the needs of vulnerable urban communities. This grant, which honors Susan K. Drewes for her service on our Board of Trustees, provides funds for the church’s Portico Ix building project to expand its urban campus and ministerial programs in downtown Charlottesville.

ROCKEFELLER PHILANTHROPY ADVISORS INC.

› NEW YORK

\$15,000

The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. Funding supports the creation of a strategic framework that can help foundations more efficiently design, develop and deploy their leadership.

SHRINE OF THE MOST BLESSED SACRAMENT

› WASHINGTON

\$10,000

The church serves more than 3,000 families, operates a School of Religion and sponsors community outreach and education programs. This grant to sustain the church and its work honors Jane L. Delgado for her 16 years of service on our Board of Trustees and serves as a memorial for Lucy Delgado, her mother.

SMART GROWTH AMERICA

› WASHINGTON

\$982,250

The national organization researches, advocates and leads coalitions to bring smart-growth practices to communities nationwide. Through this two-year, \$1.49 million grant, Smart Growth America’s Transportation for America advocacy program is working with regional planners and local advocates to develop and implement model regional transportation plans, projects, programs and policies that improve health, equity, the environment and placemaking in Detroit and other target regions.

ST. PAUL’S UNITED METHODIST CHURCH

› ROCHESTER, MICH.

\$100,000

Through its various ministries, the church provides food, clothing and shelter to low-income families, builds Habitat for Humanity homes and sponsors outreach, counseling and missionary work. Grant funding recognizes Susan K. Drewes for her service on our Board of Trustees and enables the church to replace its sanctuary roof and make other capital improvements.

ST. THOMAS APOSTLE CATHOLIC CHURCH

› WASHINGTON

\$30,000

The church serves the surrounding community through education classes, charity drives, financial assistance and meal delivery to seniors. A grant to support the church and its activities salutes Jane L. Delgado for her 16 years of service on our Board of Trustees and honors the memory of her mother, Lucy Delgado.

STATE UNIVERSITY OF NEW YORK AT NEW PALTZ FOUNDATION

› NEW PALTZ, N.Y.

\$20,000

The foundation fosters programmatic excellence, academic achievement, scholarly research and student scholarships at SUNY New Paltz, a four-year residential college. A grant for the Lucy Delgado Memorial Scholarship Endowment honors Lucy Delgado and recognizes the contributions her daughter, Jane L. Delgado, has made during her 16 years of service on our Board of Trustees.

TAPROOT FOUNDATION

› SAN FRANCISCO

\$100,000

Taproot engages professionals in strategic and financial management, human resources, marketing and information technology to provide pro bono services to nonprofit organizations. This grant will support Taproot's efforts to expand its Powered by Pro Bono program by further developing a digital marketplace to connect professionals and nonprofits.

THOMAS JEFFERSON AREA COALITION FOR THE HOMELESS

› CHARLOTTESVILLE, VA.

\$100,000

The Haven, formerly known as the Thomas Jefferson Area Coalition for the Homeless, works to reduce homelessness by initiating creative solutions and coordinating regional resources and services. Through this grant, which honors Susan K. Drewes for her service on our Board of Trustees, the Haven is able to purchase new equipment and deliver critical services to the area's homeless population.

TIDES CENTER

› SAN FRANCISCO

\$110,000

The Tides Center is a public charity that serves as a fiscal agent for groups working to promote progressive social change on local, national and international levels. This grant supports the Talent Philanthropy Project, which encourages foundations to invest in leadership development at nonprofit organizations.

TIDES CENTER

› SAN FRANCISCO

\$55,000

(2011)

Tides Center is the fiscal agent of Emerging Practitioners in Philanthropy, an affinity group offering peer and intergenerational networking, professional leadership development, and next-generation advocacy for foundation professionals under the age of 40. This three-year, \$165,000 grant is for general operating support of Emerging Practitioners in Philanthropy.

TIDES CENTER

› SAN FRANCISCO

\$12,500

(2011)

Tides Center is the fiscal agent of Emerging Practitioners in Philanthropy, an affinity group offering peer and intergenerational networking, professional and leadership development, and next-generation advocacy for foundation professionals under the age of 40. This three-year, \$37,500 grant provides institutional membership support for three years.

TIDES FOUNDATION

› SAN FRANCISCO

\$200,000

The nonprofit organization provides fiscal sponsorship for more than 230 groups nationwide, operates and supports green nonprofit centers, and grants millions of dollars annually to charitable organizations around the world. This grant funds the Alliance for Citizenship, a national coalition of more than 170 organizations focused on advancing broad-based immigration reform, including a path to citizenship for undocumented immigrants in America.

Healing Spaces Initiative

Together, Kresge's Health Program and Arts & Culture Program launched the Healing Spaces pilot initiative to support innovative, collaborative work among community health centers, artists and arts organizations. Through community-driven projects, collaborating partners engage local artists to create spaces that support health and well-being.

ADVANTAGE HEALTH CENTERS

› DETROIT

\$35,700

LA CLINICA DE LA RAZA FRUITVALE HEALTH PROJECT INC.

› OAKLAND, CALIF.

\$35,700

LAWNDALE CHRISTIAN HEALTH CENTER

› CHICAGO

\$35,700

LIFELONG MEDICAL CARE

› BERKELEY, CALIF.

\$35,700

PLANNED PARENTHOOD MINNESOTA, NORTH DAKOTA, SOUTH DAKOTA

› ST. PAUL, MINN.

\$35,700

RIVERSTONE HEALTH FOUNDATION

› BILLINGS, MONT.

\$35,700

VOLUNTEERS IN MEDICINE CLINIC

› HILTON HEAD ISLAND, S.C.

\$35,700



Community Development Program

KEY

(Year grant awarded if prior to 2013)

AMERICAN ASSEMBLY

> NEW YORK

\$30,000

Established in 1950 by Dwight D. Eisenhower as an affiliate of Columbia University, the assembly is a nonpartisan, public-affairs forum that illuminates national policy issues and formulates innovative solutions to complex problems. A two-year, \$60,000 grant funds the launch of the Legacy Cities Network, a collaborative venture to provide civic leaders working in legacy cities with shared access to research, lessons and solutions for urban transformation.

CITY COLLEGE OF NEW YORK

> NEW YORK

\$25,000

As the flagship of the City University of New York, City College offers teaching, learning and research on an urban campus in the center of New York City. The college's J. Max Bond Center on Design is using this funding to plan and implement, in Detroit, the 2013 Bruner Loeb Forum on Legacy City Design, a convening focused on generating and sharing progressive design ideas and strategies for repurposing land into sustainable urban neighborhoods and infrastructure.

DREXEL UNIVERSITY

> PHILADELPHIA

\$150,000

The private research university based in Philadelphia serves as a model for community engagement and an engine for economic development in the region. Assisted by this grant, the Drexel University Community Development program is creating an Urban Exchange Center to be a hub for community change that brings academic programs and skills training to three adjacent west Philadelphia neighborhoods undergoing revitalization.

GRAND ACTION FOUNDATION

> GRAND RAPIDS, MICH.

\$250,000

The organization engages civic, business and community leaders in downtown building and revitalization projects that foster economic and cultural development in Grand Rapids. This grant funds the construction of the three-story, LEED Silver-certified Grand Rapids Downtown Market, a year-round, indoor public market with combined facilities for food production and retail sales, food and health education, an outdoor seasonal farmers and crafts market and a hands-on cooking lab for kids.

IFF

> CHICAGO

\$38,370

The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. IFF is using this grant to study the feasibility of expanding its services into Michigan.

HOUSING PARTNERSHIP NETWORK INC.

> BOSTON

\$125,000 (2012)

The national network of nonprofit housing developers and lenders seeks to build affordable housing that uplifts low- and moderate-income residents and contributes to more vibrant communities. Assistance from a two-year, \$200,000 grant enables the network to advance and expand its work nationwide.

JOBS FOR THE FUTURE

> BOSTON

\$200,000

This nonprofit organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 100 communities across 39 states. This two-year, \$400,000 grant, requested on behalf of the National Fund for Workforce Solutions, supports the expansion of workforce development partnerships and meets the matching requirements for a federal grant initiative.

LIVING CITIES INC.: THE NATIONAL COMMUNITY DEVELOPMENT INITIATIVE

> NEW YORK

\$1 million

The philanthropic, corporate and public-sector partnership was established to bring community development opportunities and the financial power of mainstream markets to urban neighborhoods and residents. This three-year, \$3 million grant renews support for our participation in the Living Cities Community Development Initiative, a collaboration of 22 of the nation's largest foundations and financial institutions.

LOCAL INITIATIVES SUPPORT CORP.

> NEW YORK

\$675,000

The national community development intermediary works through 30 local offices in 25 states to revitalize the nation's neighborhoods, by helping community-based organizations gain access to financial capital, expertise and policy support to create affordable housing and commercial activity. This grant continues support for the expansion of its Building Sustainable Communities initiative, a multifaceted approach to revitalization in cities and rural areas.

PROJECT FOR PUBLIC SPACES INC.

> NEW YORK

\$50,000

The nonprofit planning, design and educational organization is dedicated to helping people create and sustain public spaces that build stronger communities. The grant funded the inaugural meeting of the Placemaking Leadership Council in Detroit in 2013 and its initial work to develop an international placemaking campaign focused on creating healthier, more sustainable communities that support local economies.

SMART GROWTH AMERICA

> WASHINGTON

\$65,000 (2012)

The national organization researches, advocates and leads coalitions to bring smart-growth practices to communities nationwide. This two-year, \$140,000 grant expands the efforts of LOCUS, a national network of real estate developers and investors who advocate sustainable, walkable urban development in metropolitan areas and help to shape federal and state policies on smart-growth issues.

UNIVERSITY OF CALIFORNIA, BERKELEY

> BERKELEY, CALIF.

\$200,000

The University of California's flagship campus is a world-renowned public research university and home to the Haas Institute for a Fair and Inclusive Society, which serves as a national hub for research on issues related to equity, inclusion and diversity. This grant enables the institute to develop a national partnership network of researchers, policymakers and community stakeholders and to advance its research work.



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On behalf of the Board of Trustees and staff of The Kresge Foundation, I want to offer our deepest gratitude to Dr. Jane Delgado and Susan K. Drewes for their years of dedicated service on the board.
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