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We are problem-solvers first and foremost. 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.

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.
BY THE NUMBERS

316
GRANTS

700+
GRANTEE PARTNERS

$128M
GRANTS PAID OUT

9
SOCIAL INVESTMENTS

54+
INVESTOR PARTNERS

$17.7M
SOCIAL INVESTMENT COMMITMENTS

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.
It is through these combinations that we derive our strength and, over time, help bring about the change we seek.

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.
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 in which the city finds itself. Past, present and future – this is what we owe our partners and our convening power – all our resources – to address big problems over a long time horizon.

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 change 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.
It is deceptively attractive to view a foundation’s activities atomistically — gauging its aspirations and methods and successes 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.

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.

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 Container Investment Fund, highlighted on page 75, 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 $12.5 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.

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.

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 numerical outcome of this offer has since been expanded to include a proposed $350 million commitment from the state of Michigan and a $400 million commitment from the Detroit Institute of Arts. In total, $856 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 propelled 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.
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.

**DETOUR**
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.

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.
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.
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.

PURPOSE

$5M
over 2 years

$11M
awarded since 2010

134
$42.1M
awards to date

124
organizations

79
communities

(Atlanta, Charlotte, Detroit, Miami, New York City, Philadelphia, San Jose, St. Paul and 79 others)

12
FUNDING PARTNERS

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, M&T Bank and Morgan Stanley

$12M
loan fund (a complement to the grant funding)

In addition, the Art & Culture and Health programs awarded grants to community health centers through the joint initiative Healing Spaces. See page 52.

See Nonprofit Finance Fund on page 53.
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.
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.

PURPOSE

- $5M LOAN
- $30.25M TOTAL AMOUNT OF INVESTMENT FUND
- $1.25M LOAN GUARANTEE

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

PARTNERS

- Capital Impact (formerly NCRC Capital Impact), MetLife, PNC Bank, Prudential, Calvert Foundation, Living Cities and Max M. & Marjorie S. Fisher Foundation

TO LAUNCH A $12M LOAN FUND (A COMPLEMENT TO THE GRANT FUNDING)

See Capital Impact on page 42.
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.

$16.5M amount awarded in 2013

$19M amount paid out in 2013
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.

**Purpose**

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 ON INDEPENDENT COLLEGES
10. DEMOCRACY NETWORK FOR IDEAS AND ACTION LTD.
11. FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES
12. FOUNDATION FOR MAINE’S COMMUNITY COLLEGES
13. GET SCHOoled FOUNDATION
14. INSTRUCTOR
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. WEST AFRICAN INSTITUTE FOR ADVANCED STUDIES
38. WEST AFRICAN INSTITUTE FOR ADVANCEMENT
39. UNIVERSITY OF THE FREE STATE

**Funding Partners**

1. BILL AND MELINDA GATES FOUNDATION
2. W. K. FORD FOUNDATION
3. W. K. FORD FOUNDATION

**Project Support Grant**

1. Achieving the Dream
2. The Aspen Institute

**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 on Independent Colleges
11. Foundation for California Community Colleges
12. Foundation for Maine’s Community Colleges
13. Get Schooled Foundation
14. Mentor
15. Independent Colleges of Indiana Inc.
16. Institute of International Education
17. MDRC
18. Michigan College Access Network
19. Morehouse College
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. West African Institute for Advanced Studies
38. West African Institute for Advancement
39. University of the Free State

**National Report**

Environment

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.

$19.5M amount awarded in 2013

$19M amount paid out in 2013
CITY ENERGY PROJECT

Environment

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

$9.3M
3-YEAR PROJECT BUDGET

5M–7M TONS OF CARBON EMISSIONS REDUCED ANNUALLY

$1B
in potential energy savings per year

4 GOALS

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

10 PARTICIPATING CITIES

- Atlanta
- Boston
- Chicago
- Denver
- Houston
- Kansas City
- Los Angeles
- Orlando
- Philadelphia
- Salt Lake City

OTHER BENEFITS:

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

2 PROJECT PARTNERS

- INSTITUTE FOR MARKET TRANSFORMATION AND NATURAL RESOURCES DEFENSE COUNCIL
- BLOOMBERG PHILANTHROPIES AND DORIS DIXON CHARITABLE FOUNDATION

2 FUNDING PARTNERS

- INSTITUTE FOR MARKET TRANSFORMATION AND NATURAL RESOURCES DEFENSE COUNCIL
- BLOOMBERG PHILANTHROPIES AND DORIS DIXON CHARITABLE FOUNDATION

21 KEYS

- 1. 2030 INC./ARCHITECTURE 2030
- 2. 2030 INC./ARCHITECTURE 2030
- 3. AION
- 4. ALLIANCE FOR WATER EFFICIENCY
- 5. AMERICAN COUNCIL FOR REAL ESTATE EFFICIENCY
- 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. FUTUREWIDE
- 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. UPRISE INC.
- 61. URBAN LAND INSTITUTE FOUNDATION
- 62. U.S. GREEN BUILDING COUNCIL – NEW YORK CHAPTER
- 63. WGBH
Health

$17M amount awarded 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.

$19M amount paid out in 2013
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

**Grants:**
- Planning and project (third grant awarded in 2016)
- **$900K** in planning grants
- **$6M** in project grants paid over 3 years
- **$75K** each to 8 locations

**Grantees Partners:**
- 4 in Alameda
- 7 in East Cleveland
- 21 in Detroit
- 11 in Taos
- 14 in Flagstaff
- 9 in Boston
- 12 in Beaufort-Jasper-Hampton
- 21 in Honolulu

**Locations:**
- Alameda County, Calif.
- Flagstaff, Ariz.
- East Cleveland, Ohio
- Boston, Ontario
- Beaufort-Jasper-Hampton, S.C.
- Telfair, N.M. and Honolulu

**Key:**
- $900K
- $600K
- $500K
- $400K
- $300K
- $200K
- $100K
- $50K
- $25K

In addition, the Art & Culture and Health programs awarded grants to community health centers through the joint initiative Healing Spaces. See page 29.
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.

$14M
Amount awarded in 2013

$18.5M
Amount paid out in 2013
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.

1. Social investment

$1.5M

Loan

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

1. Project Grant

$300K | $2.3M

committed over 7 years

by the Commonwealth of Massachusetts

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

1. 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.

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

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.

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.

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.

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 2012 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.

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 Kneiss-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.

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.
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.
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.
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 (2012)

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.

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 (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. In New Orleans’ Treme/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.
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

$100,000 (2012)

The foundation provides capacity-building services to Boston arts and cultural organizations. This two-year, $300,000 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 one-mile Fairmont INDIGO Line transit corridor.

CENTRAL INDIANA COMMUNITY FOUNDATION

$750,000

The foundation supports philanthropy, leadership and service in the Indianapolis community and serves as the fiscal sponsor for Reconnecting to Our Waters, a collective effort to reclaim underused urban waterways to revitalize neighborhoods. This three-year, $315 million grant enables ROW to improve the economics, aesthetics, connectivity and well-being of watershed communities by increasing capital investments, engaging residents and artists in creative projects and enhancing natural features.

CITY OF ASYLUM/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

$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, $860,000 grant from our Arts & Culture Program and Cross Disciplinary Fund strengthens Community Lift’s overall operations and advances its Memphis Muse Magnet Initiative in the Soulsville neighborhood.

COMMUNITY PARTNERSHIP FOR ARTS AND CULTURE

$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

$800,000

The organization builds public and private partnerships to develop and implement sustainable community revitalization in Camden and promotes the city as a vital place to live and work. This two-year, $8 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.

$150,000 (2011)

The multiform, ensemble-based theater company commissions and produces original works and contemporary adaptations of classics that combine the disciplines of professional and community collaborators. This three-year, $415,000 grant, made in collaboration with three other programs, funds the development and presentation of the Hunger Cycle, a series of dramatic productions based on personal narratives that seek to heighten awareness and involvement in the nation’s hunger crisis.

CULTURAL DEVELOPMENT CORP

$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, $900,000 grant supports the development of affordable office and programming space for artist-driven projects and small-scale arts organizations.

EFFORTS OF GRACE INC.

$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, $500,000 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

$30,000

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, $120,000 grant supports grassroots efforts to promote cultural understanding, historical healing and a sense of community within the district.

GRANTMAKERS IN THE ARTS

$100,000

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, $250,000 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

$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, $900,000 grant enables the center to continue its program activities and contribute to the revitalization of the city’s Guadalupe Corridor.

HANDS INC.

$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

$500,000

Intermedia Arts serves as a catalyst for community building and leadership development among artists, educators and community development professionals. Funding from this 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

$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, $555,000 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

$60,000 (2012)

One of the 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 helps to fund the center’s current literary arts program.

LINCOLN PARK COAST CULTURAL DISTRICT INC.

$575,000

The organization is coordinating community efforts to plan, design and build a sustainable arts and cultural district near Newark’s 5-acre Lincoln Park and Coast area that provides affordable housing, cultural programming, urban farming and green jobs for residents. Funding from this three-year, $255,500 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, $500,000 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, $5.5 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, $100,000 grant, the institute is creating a building reserve 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, $525,000 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 artists 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, $4.5 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, $50,000 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-8 and an affordable housing program. This three-year, $650,000 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 uses a two-year, $500,000 grant to support Ignite, 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.

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, $275,000 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, $342,120 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.
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 literary and educational development. This three-year, $40,000 grant enables the museum to achieve greater financial sustainability, build its support base and deliver innovative programming.

The institution of arts and design offers bachelor’s and master’s degrees to students while preparing them for careers. This grant underwrites 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.

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, $6.5 million grant, the foundation is launching the Detroit Head Start Innovation Fund to strengthen and improve the quality of Head Start programs in Detroit.

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.

The organization is a leader in promoting walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions. Funding enables the compact 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.

The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities. This two-year, $30,000 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.

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 90 people with permanent homes and an array of supportive services.

The project facilitates data collection and interpretation capabilities for arts and cultural organizations to increase their management capacity and inform better decision-making by philanthropists, advocates and policymakers. A three-year, $50,000 grant renews support for the Michigan Cultural Data Project, launched in 2010.

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 72 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.

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 IOMCI.com Web portal and marketing initiative to raise the visibility of Southeast Michigan’s arts and culture sector.

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, $50,000 grant enables the alliance to deliver services to member organizations and strengthen the arts and culture sector in Detroit and the surrounding region.

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, $500,000 grant is being used to increase participation by underrepresented youth in its core programs and to design and implement a sustainable revenue model.

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Detroit Economic Growth Association
$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
$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
$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
$410,344
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, $4.5 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
$34,900 (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
$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
$250,000
The Detroit City Council established the land bank in 2006 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
$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.
$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. Elliot MakeSpace, a neighborhood workshop that strengthens Detroit’s East Side community and its entrepreneurial environment.

Detroit Regional Chamber Foundation
$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.
$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.
$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 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.
$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.
$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.
$250,000 (2011)
Eastern Market supplies the area with fresh food and draws more than
The nonprofit organization partners with other stakeholders to support access to healthy, fresh, sustainably grown food. This three-year, $500,000 grant provides funding for the Double Up Food Bucks pilot program at 60 farmers markets statewide and seven 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

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.

**EXCELLENT SCHOOLS DETROIT**  
**DETROIT**

$333,000

The organization is implementing strategies in public-school 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 is going toward general support and 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.

**FAIR FOOD NETWORK**  
**ANN ARBOR, MICH.**

$100,000

In addition, the university plans to consolidate its architecture and design programs and establish a baseline for future decision-making. 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, $300,000 grant for operational support enables Invest Detroit to ramp up its participation in two major redevelopment initiatives.

**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, $250,000 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 beautification 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 HHFIS 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.

**INVEST DETROIT FOUNDATION**  
**DETROIT**

$150,000

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.

**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 Design 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

Lambert Sanctuaries, which operate 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, $240,000 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, $90,000 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 incubator for ARTS 3000, a strategic collaboration of four small nonprofit arts organizations based in southeast 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, $54.6 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 the 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 policy and develop more cooperative problem solving around issues facing residents in underserved communities. The organization is using this three-year, $100,000 grant to launch the Millennium Organizing Project, which seeks to engage, coordinate and empower next-generation city and regional leaders and congregations in southeast 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 reevaluate 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 20 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, $80,000 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, $100,000 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, programs and activities related to district planning, anchor engagement and physical revitalization.
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 supports the planning and production, in 2012, of the second Art X Detroit: Krewe Arts Experience, a biannual, multidisciplinary public festival that showcases the work of our Artist Fellows and Emerging Artists in venues across Midtown.

**MOSSAIC 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 by this grant, New Detroit is partnering on the pilot launch of Detroit 143, a neighborhood-based digital news and social-media organization.

**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, $250,000 grant supports the organization’s operations and race-relations activities.

**NEXTENERGY 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, $100,000 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 inequality. 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

$350,000

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 revivie a 2.5-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, $100,000 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, $100,000 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.

**STARFISH FAMILY SERVICES INC.**
> INKSTER, MICH.

$150,000

Each year, more than 5,000 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 restablishing 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 programs and resources that enable victims and survivors of domestic violence, sexual assault and homelessness to regain control of their lives. This three-year, $100,000 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 combat 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...
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, $500,000 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.

**WAYNE 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 KIDSSPACE**
> 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

$100,000 (2012)

Wayne State is a comprehensive urban research university offering more than 400 academic and community programs. Funding from this three-year, $100,000 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**
- $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 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**
- $30,000

**DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION INC.**
- Detroit
- $20,000
<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Detroit Repertory Theatre</td>
<td>Detroit</td>
<td>$30,000</td>
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<tr>
<td>Detroit Symphony Orchestra Hall Inc.</td>
<td>Detroit</td>
<td>$100,000</td>
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<td>Detroit Zoological Society</td>
<td>Royal Oak, Mich.</td>
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<td>Eisenhower Dance Ensemble</td>
<td>Southfield, Mich.</td>
<td>$17,500</td>
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<td>Far Conservatory of Therapeutic and Performing Arts</td>
<td>Birmingham, Mich.</td>
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<td>Great Lakes Chamber Music Festival</td>
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<td>Grosse Pointe Theatre Inc.</td>
<td>Grosse Pointe, Mich.</td>
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<td>Heritage Works</td>
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<td>Holocaust Memorial Center</td>
<td>Farmington Hills, Mich.</td>
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<td>Insideout Literary Arts Project</td>
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<td>Jewish Ensemble Theatre Co.</td>
<td>West Bloomfield, Mich.</td>
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<td>Living Arts</td>
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<td>Macomb Community College</td>
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<td>Mosaic Youth Theatre of Detroit</td>
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<td>Motown Historical Museum Inc.</td>
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<td>Museum of Contemporary Art</td>
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<td>Matrix Theatre Co.</td>
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<td>Michigan Opera Theatre</td>
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<td>Michigan Philharmonic</td>
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<td>Michigan State University</td>
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<td>Motor City Brass Band</td>
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<td>Muncie Youth Theatre of Detroit</td>
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<td>Power House Productions</td>
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<td>Puppertart</td>
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<td>Rackham Symphony Choir</td>
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<td>Oakland University</td>
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<td>Oakland University</td>
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<td>Pewabic Society Inc.</td>
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<td>Ploeshares Theatre Co.</td>
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<td>VSA Michigan</td>
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*For the Macomb Center for Performing Arts and the Albert L. Lorenz Cultural Center*

*For Community Music School, Detroit*

*For the Oakland University Art Gallery*

*For the Center of Music & Performing Arts Southwest*

*For Wayne State University Press*

*For the Hilberry Theatre*

*For WSU Art Galleries*

*For Y-Arts*
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, Bird 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
> BEREA, 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, $450,000 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.
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, $1.2 million 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 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. This center co-manages the Benefits Access for College Completion initiative and is using this three-year, $80,000 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 120 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 12,000 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 13 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 submission 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 OPPORTUNITY IN EDUCATION
> WASHINGTON
$150,000
This membership organization collaborates with 1,200 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.

EXCELSIOR COLLEGE
> ABBANY, 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, $150,000 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, $60,000 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 support. This two-year, $462,000 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 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 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 open-university division, 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, $582,000 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 24,000 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 wheelachar-dependent college graduates, Insight 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, $757,000 grant expands Insight'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.

$250,000 (2011)

The nonprofit 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 (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. 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
> ATLANTA

$34,175 (2010)

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, $1.5 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
> BARRON, 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, $500,000 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, $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 broadband-based education and community partnerships to improve public education, raise academic achievement levels and increase employment and higher education for low-income students. This two-year, $600,000 grant enables the council to...
RESEARCH FOR ACTION INC.

$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.

ON POINT FOR COLLEGE

$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. This two-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

$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

$100,000

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.

Scholarship America Inc.

$650,000

Over the past 50 years, the national organization has awarded nearly $5 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.

$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

$175,000

The organization represents a national network of post-secondary 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 expands 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

$400,000

The association provides coordination, professional development and legislative advocacy for the 50 public community college districts in Texas. This three-year, $550,000 grant funds the launch of the Texas Success Center, a statewide hub to coordinate efforts to increase college success and accelerate degree completion.

The New Press

$290,000

Committed to publishing works of educational, cultural, social and community value, the press has released more than 1,000 titles since 1991, 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 the digital learning landscape, to help community colleges develop scalable strategies for improving student success.

Oakland University

$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

$200,000

The membership organization serves as a policy and programming advocate for Ohio’s community colleges and their 300,000 students. A two-year, $400,000 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.

The New America Foundation

$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 and the economy. Through this two-year, $350,000 grant, the foundation is conducting two separate research studies focused on Hispanic student retention and the changing digital landscape, to help community colleges develop scalable strategies for improving student success.

The Foundation raises gifts to support the University of Hawai’i at Hilo campuses, students and programs. This two-year, $350,000 grant, part of a broader effort to extend the University’s reach, will support the establishment of a new branch campi...
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 in students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE
> ADEPHI, MD.
$150,000

With its focus on distance education and adult learners, the college now serves more than 50,000 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 housed the Center for Community College Student Engagement, which is using this two-year, $500,000 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, $700,000 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, $255,000 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 4,000 students at 12 high-road high schools with counseling and resources to help them transition successfully from high school to college.

YES WE MUST COALITION
> WAYLAND, MASS.
$50,000 (2013)

The coalition strives to increase low-income and underrepresented students’ college-degree attainment at small, independent, nonprofit colleges and universities. This two-year, $500,000 grant underwrites a strategic planning process to increase the capability of its 37 member institutions to support, advocate for and graduate low-income and underrepresented students.

UNIVERSITY OF THE WESTERN CAPE
> BELLEVIEW, SOUTH AFRICA
$10,500,000

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 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.

YES WE MUST COALITION
> WAYLAND, MASS.
$50,000 (2013)

South Africa’s largest residential university serves primarily low-income students in four of the nation’s nine provinces. This six-year, $460,000 grant supports the university’s participation in the Kresge-Inyathelo Advancement Initiative, aimed at improving the fundraising and development efforts at South African universities.
Environment

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, $240,000 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, $120,000 grant supports its general operations and pioneering work to accelerate the building sector’s adoption of climate-friendly technologies and practices.

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 systems 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.

ALLIANCE FOR WATER EFFICIENCY
> 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.

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, $350,000 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
$783,351 (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, $150,000 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.

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
$400,000 grant provides renewed support and funds the development of conservation and recovery of biological diversity through applied research at Stanford’s central business area.

$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, D.C.

$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, $100,000 grant is being used to pilot a commercial-property-assessed, clean-energy finance program that encourages municipalities and federal agencies to consider the value of ecosystem services provided by natural systems, such as wetlands and wetlands.

Connecticut Fund for the Environment

> New Haven, Conn.

$150,000 (2012)

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 (2012)

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, $40,000 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 (2012)

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 (2012)

Earth Economics is devoted to promoting ecosystem health and ecological economics and to halting the globalization of unsustainable economic policies. A two-year, $325,000-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 wetlands and wetlands.

EcoAdapt

> Bainbridge Island, Wash.

$315,000 (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, $615,000 grant for general operations enables the organization to expand and deepen its climate-change adaptation programs and services.

EcoDistricts

> Portland, Ore.

$150,000 (2012)

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 (2012)

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, $650,000 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 (2012)

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

$370,000 (2012)

The independent advocacy group links science, economics and law to create innovative,scalable 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 (2012)

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 academic and research institution oversees the Great Lakes Climate Center, formerly the State-Federal Climate Resource Center, which seeks to inform and educate policymakers 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 advice 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, $185,000 grant to support the Climate, Mind and Behavior Program, which seeks to develop effective, people-centered approaches for addressing climate change.

Georgetown University

> Washington, D.C.

$300,000 (2012)

The support grassroots watershed groups and citizen volunteers to help 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 (2012)

The statewide public-interest group works to promote healthy communities and cities while protecting farmers, 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 (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, $325,000 grant to support the Climate, Mind and Behavior Program, which seeks to develop effective, people-centered approaches for addressing climate change.
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, $100,000 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, $100,000 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.

HAWAII’I COMMUNITY FOUNDATION
> HONOLULU
$75,000
The statewide philanthropic foundation provides grants and advisory services to nonprofits 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
> TAWNYWORTH, 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, realizing landlord and tenant incentives for green-living and tightening compliance with building energy codes.

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 three-year, $675,000 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, $500,000 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  
$250,000  
WASHINGTON  

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  
$170,000 (2013)  
TRAVERSE CITY, MICH.  

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, $170,000 grant funds the development and testing of approaches that can help Michigan communities prepare for and adapt to climate change.

LOCAL GOVERNMENT COMMISSION  
$150,000  
SACRAMENTO, CALIF.  

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 Collaborations for Climate Adaptation network, and it provides sponsorship backing for California’s first Adaptation Forum in June 2014.

LOCAL GOVERNMENT COMMISSION  
$205,000 (2012)  
SACRAMENTO, CALIF.  

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, $205,000 grant enables the commission to establish a cross-sector consortium to implement a climate-resilience agenda for the San Joaquin Valley and broader region of central California.

LOUISIANA STATE UNIVERSITY  
$100,000  
BATON ROUGE, LA.  

The university provides undergraduate and graduate education and supports land, sea and space grant research. The university anchors the Coastal Sustainability Studies and the Louisiana Resilience Assistance Program, which is using a two-year, $100,000 grant to develop a toolkit to help vulnerable coastal municipalities become more resilient to climate-change impacts.

METROPOLITAN TRANSPORTATION COMMISSION  
$30,000  
OAKLAND, CALIF.  

The agency oversees the planning, coordination and financing of transportation in the nine-county San Francisco Bay Area. This grant enables the agency to 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  
$60,000  
OAKLAND, CALIF.  

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.  
$300,000 (2012)  
SAGLE, IDAHO  

The national organization is dedicated to promoting forest stewardship and sustainable forestry practices by public and private forest landowners. A two-year, $300,000 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  
$422,200  
OAKLAND, CALIF.  

The national intermediary engages traditionally marginalized populations and their leaders in building an ecosystem of grassroots organizations that shares values, responds to community needs, advocates 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  
$150,000  
BALTIMORE  

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, $150,000 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  
$125,000  
WASHINGTON  

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  
$213,000  
WASHINGTON  

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 2016 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 TRUST FOR HISTORIC PRESERVATION  
$120,000  
RESTON, VA.  

The corporation develops financing products to fund energy-efficiency retrofits in commercial, institutional, nonprofit and multifamily buildings. A two-year, $120,000 grant supports the corporation’s general operations and helps to advance New York City’s energy and climate goals.

NEW YORK CITY ENERGY EFFICIENCY CORP.  
$200,000  
NEW YORK  

The corporation develops financing products to fund energy-efficiency retrofits in commercial, institutional, nonprofit and multifamily buildings. A two-year, $200,000 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  
$100,000  
NEW YORK  

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 climate-change threats and to help residents prepare for damaging climate-related impacts.

OBERLIN COLLEGE  
$250,000  
OBERLIN, OHIO  

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, $250,000 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.

NEW VENTURE FUND  
$125,000  
WASHINGTON  

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, $125,000 grant expands the footprint, heightens the awareness and accelerates the rollout of the PACNow initiative to promote the use of Property Assessed Clean Energy financing to drive energy retrofits of homes and commercial buildings.

OBERLIN COLLEGE  
$150,000  
OBERLIN, OHIO  

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.
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, $105,000 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.

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 sciences, and liberal arts and sciences. The Institute’s Pratt Center for Community Development is using a two-year, $550,000 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 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, $651,251 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, $610,000 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 50,000 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 Hawaiian Studies 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-
discipline collaboration to create a better understanding of complex sustainability issues and solutions. This three-year, $800,000 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-areas 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 50-member coalition dedicated to advancing sustainability objectives for the 88 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 multisector, 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, $450,000 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, $900,000 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 500 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.

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 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
$100,000

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, $350,000 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

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 six-state campaign to educate Asian Americans, Native Hawaiians and Pacific Islanders about the 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

The center provides health services to medically underserved communities and is partnering on a model project to develop a community-based leadership organization. This four-year, $150,000 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 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.

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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**

**$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 policy aims at reducing toxic diesel emissions, mitigating pollution-related health risks and improving air quality in low-income communities.

**CENTER FOR PUBLIC INTEGRITY**

**$175,000**

(2012)

The nonpartisan investigative news organization works to enhance 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**

**$200,000**

(2011)

The national health advocacy organization specializes in nutrition, food safety and obesity prevention. This three-year, $600,000 grant advances the center’s efforts to make health transportation resources available to low-income children and families for visits to medical and dental clinics.

**CHILDREN’S ENVIRONMENTAL HEALTH NETWORK**

**$100,000**

(2012)

The nation’s first and leading advocate for protecting children from environmental and health 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**

**$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.

**ENVIRONMENTAL LAW AND POLICY CENTER**

**$200,000**

(2012)

The coalition is a leader in advancing public 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 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.

**ENVIRONMENTAL HEALTH COALITION**

**$200,000**

(2011)

This two-year, $400,000 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**

**$200,000**

(2011)

The coalition is a leader in advancing public 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**

**$250,000**

The center is a leading environmental public-interest and legal-advocacy organization in the Midwest. This three-year, $750,000 grant funds a
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, $44,000 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, $150,000 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, $60,000 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, $60,000 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.

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 exposure to pesticides for agricultural workers and their family members. This three-year, $80,000 grant strengthens the organization’s efforts to ensure that federal regulations for agricultural pesticides, now under revision, contain significantly stronger protections.

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, $50,000 grant, Fenton is creating media campaigns for the Moving for Health initiative 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, nonprofit research and education center works to strengthen environmental protection by improving law and governance worldwide. Through a two-year, $150,000 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.

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, $44,000 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.

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 equity and access. This two-year, $15,000 grant provides institutional membership support.

GREATER WASHINGTON ELECTRONIC 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, $175,000 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 (2013)
The environmental health care coalition of 40 organizations in more than 30 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 (2011)
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 refers patients to the 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, $150,000 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.

GRANTMAKERS IN HEALTH
> OAKLAND, CALIF.
$94,150 (2012)
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 refers patients to the 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.

GRANTMAKERS IN HEALTH
> OAKLAND, CALIF.
$100,000 (2012)
The educational organization serves as a resource center for grantmakers and others seeking expertise and information in the field of health equity and access. This two-year, $15,000 grant provides institutional membership support.

GRANTMAKERS IN HEALTH
> OAKLAND, CALIF.
$94,150 (2012)
electronic medical records from area care providers into a single, shared portal. Lehigh is using this three-year, $900,000 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 nonprofit 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 15 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 19th annual New Partners for Smart Growth Conference in Denver.

LOCAL INITIATIVES SUPPORT CORP.
> NEW YORK
$583,000
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, $5.5 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. (See more about the Social Investment Practice on page 42.)

LOW INCOME INVESTMENT FUND
> SAN FRANCISCO
$100,000
The community development financial institution works to create pathways of opportunity for low-income individuals and communities. This three-year, $651,000 grant supports an EatWell fellowship program to improve the capability of local leaders from underserved communities to shape the development and outcomes of food system policies.

JESSIE SMITH NOYES FOUNDATION INC.
> NEW YORK
$150,000
The organization promotes sustainable, equitable agricultural and food systems and manages a multiyear project to develop grassroots leadership in food policy. A three-year, $452,000 grant supports an EatWell 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
The Lehigh Valley Health Network, comprising three hospitals and multiple community-based clinics, is spearheading the transition of multiple community-based clinics, is spearheading the transition of

MICHIGAN DEPARTMENT OF COMMUNITY HEALTH
> LANSING, MICH.
$66,576
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 this three-year, $217,435 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
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, $180,000 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 COUNTY AND CITY HEALTH OFFICIALS
> WASHINGTON
$193,041
The association provides training and capacity-building for public health officials. This two-year, $358,082 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 FAMILIES
> COLUMBUS, 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.
OMAHA COMMUNITY FOUNDATION
OMAHA, NEB.
$250,000
[2012]
The philanthropic organization supports nonprofits in Omaha and surrounding areas 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, $525,000 grant advances organizational efforts to obtain voluntary commitments from leading companies to adopt practices and policies that foster healthy lifestyles and behaviors.

PREVENTION INSTITUTE
OMAHA, 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.
$39,026
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
OMAHA, 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 grantsmanship participants 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 foods 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
$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 Nemos Health & Prevention Services are launching the Accelerating Population Health Innovation for Families and Communities program, a collaborative effort 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 pollution 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, $420,000 grant supports East Yard Communities for Environment (Outcome 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 officials 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
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.  
> TAOS, N.M.
$100,000
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 Cunita 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 advances the partnership and advances its work.

TRUST FOR AMERICA’S HEALTH  
> WASHINGTON
$250,000
The non-partisan 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.

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, $350,000 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
Michigan is the nation’s leading university for research spending, with a current total of $4.2 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 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 traffic-related health impacts. This two-year, $180,000 grant enables the university’s Center for Urban Health 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.

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 resources 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.
$500,000
The nonprofit organization works with people in the United States and around the world to improve the disadvantaged, increase economic opportunity and sustain natural resources. A three-year, $500,000 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
The association advances the efforts of Wisconsin Community Health Centers to provide access to comprehensive, community-oriented, primary-care services. A three-year, $193,000 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.

VIRGINIA ORGANIZING INC.  
> CHARLOTTESVILLE, VA.
$30,000
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, $500,000 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
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 three-year, $300,000 grant from our Health and Environment programs enables the group’s Environmental Health Sciences project to expand its outreach to close the gap between 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
A three-year, $583,000 grant provides funding to the Wayne State School of Medicine and 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
The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. A three-year, $575,000 grant supports the Wayne State School of Medicine and College of Nursing in establishing and strengthening the Michigan Great Lakes Area Health Education Centers, an effort to build a cohort of nurses and primary care professionals in underserved areas of the state.
**Human Services**

**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 Dearborn 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.

**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, $200,000 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. This field-building grant enables 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  
$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.

**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, $200,000 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 nonprofit educational institute strives to improve the lives of Americans through progressive ideas and action. A two-year, $400,000 grant provides funds 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** > WASHINGTON  
$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.

**CENTER ON BUDGET AND POLICY PRIORITIES** > WASHINGTON  
$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, $500,000 field-building 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. A two-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 CENTER FOR VICTIMS OF TORMENT** > MINNEAPOLIS  
$199,860  
(2010)  
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 care management with associated health and social services onsite at a primary care clinic.

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**AMERICAN BAR ASSOCIATION FUND FOR THE PUBLIC**  
$1.42 million (2011)  
> MILWAUKEE

**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 5 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.

**ANCILLO MEXICO INDIA ACOCCION** > 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 microblending 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.

**BRANDEIS UNIVERSITY** > WALTHAM, MASS.  
$100,000  
(2012)  
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.

**STRENGTH:BRO WASHINGTON** > WASHINGTON  
$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.

**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 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 CENTER FOR VICTIMS OF TORMENT** > MINNEAPOLIS  
$199,860  
(2010)  
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 care management with associated health and social services onsite at a primary care clinic.

**CENTER ON BUDGET AND POLICY PRIORITIES** > WASHINGTON  
$140,000  
(2012)  
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, $500,000 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, $500,000 field-building 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. A two-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 IMMONKALEE WORKERS INC.  > IMMONKALEE, 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, $155,000 grant supports general operations.

CORPORATION FOR ENTERPRISE DEVELOPMENT  > WASHINGTON
$300,000  (2012)

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 systems 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, $950,000 grant advances the testing and scaling of its Employer Resource Network model.

EARNED ASSET RESOURCE NETWORK  > SAN FRANCISCO
$200,000  (2011)

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 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, $1.5 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.

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, $155,000 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  (2011)

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, $1,000,000 grant allows the organization to build its internal capacity, strengthen its model and deepen its impact.

FARESTAR  > SEATTLE
$150,000  (2012)

Over the past 20 years, the culinary job training and placement program for individuals who are disadvantaged and may be experiencing homelessness has empowered 6,700 people and served 5.5 million meals to needy men, women and children in the Seattle area. Farestar serves as an adviser to and Model Member of Catalyst Kitchens, which is using a three-year, $500,000 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  (2012)

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, $1.5 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  (2011)

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, $1.4 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.

GEORGIA JUSTICE PROJECT  > ATLANTA
$100,000  (2011)

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

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, $300,000 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.

THE FORUM FOR YOUTH INVESTMENT  > WASHINGTON
$100,000  (2011)

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, $300,000 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.

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.

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, $1.4 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.

FIRST NATIONS DEVELOPMENT INSTITUTE  > LONGMONT, COLO.
$381,957  (2012)

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, $1.5 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.

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, which provides career training and employment services to 54,000 individuals annually, has partnered with Alamo Community College to create the Good Career Academy Model. This three-year, $300,000 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 its partners to offer a holistic and integrated approach to assisting individuals and families who are homeless. It is using this two-year, $100,000 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.

HAWAII COMMUNITY FOUNDATION
> OAHU, HI
$290,040

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, $4.4 million grant helps to strengthen Hawaii’s human-services system by building the capacity of leading human-services organizations to serve at-risk, homeless individuals and frail elderly residents and to foster greater collaboration among community, government and nonprofit leaders.

INDIANA UNIVERSITY
> INDIANAPOLIS
$60,000

The university is home to the Center on Philanthropy, which seeks to increase the understanding of philanthropy and improve its practice. This three-year, $60,000 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, $20,000 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

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, $75,000 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

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

The independent, private nonprofit organization is dedicated to strengthening public schools to work for all children. Assisted by this three-year, $675,000 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
$200,000

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, $550,000 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 and 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 to help youth who are homeless move off the streets and reclaim their lives. It is using a two-year, $100,000 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, $150,000 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.

LIGHTHOUSE OF OAKLAND COUNTY
> 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 and lays the groundwork for a new professional communications initiative to increase awareness and support for equal access to justice.

MAYOR’S FUND TO ADVANCE NEW YORK CITY
> NEW YORK
$500,000

The nonprofit organization serves as a vehicle for foundations, corporations and individuals to contribute to the city’s public programs. This three-year, $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.

MISSION ECONOMIC DEVELOPMENT ASSOCIATION
> SAN FRANCISCO
$177,000

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 in 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, $100,000 grant for general operations supports organizational investments in staffing, programming, coaching and planning that enhance the center’s long-term effectiveness and resilience.

MICHIGAN ASSOCIATION OF UNITED WAYS INC.
> LANSING, MICH.
$377,000

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 nearly Michigan families with one-stop access to public benefits. This four-year, $2 million grant enables the initiative to expand its Web-based MiBridges application program for submitting benefit requests online.

MISSOURI ANNE OF AMERICA
> SACRAMENTO, CA
$500,000

The association, which works directly with Missouri’s 64 local United Ways to develop responses to current and emerging issues, is coordinating the Missouri Benefits Access Initiative, which provides nearly Missouri families with one-stop access to public benefits. This four-year, $2 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

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 in 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, $100,000 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, $150,000 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 15,000,000 low-income individuals, and its national and federal outreach partners touch the lives of 500 million people annually. This four-year, $4.29 million grant supports the alliance’s Our Treasures demonstration project to strengthen its multiservice organizations by funding new chief operating officer and chief development officer positions.

**NATIONAL CHURCH RESIDENCES**  
> COLUMBUS, O HIO  
$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 the physical, behavioral and social needs. A three-year, $750,000 grant enables the organization to work with young men as part of the Massachusetts Juvenile Justice Pay-for-Success pilot project.

**NATIONAL IMMIGRATION FORUM**  
> WASHINGTON  
$300,000  
(2011)

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, $300,000 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  
(2012)

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  
(2010)

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  
$50,000  
(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, $150,000 grant for general operations enhances the organization’s effectiveness, expansion and impact.

**NETWORK FOR BETTER FUTURES**  
> MINNEAPOLIS  
$45,000  
(2011)

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, $500,000 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  
(2012)

This organization is serving as fiscal sponsor and administrator of a new professional communications hub for the civil legal-aid sector. This two-year, $150,000 grant will help fund the hub’s operations, including staffing.

**NONPROFIT FINANCE FUND**  
> NEW YORK  
$600,000  
(2011)

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  
(2011)

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, $1 million 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 networks of 270 feeding programs, partner organizations and elementary schools in 53 central and western counties. This three-year, $150,000 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, $300,000 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, social-enterprise businesses offering chronically unemployed California residents paid-employment experience with training, mentorship, counseling and other support services. This three-year, $100,000 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  
(2010)

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, $100,000 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**  
> BOSTON  
$200,000  
(2011)

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, $200,000 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.
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, $500,000 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, $100,000 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 Quinridge 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, $450,000 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, $205,767 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
$35,000
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 multistate nonprofit centers. Assisted by this three-year, $757,000 grant, the network is scaling up its reach and delivering training, tools and resources to 85 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, $200,000 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, $50,000 grant provides additional funding for an on-going 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.

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 275 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, $35,000 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 experiencing homelessness.

VISIONS INC. > ROXBURY, MASS.
$30,000
The pioneering multicultural development organization, formerly called Vigorous Interventions in Outgrowing 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.
President’s Discretion

THE CENTER FOR APPLIED TRANSECT STUDIES INC.
> MIAMI
$35,000

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 Team Urbanism: Practical Action for Cities and Towns, a midday 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 $6 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

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 developing a revolving-loan fund, strengthening local community engagement around the planned Atlanta Falcons NFL stadium and exploring long-range neighborhood climate resiliency.

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, $155,000 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, $155,000 grant underwrites institutional membership in the council for three years.
FUNDERS’ NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES INC.  
> CORAL GABLES, FLA.  
$30,000  
2011
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  
2011
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  
2011
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, $85,000 grant supports the network’s efforts to streamline grant application and reporting, and provides three years of membership dues.

GUIDESTAR  
> WILLIAMSBURG, VA.  
$40,000  
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. It is using this grant to develop a detailed plan for a “mirror fund” 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  
2011
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 30 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, $50,000 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  
2011
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 45 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  
2011
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 Krog’s goal of expanding opportunity in America’s cities.

NEW VENTURE FUND  
> WASHINGTON  
$40,000  
2011
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 building project to expand its urban campus and ministerial programs in downtown Charlottesville.

ROCKEFELLER PHILANTHROPY ADVISORS INC.  
> NEW YORK  
$15,000  
2011
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 20 years of service on our Board of Trustees and serves as a memorial for Lucy Delgado, her mother.

SMART GROWTH AMERICA  
> WASHINGTON  
$982,350  
2011
The national organization researches, advocates and leads coalitions to bring smart-growth practices to communities nationwide. Through this two-year, $6 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 Oregon 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.

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<td>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.</td>
<td>The 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, $67,500 grant is for general operating support of Emerging Practitioners in Philanthropy.</td>
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<td>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, $37,500 grant provides institutional membership support for three years.</td>
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<td>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 500 organizations focused on advancing broad-based immigration reform, including a path to citizenship for undocumented immigrants in America.</td>
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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 Eunice Leeb 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.

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 expand and advance 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 500 communities across 39 states. This two-year, $300,000 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 renewed support for our participation in the Living Cities Community Development Initiative, a collaboration of 23 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, $100,000 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.
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.

- Elaine D. Rosen
Our thanks to all grantee organizations that made time for visits from Kresge photographers or shared their own photos.