Towards A Better Place:
Resources for Effective Grantmaking & Community Partnerships

*A _working document_ curated by the
Movement Strategy Center,
Neighborhood Funders Group, and
The Aspen Institute Forum for
Community Solutions*

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There is a growing wealth of resources and a deep well of accumulated wisdom that has developed on effective approaches to place-based philanthropy that can provide a backdrop to the conversations that will unfold at the Towards a Better Place Convening.   The Neighborhood Funders Group (NFG) and Aspen Institute Forum for Community Solutions teams have curated this list with the support of the Movement Strategy Center (MSC) in order to highlight some of the resources most frequently cited by our member groups as helpful in guiding and shaping placed-based philanthropic strategy and implementation.

As we work to build a dynamic learning community through which we can share both the successes and the challenges of partnering with communities to build healthy, vibrant, and resilient places and find ways to deepen our impact, we hope you will pull the wisdom of experience captured in these documents and bring them into the conversation. We also hope you will suggest other resources you have found useful in guiding your place-based work. *Feel free to submit comments on the google document and suggest additional resources. We are updating this document in real time and will do a significant update to the list at the conclusion of the gathering to include other resources shared by convening participants. You can also send suggested resources and links by email to powerfulplaces@movementstrategy.org*

Different Approaches to Place-Based Grantmaking: Making it Real

1. General Resources for Effective Place-Based Grantmaking
2. Models and Case Studies of Place-Based Initiatives
3. Regional Strategies and Geographic Specificity (Rural, South, Indian Country)
4. Transforming Systems Through Transforming Places (Health, Energy, Food, Water, Transportation, Housing, Local Economy)
5. Equitable Place-Based Development
6. Key Communities, Constituencies, and Populations in Place-Based Grantmaking (ethnic or language communities, women and girls, men and boys, formerly incarcerated residents, teachers, union members)
7. Building Powerful Partnerships Between Communities and Philanthropy
8. Supporting Place-Based Networks, Alliances, and Effective Multi-Stakeholder Collaborations
9. Deepening Democracy to Transform Place: Organizing, Community, and Civic Engagement
10. Tools for Place-Based Grantmaking (Place assessment and selection, engagement, capacity building, measuring success, etc.)
11. Current Meetings, Conversations, and Learning Communities Focusing on Place
12. Online Resources - Links to Resource Pages

All <u>Underlined Document Tiles</u> are hyperlinks to downloadable documents.

1. **General Resources for Effective Place-Based Grantmaking**

How do funders partner with local entities, other philanthropic institutions, intermediaries, government, etc. to achieve a vision for the better world we seek through grantmaking programs? What are the principles and practices put forth by philanthropic partners that make for effective work? The materials below attempt to answer these questions, and others, from the perspective of funders, funding organizers, academics, and intermediaries.

- Annie E. Casey Foundation. <u>A Framework For Learning and Results In Community Change Initiative: IMAGINE. ACT. BELIEVE</u>. 2006. The Annie E. Casey Foundation. *This report outlines a learning while doing approach implemented by the Annie E. Casey Foundation during Making Connections to evaluating community change work that is based on the premise that those who are most affected by change must lead.*

- Annie E. Casey Foundation. <u>Community Change: Lessons From Making Connections</u>. May 2, 2013. *This report summarizes six key lessons that emerged from the Annie E. Casey Foundation's Making Connections initiative and their implications for the Foundation's future community change work.*

- Tonya Allen, Anthony Cipollone, Anne C. Kubisch, Kevin F. Walker. <u>Listening to *Voices from the Field III-* Implications for Place Based Giving: Transcript from Council on Foundations Annual Conference 2011</u>. May 2012. The Aspen Institute Roundtable on Community Change. *Transcript of the Council on Foundations Annual Conference, held on April 11, 2011. Moderator: Charles Rutheiser, Senior Fellow, Neighborhood Development Unit, The Annie E. Casey Foundation. Presenters: Tonya Allen, Chief Operating Officer and Vice President of Program, The Skillman Foundation; Anthony Cipollone, Vice President, Civic Sites and Initiatives, The Annie E. Casey Foundation; Anne C. Kubisch, Director, The Aspen Institute Roundtable on Community Change; Kevin F. Walker, President & CEO, Northwest Area Foundation.*

- Auspos, P., Brown, P., Dewar, T., Kubisch, A. <u>Voices from the Field III: Lessons and Challenges from Two Decades of Community Change Efforts</u>. 2010. The Aspen Institute Roundtable on Community Change. *This volume examines the accomplishments of community change efforts over the past two decades and identifies priority issues around which policy, practice, and learning agendas should be organized going forward.*

- Bay Area Justice Funders Network. <u>Summary of National BAJFN Survey: Improving Funder-Grantee Partnership</u> May 2011. *Ten Funds/Foundations in the BAJFN Network surveyed their grantees for feedback and recommendations on how to improve funder-grantee partnership.*

- Brown, P., Chaskin, R., Fiester, L., Hamilton, R., Karlström, M., Richman, H., Sojourner, A., Weber, J. Moving Forward While Staying in Place: Embedded Funders and Community Change. October 2004. Chapin Hall Center for Children at the University of Chicago. *For several years, Chapin Hall has been working with a group of foundations that have an uncommon approach to their philanthropic mission. These foundations are applying many of the principles identified as key for foundations attempting to promote positive community change. Chapin Hall has dubbed their operating style embedded philanthropy because what distinguishes them from conventional philanthropies is an unusually intimate and enduring engagement with the communities in which they live and work. This publication draws preliminary generalizations based on an initial cohort of embedded funders and profiled those eleven funders.*

- Hecht, B. From Community to Prosperity Community Investments, Winter 2012-2013 -- Volume 24, Number 3. *An article from a compilation put together by SF Fed and Citi on the next generation of community development that builds upon decades of lessons from work with NCDI and Living Cities and outlines how this work has shifted over time.*

- Lisa Ranghelli, Leveraging Limited Dollars: HOW GRANTMAKERS ACHIEVE TANGIBLE RESULTS BY FUNDING POLICY AND COMMUNITY ENGAGEMENT. National Committee on Responsive Philanthropy. January 2012. *In places that are facing the impacts of decades of state and federal disinvestment in the social supports that are needed for communities to thrive, and the loss of jobs and industry that were at the heart of a community's economic vitality, the direct investment of foundations can not fill the resources gaps and fully address the impacts produced by this accumulated disinvestment. This report demonstrates the return on investment that results from place-based advocacy and organizing that can help leverage the public needed to help communities thrive.*

- Movement Strategy Center. Powerful Places: Principles for Effective Community-Driven Change. 2011 White paper. *This piece outlines the core principles for establishing strong partnerships between community and philanthropy and designing place-based initiatives that were developed in support of the California Endowment's Building Healthy Communities ten-year initiative launch.*

- Shaylor, C. Ecosystem Grantmaking: A Systemic Approach to Supporting Movement Building. Akonadi Foundation. *This paper outlines the Akonadi Foundation's approach to its grantmaking across its portfolios that leverages what "communities of institutions" with different roles and functions can accomplish collectively and how funders can shift from supporting individual institutions to investing in an ecosystems of leaders and organizations in places that can generate collective impact over time.*

2. Models and Case Studies of Place-Based Initiatives

To better understand the practice of grantmaking from a philanthropic standpoint, external partners' narratives of grantee and foundation experience in a particular place around particular systems or issues through the form of case studies can be useful. The following resources provide an on-the-ground, in-depth look of examples of place-based grantmaking, detailing the work of a particular foundation's initiative and the success and challenges experienced by grantees.

- Center for the Study of Social Policy, The Annie E. Casey Foundation. Building Community Ownership in Neighborhood Revitalization 2005.

- Duffy, M., Gutierrez, E., Mack, K., Preskill, H. The California Endowment Strategic Review: Building Healthy Communities November 2013. *This publication is a Strategic Review by FSG. For several months FSG carried out an initiative-wide review of Building Healthy Communities' (BHC) work, gathering input from various staff, grantees, and partners and examining existing sources of evaluation and feedback. The BHC initiative has many moving parts and FSG did a fine job of understanding this complex endeavor. In their report, they identify the early areas of progress in BHC as well as areas of tensions.*

- Brown, P., Chaskin, R., Hamilton, R., Fiester, L., Karlström, M., Richman, H., Sojourner, A., Weber, J. Funders and Community Change: Foundation Case Studies 2007. Chapin Hall at the University of Chicago. *Foundations profiled include: Embedded Funders and Community Change Profiles: James Ford Bell Foundation Profile, Birmingham Foundation Profile, C. F. Foundation Profile, Comer Science and Education Foundation Profile, Cook Family Foundation Profile, The Denver Foundation Profile, General Mills Community Action Profile, Rosamond Gifford Charitable Corporation Profile, Evelyn and Walter Haas, Jr. Fund Profile, Humboldt Area Foundation Profile, Incarnate Word Foundation Profile, Jacobs Family Foundation Profile, Lyndhurst Foundation Profile, J. F. Maddox Foundation Profile, Open Society Institute–Baltimore Profile, Pfizer Inc Profile, Piton Foundation Profile, Price Charities Profile, Russell Family Foundation Profile, Seabury Foundation Profile, Self Family Foundation Profile, Skillman Foundation Profile, Steans Family Foundation Profile, Walker Family Foundation Profile, Woodard Family Foundation Profile, Zeist Foundation.*

- Conner R, Easterling D. The Colorado Trust's Colorado Healthy Communities Initiative: Results and lessons for comprehensive community initiatives. The Foundation Review 2009, 1(1), 24-42.

- Easterling D. Building healthy communities over the long run: Lessons from the Colorado Healthy Communities Initiative. National Civic Review 2014, 103(1), 18-20.

- Jolin, M., Schmitz, P., Seldon, W. Needle-Moving Community Collaboratives: A Promising Approach to Addressing America's Biggest Challenges February 6, 2012. The Bridgespan Group. *In December 2010, President Obama created the White House Council for Community Solutions to demonstrate the power of engaging "all citizens, all sectors working*

together." The Council worked with The Bridgespan Group to identify effective needle-moving collaboratives (those that have achieved at least 10 percent progress in a community-wide metric), understand the keys to success, and recommend ways to drive more collective impact, particularly to address the challenges of disconnected youth.This report provides more details about these successful characteristics and shares short case examples that explore in depth how various collaboratives have achieved collective impact. It also looks at five key resources that could catalyze community collaborative success.

- Kubisch, A. C., Auspos, P., Dewar, T. and Taylor, S. <u>Resident Centered Community-Building -- What Makes it Different? A Report from the Connecting Communities Learning Exchange</u> 2013. San Diego, CA: Jacobs Center for Neighborhood Innovation. *In June, 2012, forty-one leaders of community building efforts came together to share strategies and discuss lessons they have learned about how to improve conditions in disadvantaged communities. This gathering was designed by and for community residents. Some of the participants were volunteer resident activists, while others were employed as locally embedded change agents, community organizers, or staff of local agencies and organizations. This report summarizes: 1. Community builders' lessons, conclusions, and suggestions for future work. 2. The building blocks that are essential for effective, resident-centered community building work. 3. Guiding principles for individuals and organizations who support community.*

- Lerza, C. <u>Funding Movement Building: Bay Area Approaches</u> Bay Area Justice Funders Network. *BAJFN paper on Funding Movement Building (includes Army Base Campaign, Catalyst Fund of Groundswell Foundation, California Civic Participation Funders).*

- National Committe on Responsive Philanthropy. <u>NCRP's Philamplify Project</u> *Where expert assessments and community feedback meet to maximize the impact of grantmaker giving. Together they're creating a comprehensive picture of philanthropic practices that work and areas where they can all improve:*
  - Gulatee-Partee, G. <u>The California Endowment: How Can This Leading Health Equity Funder Bolster Its Community Impact?</u> June 2014.
  - Kuo, V. <u>Lumina Foundation for Education: Can A Champion for College Up Its Game?</u> May 2014. *Established in 2000, Lumina Foundation for Education's mission is defined by a specific goal: to increase the proportion of Americans with college degrees, certificates and credentials to 60 percent by 2025. Overall, NCRP's review revealed a highly-focused, effective foundation with savvy policy advocacy strategies, well-respected staff and initiatives that are progressing ahead of schedule. However, in addition to investing in policy, Lumina should invest more in the community organizations whose support and input are critical to achieving success.*

- Pastor, M., Ito, J., Perez, A. <u>There's Something Happening Here… A Look at The California Endowment's Building Healthy Communities Initiative</u> February 2014. USC Program for Environmental and Regional Equity.

3. Regional Strategies and Geographic Specificity (Rural, South, Indian Country)

Defining "place" can range from the very marginalized, small, and specific communities to regional segmentations of geography. Some funders are currently interested in resourcing the historically divested South and Southwest, choosing to work together to craft strategies and leverage resources to bring about change to some of the country's poorest and most blighted communities. Other local approaches tackle particular tactics in place looking at, for example, youth organizing in the West, Midwest, South and Southwest. Local approaches can also focus on large swaths of geography often thought to be the most challenging or overlooked, such as the discrepancies of interventions in rural versus urban and peri-urban areas. These series of publications examine the range of what it means to do place-based grantmaking in a variety of places.

Youth and Intergenerational Work

- The Funders' Collaborative on Youth Organizing, *Occasional Paper Series (OPS)*, Five of FCYO's *OPS* focused on youth organizing and philanthropic supports in particular parts of the country (California, Midwest, South, and Southwest).
    - Ishihara, K. Urban Transformations: Youth Organizing in Boston, New York City, Philadelphia, and Washington, DC. May 2007. *In OPS 9, author Kohei Ishihara takes a compelling look at youth organizing in the major metropolitan areas of the Northeast —home to the largest concentration of young organizing groups in the nation. Click here to download a tip sheet on using OPS no. 9 Urban Transformations: Youth Organizing in Boston, New York City, Philadelphia & Washington, DC to generate support for youth organizing.*
    - HoSang, D. Traditions and Innovations: Youth Organizing in the Southwest. September 2005. *In OPS 8, Daniel HoSang transports readers to a Southwestern landscape—beautiful and culturally rich on one hand, and historically oppressive and contentious on the other—to reveal youth organizing that draws heavily on tradition, yet is boldly innovative in its approaches.*
    - Spatz, M. At A Crossroads: Youth Organizing in the Midwest. September 2005. *In OPS 7, Melissa Spatz challenges the notion of a homogenous Midwest to map the contours of a growing and increasingly varied youth organizing field in and beyond Chicago.*
    - Diehl, K., Price, C. A New Generation of Southerners: Youth Organizing in the South. September 2004. *OPS 6 describes the sociopolitical and historical backdrop of efforts by youth and their communities to build hope and local power for social change and justice, and how local and regional dynamics have shaped those organizing efforts.*

○ Pintado-Vertner, R. The West Coast Story: The Emergence of Youth Organizing in California. August 2004. *In OPS 5, Ryan Pintado-Vertner analyzes the emergence and practice of youth organizing amidst California's bellwether politics and culture, and the immense geopolitical and cultural diversity of its subregions - Los Angeles, San Diego, the San Francisco Bay Area, and the Central Valley.*

Native Communities

- Delgado, L. T. Native Voices Rising: A Case for Funding Native-Led Change June 2013. *Native Voices Rising funding is informed by its report "A Case For Funding Native-Led Change," which identified 146 non-profit social change organizations led by Native Americans to benefit Native communities. Of the 146 organizations identified, 49 groups participated with in-depth NVR surveys. Data and conclusions were drawn from the responses to the survey questions.*

Key Regions

- Baughan, B., Greene-Dorsett, T., Hylton, E., Littles, M., Shelton, A. Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing, and Civic Engagement in the Gulf/Midsouth Region. May 2011. Frontline Solutions, National Committee for Responsive Philanthropy. *"Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in the Gulf/Midsouth Region" by Frontline Solutions looks at how 20 nonprofit organizations in Alabama, Arkansas, Louisiana and Mississippi and their allies leveraged foundation grants to secure nearly $114 of benefit for every dollar spent for Gulf/Midsouth residents. The report is the seventh from NCRP's Grantmaking for Community Impact Project (GCIP) series.*

- Cohen, R. Advocacy for Social Change in Metropolitan Washington. September 2003. National Committee for Responsive Philanthropy. *Though often overshadowed by their more prominent national counterparts, local and regional public policy advocacy groups in the nation's capital are doing vital work while struggling for adequate and appropriate foundation funding. With the support of the Washington Grantmakers' Community Capacity fund, NCRP surveyed local and regional advocacy groups in the metropolitan Washington area looking into the advocacy infrastructure in the region.*

- Craig, J., Ranghelli, L. Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Los Angeles County. March 2010. National Committee for Responsive Philanthropy. *Los Angeles County is NCRP's fourth site in a series of reports from the Grantmaking for Community Impact Project. In "Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Los Angeles County" Lisa Ranghelli and Julia Craig explore how 13 nonprofit*

organizations and their allies leveraged foundation grants to secure nearly $91 of benefit for every dollar spent for Los Angeles citizens.

- Craig, J., Ranghelli, L. <u>Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in North Carolina</u>. May 2009. National Committee for Responsive Philanthropy. *"Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in North Carolina" by Lisa Ranghelli and Julia Craig looks at 2003-2007 data from 13 North Carolina nonprofits, which shows high return on investments and non-monetary gains on a range of issues including poverty, worker rights, education, health care, housing, environment and civil rights.*

- Craig, J. <u>Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing, and Civic Engagement in Pennsylvania</u>. February 2011. National Committee for Responsive Philanthropy. *"Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Pennsylvania" by Julia Craig looks at how 15 Pennsylvania nonprofits organizations and their allies leveraged foundation grants to secure nearly $122 of benefit for every dollar spent for Pennsylvania residents. The report is the sixth from NCRP's <u>Grantmaking for Community Impact Project (GCIP)</u> series.*

- Drabble, L. <u>A Democratic Landscape: Funding Social Change in California</u>. April 2000. National Committee for Responsive Philanthropy. *NCRP continues to advocate for the rights of nonprofits to engage in public policy advocacy and the necessity of grantmakers to support such activities. A Democratic Landscape highlights how foundations and nonprofit groups influence progressive social and economic policy in California. Based on interviews with leaders of 73 nonprofit advocacy groups and eight of the state's leading foundations, this study found that California nonprofits play a crucial but undervalued role in shaping public policies benefiting the state's poorest and most vulnerable communities.*

- Gulati-Partee, G., Ranghelli, L. <u>Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Minnesota</u>. September 2009. National Committee for Responsive Philanthropy. *"Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Minnesota" by Gita Gulati-Partee and Lisa Ranghelli looks at data from 15 Minnesota nonprofits, which shows high return on investments and non-monetary gains on a range of issues including housing, civil rights, transportation and access to medical care.*

- Gulati-Partee, G., Ranghelli, L. <u>Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in the Northwest Region</u>. September 2010. National Committee for Responsive Philanthropy. *The Northwest Region is NCRP's fifth site in a series of reports from the Grantmaking for Community Impact Project. Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in the Northwest Region looks at how 20 nonprofits and their allies helped improved their communities and amplified the voices of vulnerable residents in the*

democratic process through advocacy and community organizing efforts. These nonprofits leveraged foundation grants that generated a $150 return for every dollar invested in their policy engagement efforts.

- Ranghelli, L. Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in New Mexico. December 2008. National Committee for Responsive Philanthropy. *"Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in New Mexico" by Lisa Ranghelli looks at 2003-2007 data from 14 New Mexico nonprofits, which shows high return on investments and successful policy changes that benefit New Mexicans, such as anti-predatory lending laws, minimum wage increases and homeless trust funds.*

- Ranghelli, L., Schroeter, J. Grantmakers and Policy Engagement: An Illinois Profile. October 2010. National Committee for Responsive Philanthropy. *In July 2010 Donors Forum and NCRP jointly distributed a survey to Donors Forum members in order to learn more about their approach to policy engagement. The two organizations wanted this information to inform their mutual goal of fostering greater philanthropic understanding of the value of both engaging in advocacy and also funding nonprofits that use advocacy, organizing and civic engagement as tools to improve their communities. This report describes the survey findings.*

- Stoecker, R. The Power of Relationships: Northwest Ohio Community Shares. August 2004. National Committee for Responsive Philanthropy. *This report is a history of the creation of Northwest Ohio Community Shares, a coalition of local social justice and social service agencies that came together to create collectively what was denied to them separately, the opportunity to solicit workers for payroll deduction contributions at Toledo workplaces.*

- Swierzewski, R. Rural Philanthropy: Building Dialogue From Within, Revised Edition. August 2007. National Committee for Responsive Philanthropy. *"In Rural Philanthropy: Building Dialogue from Within," Rachael Swierzewski studies the disparity in giving between urban and rural nonprofits, and how geographical isolation and capacity-building needs greatly reduce the ability for rural nonprofits to secure funding. Swierzewski also offers substantive recommendations on ways to make philanthropy more responsive to rural America.*

Rural, Rural/Urban, Regionalism and Bio-Regionalism
- Barkhamer, J., Cohen, R. Beyond City Limits: The Philanthropic Needs of Rural America. May 2004. National Committee for Responsive Philanthropy. *This report goes against the grain to examine some resource deficiencies in rural America concerning the availability and delivery of philanthropic capital from private foundations and corporations to rural community-based organizations. In this report, we analyze whether the nonprofits of rural America have adequate access to the philanthropic capital markets controlled by American foundations to give them the wherewithal to address the complexities of challenges in non-metropolitan communities.*

- Douglass, R., Fox, R., Treuhaft, S. Shared Prosperity, Stronger Regions: An Agenda for Rebuilding America's Older Core Cities, Second Edition. 2006. *This report explores the opportunities and challenges confronting older core cities by looking closely at five of them: Baltimore, Cleveland, Detroit, Philadelphia and Pittsburgh.*

- Gray, J., Guttierez, M., Kubisch, A. C., Pennekamp, P., Topolsky, J. Our Shared Fate: Bridging the Rural-Urban Divide Creates New Opportunities for Prosperity and Equity. 2008. The Aspen Institute Roundtable on Community Change. *In 2005, two policy programs of The Aspen Institute—the Community Strategies Group, which traditionally focuses on rural issues, and the Roundtable on Community Change, which traditionally focuses on urban issues—jointly convened experts from their domains of work to test the viability and power of this overall framework. Fourteen leading urbanists and ruralists met to identify the common challenges and contexts of their work, define the ways in which their fields must evolve to match changing realities in all types of communities, and develop ideas for moving a common agenda forward. This report summarizes the theme of "Our Shared Fate" and suggests five steps to advance understanding and practice around this potentially powerful organizing framework*

4. **Transforming Systems Through Transforming Places (Health, Energy, Food, Water, Transportation, Housing, Local Economy)**

Many foundations enter place-based grantmaking by starting with identifying the communities they want to engage and working with them to identify sets of issues and priorities to advance. Others come to communities with a clear sense of the systems they are trying to impact and sometimes the outcomes and policies they see as key to advancing. Whether it be about health, climate resilience, or developing vibrant local economies, there is much to be learned from efforts to engage with community around a systems focal point. There is great potential to coordinate major systems across multiple places to create large-scale change through place-based grantmaking. While local capacity and local hubs of change need to be built, larger systems need to transform to serve the needs of all. Such systems include education, economy, energy, water, and food to work for all. The following materials demonstrate how large systems transform, such as health in California and education in Pittsburgh, to truly respond to and include all communities as local hubs are created. Transforming systems requires that both local solutions be created alongside large-scale change.

- Bailkey, M., Campbell, M. C., Hodgson, K. Investing in Healthy, Sustainable Places through Urban Agriculture - Translation Paper. 2011. Funders Network for Smart Growth and Livable Communities. *Cities coping with vacant land, food insecurity, and poor food access are increasingly turning to urban agriculture to overcome these and other problems. Authored by Kimberley Hodgson, this paper guides funders from urban agriculture's beginnings to entry points for funding. The paper also highlights examples of places where funder investment has made a difference.*

- Blackwell, A. G., Fox, R. K. Regional Equity and Smart Growth: Opportunities for Advancing Social and Economic Justice in America. 2005. Translation Paper #1, Edition #2 Policy Link, Funders Network For Smart Growth and Livable Communities. *Angela Glover Blackwell and Radhika K. Fox, both of PolicyLink, discuss the emergence and evolution of the regional equity concept and its use by diverse groups across the country (as a concept, regional equity seeks to ensure that individuals and families can participate in and benefit from economic growth and activity throughout a region). Their framework for action includes four strategies: 1) living near regional opportunity; 2) linking to regional opportunity; 3) promoting equitable public investment; and 4) making all neighborhoods stable, healthy, and livable.*

- Brown, P., Chaskin, R., Fiester, L., Hamilton, R., Karlström, M., Richman, H., Sojourner, A., Weber, J. Moving Forward While Staying in Place: Embedded Funders and Community Change. October 2004. Chapin Hall Center for Children at the University of Chicago. *Chapin Hall's work on embedded philanthropy began in 2003, as an outgrowth of a long-standing research program on philanthropy and community change. Our focus thus far has been on documenting and delineating this form of philanthropic practice and on convening embedded funders in a series of meetings designed to help them learn from one another's work. This publication draws on preliminary generalizations based on an initial cohort of embedded funders and profiled those eleven funders.*

- Friedman, N. Energy and Smart Growth. 2004. Translation Paper, PolicyLink, Funders' Network on Smart Growth and Livable Communities. *Naomi Friedman, writing for the Environmental and Energy Study Institute, presents a framework for understanding the connections between energy and land use that focuses on two primary issues: 1) how to build, which involves neighborhood and building design, and 2) where to build, meaning that location matters. She also suggests ways for funders to help accelerate the merger of these fields.*

- Goldman, R. Fresh Water and Smarter Growth: Restoring Healthy Land-Water Connections. 2011. Translation Paper #14, Edition #2, Funders' Network on Smart Growth and Livable Communities. *This paper, written by Ruth Goldman, addresses the impact of poor development decisions and storm water run-off on the nation's water supplies and water quality and offers suggestions for more sustainable water management approaches.'*

- Gordon, E., Hays, J., Pollack, E., Sanchez, D., Walsh, J. Water Works: Rebuilding Infrastructure, Creating Jobs, Greening the Environment. 2011. Green for All in partnership with American Rivers, Pacific Institute, and the Economic Policy Institute. *Want to create 1.9 million American jobs and add $265 billion to the economy? Upgrade our water infrastructure. That's the message of this document. The report looks at an investment of $188.4 billion in water infrastructure—the amount the EPA indicates would be required to manage stormwater and preserve water quality. That investment would inject a quarter of a trillion dollars into the economy, create nearly 1.3 million direct and indirect jobs and result in 568,000 additional jobs from increased spending. Further, the report notes that this is the best moment to make the investment. With the recession creating a shortfall of 11.1 million*

jobs that would be needed to keep pace with the population and 9.1% unemployment, the jobs are critically needed. Moreover, the cost of financing these much-needed upgrades are at historic lows, and the still-struggling economy means much cheaper construction costs.

- Khan, M., LeRoy, G. Workforce Development and Smart Growth: Opportunities for Linking Movements. 2005. Translation Paper #2, Edition #2, PolicyLink, Funders' Network For Smart Growth and Livable Communities. *Greg LeRoy of Good Jobs First, and Mafruza Khan of the Pratt Institute Center for Community and Economic Development describe the implications of sprawling development patterns from the perspective of workforce development. They argue that funders trying to help workers gain family-supporting skills and jobs should consider becoming involved in the smart growth movement.*

- PolicyLink, Funders' Network on Smart Growth and Livable Communities. Reconnecting America. Maximizing Transit and Transit-Centered Growth to Benefit All. 2012. Translation Paper. *In 2012, The Funders' Network for Smart Growth and Livable Communities (TFN) commissioned Reconnecting America to conduct a national scan of transit-oriented development (TOD) activities across the United States. The goal of this scan was to assess the level of activity and momentum around TOD across the country. Of special interest was the role that funders are playing to influence TOD outcomes that are benefiting low- and moderate-income people--what we call equitable TOD--and drawing lessons from their experiences.*

- Equitable Transit: Creating Healthy, Accessible and Affordable Communities. Partnership for Working Families. *Partnership affiliates are bringing together strong coalitions of labor, faith, community and civil rights organizations, with the goal of leveraging transit investments to bring positive transformations to all communities.*

Placed Based Climate, Resilience, Adaptation and Mitigation

In this moment, many actors are addressing the climate crisis, looking at the intersection of the respective and intertwined issues facing our economy and the ecology from a resilience framework. Other frameworks include *adaptation* which responds to climate impacts as they are happening or as they are approaching. *Mitigation* is defined as preventing future detrimental climate impact. The following resources serve to illuminate these frameworks from a place-based perspective.

- Bassett, E.M., Cortright, J., Selzter, E., Shandas, V., Smith, T. Making EcoDistricts: Concepts & Methods for Advancing Sustainability in Neighborhoods. September 2010. *Imagine a sustainable neighborhood. What would you see? Would it look and feel different than the neighborhood you currently live in or near? Certainly we'd see a lot of choices presented to us through the physical form of the neighborhood that can help to reduce resource use and household costs. However, though a lot of choices in the physical form of the neighborhood is a good and necessary start, it's of less consequence to those lacking*

access to those choices because of circumstances, background, broader contextual issues, race, or class. Environments of choice need to characterize our cities, but enhancing access to those choices for all residents is equally, if not more, important.

- <u>Weathering the Storm: Rebuilding a More Resilient New York City Housing Authority Post-Sandy: Executive Summary</u>*.* The Alliance for a Just Rebuilding, ALIGN, Community Development Project at the Urban Justice Center, Community Voices Heard, Faith in New York, Families United for Racial and Economic Equality, Good Old Lower East Side, Red Hook Initiative, New York Communities for Change. *When Hurricane Sandy hit New York City on October 29th, 2012, approximately 80,000 people residing in over 400 New York City Housing Authority (NYCHA) buildings lost many essential services such as electricity, use of elevators, heat and hot water. As an estimated $3.2 billion federal dollars comes into New York City for relief and resiliency efforts (including $308 million for NYCHA) and NYCHA revamps its Hurricane Emergency Procedure, several community organizations across the City, in conjunction with the Alliance for a Just Rebuilding, including Community Voices Heard, Good Old Lower East Side, Families United for Racial and Economic Equality, Red Hook Initiative, Faith in NY and NY Communities for Change have come together with research support from the Community Development Project at the Urban Justice Center to assess how NYCHA residents living in storm-affected zones are faring and to develop solutions for how NYCHA and the City can address the issues exposed by Sandy.*

5. **Equitable Place-Based Development**

In the next series of documents, organizations explore how various factors must be taken into account when approaching place-based work; a simple "copy and paste" approach may overlook conditions that could lead to more disparity in already marginalized communities. How can grantmakers take into consideration community-led efforts in place-based work? What social and economic forces might already be in play in a particular place that grantmakers need to be aware of in designing and implementing place-based work?

- Causa Justa/Just Cause and Alameda County Health Department. <u>Development Without Displacement: Resisting Gentrification in the Bay Area</u>. 2014. *Report that shares important finding on the impacts of gentrification on Bay Area communities and some principles and policies for stabilizing our cities so that long-term residents and communities of color and stay and thrive.*

- Watson, T. <u>For the People, By the People: Best Practices for Maximizing Resident, Minority, and Female Participation on Construction Projects</u>. February 2012. Dudley Street Neighborhood Initiative.

6. Key Communities, Constituencies and Populations in Place Based Grantmaking (ethnic or language communities, women and girls, men and boys, formerly incarcerated residents, teachers, union members)

One of the biggest lessons of place-based practice in recent years has been to allow all members of impacted communities to thrive; for universal policy goals and rights to be realized, targeted strategies are required that account for specific barriers and assets that specific populations face in the community to health access or educational achievement and to develop targeted intervention that respond to those barriers and leverage those assets. Without acknowledging, addressing and overcoming barriers created by persistent structural obstacles created by race, gender and other factors, the goals of creating better places can not be achieved.

● Annie E. Casey Foundation. Race Matters: What's Race Got To Do With It? 2006. Race Matters Collection. *Before automatically concluding that race is an issue in any situation, several steps need to be taken. If racial differences remain after tackling these six steps, the case is strong that race matters. This is part of a comprehensive Race Matters toolkit. For more information visit the Race Matters Institute website.*

● Funders for LGBTQ Issues. "Racial Equity Online Toolkit" via Funders for LGBTQ Issues. *The Racial Equity Online Toolkit provides a range of grantmaking tools, commentaries and best practices to support grantmakers in implementing an LGBTQ racial equity lens into their grantmaking and internal operations.*

● Herbert, S. Local Voices. On-the-Ground Perspectives on Driving Community Change in the Making Connections Sites, 2014. Community Science and the Annie E. Casey Foundation. *This report describes, from the perspective of local stakeholders, the experience of several sites involved in Making Connections — the Foundation's signature community change initiative of the 2000s — in developing and enhancing the core capacities essential for articulating and pursuing a local community change agenda. The report describes the conditions in the communities when Making Connections began; the core capacities built during the decade-long initiative; the factors that contributed to capacity building; the evidence of improved outcomes for children, families and neighborhoods resulting from the enhanced change capacities; the continuing challenges of sustaining those capacities; and key takeaways from the experience.*

● Philanthropic Initiative for Racial Equity, Critical Issues Forum "Moving Forward on Racial Justice Philanthropy" via the Philanthropic Initiative for Racial Equity, June 2014. Volume 5. *Grantmaking with a structural racialization lens is complex and evolving. Within this volume, PRE addresses the concept, the dynamics of structural interventions, the challenges of measurement and the lessons that some funders and activists have gleaned.*

● powell, j. a. Racing to Justice: Transforming Our Conceptions of Self and Other to Build an Inclusive Society. 2012. Indiana University Press. *Renowned social justice advocate john a. powell persuasively argues that we have not achieved a post-racial society and that there is*

much work to do to redeem the American promise of inclusive democracy. Culled from a decade of writing about social justice and spirituality, these meditations on race, identity, and social policy provide an outline for laying claim to our shared humanity and a way toward healing ourselves and securing our future. Racing to Justice challenges us to replace attitudes and institutions that promote and perpetuate social suffering with those that foster relationships and a way of being that transcends disconnection and separation.

● powell, j. a., Menendian, S., Reece, J. "The Importance of Targeted Universalism." March/April 2009 issue, *Poverty & Race*.

7. Building Powerful Partnerships Between Communities and Philanthropy

Transparency, accountability, and intentional levels of community cooperation are among the many factors that this list of publications take into consideration when designing and implementing place-based grantmaking. They bring to question issues of ethics as well as efficacy and impact when such factors are not adequately considered. As philanthropy strives to build relationships in place, how can we be assured that true dialogue and community consideration is taken into account all along the process of a grantmaking initiative? Why is this important?

● Masaoka, J. "Foundation-Nonprofit "Partnerships" -- Fact or Fiction?" August 2011. Blue Avocado - American Nonprofits. *Is it possible for a foundation and a grantee to have an honest, real partnership?*

● Enright, K. P., Bourns, C. The Case for Stakeholder Engagement. Spring 2010. Stanford Social Innovation Review. G*rantmaking initiatives often fail when the foundation remains isolated from its grantees and the communities they both serve. To remedy this problem, grantmakers must work more closely with their grantees, community leaders, and other important stakeholders. This engagement helps everyone involved gain a deeper understanding of the problems they are tackling, create new and better solutions, and build more effective organizations*

● Easterling D, Smart AJ. (2014) Kate B. Reynolds Charitable Trust's Healthy Places NC: Intent, Strategy and Philosophy. KBR working paper.

8. Supporting Place-Based Networks, Alliances and Effective Multi-Stakeholder Collaborations

Social change is about relationships: relationships between individuals in a community who drink the same water and breath the same air, relationships between institutions that are working for social change but bring different strengths and approaches to that work and relationships between people and institutions with different roles in a systems, systems leaders and community members and government and the business communities. The art and science of nurturing powerful relationships, networks, alliances, and collaborations is a key capacity in place-based philanthropy when faced with complex, multi-system challenges that requires complex solutions. The resources

listed below pride a diverse set of perspectives on approaches to powerful relationship building in a place-based context:

- Democracy Collaborative at the University of Maryland and Annie E Casey Foundation. Achieving the Anchor Promise: Improving Outcomes for Low-Income Children, Families and Communities. August 2013. *Over the last two decades, anchor institutions (hospitals, universities, etc.) have become vested in the vitality of surrounding communities, which in many cases include impoverished neighborhoods. But institutions as a whole rarely measure the impact made on the welfare of low-income families and communities. To help establish common ground, find collective impact areas and develop measurement potential for both the institution and the community, 75 interviews were conducted with institution, nonprofit, government and community leaders. The findings and implications of this study comprise this report.*

- Easterling, D. Building the Capacity of Networks to Achieve Systems Change. 2012. Volume 4: Issue 2. The Foundation Review. Wake Forest School of Medicine. *Networks have historically played an essential role in promoting progress in areas such as social justice, political reform, environmental protection, and public health. Foundations are increasingly recognizing the power of networks and looking for strategies to help networks achieve their potential. The most common strategies are: a) convene a new network around a mission in line with the foundation's interests, or b) make grants to an existing network whose interests align with the foundation's. Each strategy has practical limitations. This paper analyzes an alternative strategy developed by the Mary Reynolds Babcock Foundation (MRBF).*

- Easterling D. Getting to collective impact: How funders can contribute over the life course of the work. Foundation Review 2013, 5(2), 67-83.

- Easterling D, Arnold EM, Jones JA, Smart AJ. Achieving synergy with collaborative problem-solving: The value of a system-level framework. Foundation Review 2013, 5(1), 101-116.

- Grant, H. M. Pioneers in Justice: Building Networks and Movements for Social Change. 2014. Levi Strauss Foundation. *A case study by about the Levi Strauss Foundation's groundbreaking five-year effort to help a group of Bay Area social justice leaders scale their impact by investing in capacity building and supporting new ways of working.*

- Hughes, M. and Goldenhar, D. Case Study: Networking a City. Summer 2012. Stanford Social Innovation Review.

- Jolin, M., Schmitz, P., Seldon, W. Needle-Moving Community Collaboratives: A Promising Approach to Addressing America's Biggest Challenges February 6, 2012. The Bridgespan Group. *In December 2010, President Obama created the White House Council for*

Community Solutions to demonstrate the power of engaging "all citizens, all sectors working together." The Council worked with The Bridgespan Group to identify effective needle-moving collaboratives (those that have achieved at least 10 percent progress in a community-wide metric), understand the keys to success, and recommend ways to drive more collective impact, particularly to address the challenges of disconnected youth.This report provides more details about these successful characteristics and shares short case examples that explore in depth how various collaboratives have achieved collective impact. It also looks at five key resources that could catalyze community collaborative success.

- Kania, J., Kramer, M. Collective Impact. Winter 2011. Volume 69. Stanford Social Innovation Review. *Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.*

- Kania, J., Kramer, M. Embracing Emergence: How Collective Impact Addresses Complexity. January 2013. Volume 6. Stanford Social Innovation Review. C*ollective impact is upending conventional wisdom on how we achieve social progress.*

- Katcher, R. Unstill Waters: The Fluid Role of Networks in Social Movements. Summer 2010. Nonprofit Quarterly.

- Leach, M., DBA, Mazur, L. Creating Culture: Promising Practices of Successful Movement Networks. Fall/Winter 2013. Nonprofit Quarterly

- Movement Strategy Center. The Nuts and Bolts of Building an Alliance. October 2013. Paper No. 2. What We're Learning Paper. *Nuts and Bolts of Building an Alliance provides practical wisdom on building strong and healthy alliance structure and culture.*

- Pastor, Manuel and Ortiz, Rhonda. "Making Change: How Social Movements Work and How to Support Them". March 2009. University of Southern California's Program for Environmental and Regional Equity. *Social movements are a hidden underpinning of the American story. Using the tools of relationship-building, community mobilization, and symbolic protest, they have helped bring us civil rights, labor protections, and even a healthier environment, sparking people's aspirations, imaginations, and actions for a better nation. Why then has funding of these movements been difficult to obtain and sustain? Some suggest that funders often want more immediate and measurable outcomes – moving a nation to live up to its promise is important but hard to quantify. And yet in recent years, there has been renewed philanthropic interest and openness to investing in social movements, community organizing and policy change, and an understanding that this will require a new level of patience and a new set of relationships with grantees. This document seeks to provide a guidepost to both funders and the field by detailing what makes for a successful social movement, what capacities need to be developed, and what funding opportunities might exist.*

- Scearce, D. Catalyzing Networks for Social Change: a funder's guide. Grantmakers for Effective Organizations, Monitor Institute.

- Zavala, K. Alliance-Building: Building Relationships for Transformative Change. April 10, 2014. International Development Exchange (IDEX) Human Rights Funding News, IHRFG e-newsletter.

9. **Deepening Democracy to Transform Place: Organizing, Community, and Civic Engagement**

Of the many critical and essential approaches to social change from social service, to legal strategies, effective communications, research or policy advocacy - community engagement, organizing and civic engagement often have a central and pivotal role in place-based initiatives because they are mechanisms to help bring all community voices to the tables where decisions are made about the future of place. And because addressing many of the challenges that communities face require not just identifying solutions but building voice, visibility and power to ensure those solutions are enacted to the benefit of residents who are often left out of the process, these efforts are central.

- Auspos, Patricia, et. al. Living Cities and Civic Capacity: Leadership, Leverage, and Legitimacy. 2008. Washington, D.C.: The Aspen Institute.

- Easterling D, Conner R, Larson C. Creating a Healthy Civic Infrastructure: The legacy of the Colorado Healthy Communities Initiative. National Civic Review 2012, 101(1), 35-48.

- Easterling D, Millesen J. Diversifying civic leadership: What it takes to move from "new faces" to adaptive problem-solving. National Civic Review 2012, 101(2), 20-26.

- Easterling D. Scaling up civic leadership: Combining individual-level change and culture change. National Civic Review 2012, 101(4), 51-62.

- Lerza, Cathy. White Paper: A Perfect Storm Lessons from the Defeat of Prop 23. September 2011. Edge Funders Network.

- McGarvey, Craig and Mackinnon, Anne. Funding Community Organizing: Social Change Through Civic Participation. 2008. GrantCraft, The Foundation Center. *Grantmakers who fund community organizing say it's the best option when you want to promote civic engagement and support lasting solutions to a community's problems. Yet many funders, concerned about the ability to measure its impact and effectiveness hesitate to take up community organizing as a strategy. In this guide, funders and organizers discuss what makes community organizing unique and uniquely effective, how to manage grantee relationships over time, understanding the value of process, and the grantmaker's special role in fostering change.*

- Parzen, J. <u>Civic Participation and Smart Growth.</u> 2007. Translation Paper #4 Edition #2 Funders' Network on Smart Growth and Livable Communities. *Updated by Julia Parzen of JP Consulting, this edition describes how development decisions can help increase civic participation—for the public at large and especially for populations traditionally excluded from decision-making. The paper features case studies of ways funders can promote civic education and participation in development planning. It includes case studies of regional visioning processes that engage resident input, as well as examples of ways funders can promote civic education and participation in development planning.*

- Pastor, M., Perera, G., Wander, M. <u>Moments, Movements, and Momentum: Engaging Voters, Scaling Power, Making Change</u>. March 2013. University of Southern California's Program for Environmental and Regional Equity.

- Woodwell, W. H., Jr. <u>Bolder Together: Joining Forces to Increase Impact.</u> April 2012. The California Civic Participation Funders. *How can foundations help build movements for opportunity and social change... and win? An innovative partnership of 10 foundations is working in four counties in California to increase civic participation in communities of color and among low-income populations. A case study on the effort explores what's unique about this funder collaborative aimed at collective impact, what it's accomplished so far, and where it's going.*

10. **Tools for Place Based Grantmaking (Place assessment and selection, engagement, capacity building, measuring success etc)**

From a variety of initiatives, below is a compilation of tools that will be useful to grantmakers interested in place-based grantmaking. Culled from lessons learned and best practices, materials include things such as place assessment and selection, capacity building tools, strategies for engaging partners in place.

- Anderson, A. A. <u>The Community Builder's Approach to Theory of Change: A Practical Guide to Theory Development</u>, 2005. Washington, D.C.: The Aspen Institute.

- The Annie E. Casey Foundation. <u>Theory Of Change: A Practical Tool For Action, Results And Learning</u>. June 4, 2004. *A theory of change manual for Casey's Making Connections initiative showing how communities can create their own theory of community change. Steps and examples are included.*

- Yu, Hanh Cao, Ph.D. and Abrazaldo, Wally. <u>The California Endowment's Building Healthy Communities Initiative - Lessons from the Strategic Planning and Site-Selection Processes</u>, November 7, 2010. Social Policy Research Associates.

Using Data to Deepen Impact

- Auspos, Patricia. Developing and Using Data and Evidence to Improve Place- Based Work: Proceedings from a Meeting Convened by The Aspen Institute Roundtable on Community Change with Support from The Annie E. Casey Foundation, 2012. Washington, D.C.: The Aspen Institute.

- Auspos, Patricia. Using Neighborhood Survey Data to Understand Neighborhoods and Improve Practice in Comprehensive Place-Based Change Efforts, 2012. Washington, D.C.: The Aspen Institute.

Evaluation, Metrics and Performance Management

- Auspos, Patricia and Kubisch, Anne C. Performance Management in Complex, Place-Based Work: What It Is, What It, Isn't, and Why It Matters, 2012. Washington, D.C.: The Aspen Institute.

- Network Impact and Center for Evaluation Innovation. The State of Network Evaluation. *Offers the field's current thinking on frameworks, approaches and tools to address practical questions about designing and funding network evaluations.*

- Network Impact and Center for Evaluation Innovation. Evaluating Networks for Social Change: A Casebook *Provides profiles of nine evaluations that detail key questions, methodologies, implementation and results while expanding what is known about assessment approaches that fit how networks develop and function.*

- Pastor, Manuel, Ito, Jennifer, and Rosner, Rachel. Transactions-Transformations-Translations: Metrics That Matter for Building, Scaling, and Funding Social Movements. October 2011. University of Southern California's Program for Environmental and Regional Equity. *Transactions-Transformations-Translations: Metrics That Matter for Building, Scaling and Funding Social Movements provides an evaluative framework and key milestones to gauge movement building. Aiming to bridge the gap between the field of community organizing that relies on the one-on-one epiphanies of leaders and the growing philanthropic emphasis on evidence-based giving.*

11. **Current Meetings, Conversations and Learning Communities Focusing on Place**

Relevant to our meeting in Aspen, we have compiled a series of documents for our gathering, tracking conversations in parallel spaces, such as convenings held by philanthropic partners and other affinity groups. They address questions that fall along the divide of local vs. national funding initiatives, how to meld theory and practice and what successful outcomes of learning spaces are.

- [Neighborhood Funders Group - Working Group on Place Based Community](#) Change
- [The Collective Impact Forum, Funder Community of Practice](#) *a group of funders that was convened by the Aspen Forum for Community Solutions and FSG in May of 2014*
- [Community Democracy Workshop (CDW)](#): *CDW is a collaborative effort between active communities and the institutions that strive to understand and/or support resident-based community change work. It responds to a crucial need for a stronger organized frame that focuses exclusively on integrating and aligning theory and practice in work committed to community-anchored change*
- [Community Foundations Leading Change](#) ([CF Leads](#))
- [Funders Collaborative on Youth Organizing](#)
- [Grantmakers for Effective Organizations: Place-Based Evaluation Community Of Practice](#)
- [Youth in Transition Funders Group](#)
- Regional Place Based Collaboratives and Learning Communities:
  - [Bay Area Justice Funders Network](#)
  - [Great Communities Collaborative](#)
  - [Central Corridor Funders Collaborative](#)

12. Online Resources: Links to Resource Pages

This resource list is intended to be a starting point for those seeking to better understand place-based grantmaking. By no means is this list exhaustive. Further, there may be publications of interest to participants outside of the scope of this list prepared by partners or included in their online catalogs and libraries. Feel free to peruse the following links for further information.

- http://www.aspeninstitute.org/policy-work/community-change/publications
- http://www.nfg.org/resources
- https://www.ncrp.org/publications
- http://www.geofunders.org/resource-library
- http://www.fundersnetwork.org/learn
- http://www.grassrootsgrantmakers.org/doc-bank/
- http://www.grantcraft.org/

13. Acknowledgements

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