BEYOND DOLLARS: Investing in BIG Change

How Washington Area Grantmakers are Creating Lasting Impact
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Letter from the President

The value of philanthropy is often reduced to one statistic – “total giving” – which reveals little. We need to define and own the value of philanthropy beyond dollars.

As a relative newcomer to the philanthropic community, I continue to be struck by how frequently philanthropy defines its work solely by the impact of its grantees. Rarely do I hear about the remarkable role that philanthropy plays in improving the lives of people in our region. To make the most of our power to do good, we need to better describe how philanthropy changes lives.

With this report, Washington Grantmakers seeks to illuminate the role that philanthropy plays in creating lasting impact, and to deconstruct the process for producing this “big change.”

We hope that Beyond Dollars will be an inspiration and guide for grantmakers, large and small—family foundations, corporate giving programs, and independent foundations – on how better to approach and solve persistent social problems. We hope that elected officials will seek out even more meaningful partnerships with philanthropy. In fact, we hope that all our readers see how possible it is to play a significant role in fixing problems and advancing the quality of life, whether in a corner of your neighborhood or a corner of the world.

A recent sharp decline in foundation assets has spurred a call to “do more with less” – but in reality, philanthropy must always strive to maximize its investments. That is why we must begin capitalizing on critical aspects of a grantmaker’s role that are often overlooked. We hope you look to the examples presented in Beyond Dollars as a guide for strategic and effective philanthropy.

Best,

Tamara Lucas Copeland
President
November 2009
Introduction: The Elements of BIG Change

Even in the best of times, effective grantmaking is challenging. Foundations and corporate giving programs are always faced with tough decisions about where grant dollars are most needed – and where they can do the most good.

So how can area grantmakers do the most good with every dollar? One way is to pursue lasting impact by investing in “big change.”

BIG change is shorthand for greater impact and lasting impact – which often go hand in hand. For example, providing nutritious breakfasts to schoolchildren is linked to many positive changes, including long-term health and improved achievement in school. But consider the difference between providing breakfast to a classroom of hungry schoolchildren and finding a way to provide breakfast to all hungry schoolchildren in one community – week after week, year after year.

This report began with some broad questions about BIG change:

- How does philanthropy seize opportunities for lasting impact?
- What are grantmakers investing beyond dollars to leverage their grantmaking and have greater impact?
- How do corporate giving programs and foundations – especially smaller foundations – become agents of big change?

What we learned
Philanthropy has the power to be a catalyst for BIG change, and this report offers examples of foundations and corporate giving programs using this power with intentionality.

When we looked at examples of local grantmakers who have used the power of philanthropy to generate BIG change, we observed four common elements:

1. Capitalizing on timing and momentum
Coordinating action with national initiatives, sudden groundswells of public sentiment, or moments of crisis can help philanthropy achieve its long-term goals.

Example: Between 1998 and 2005, DC saw a 57% decrease in teen pregnancy. The Summit Fund of Greater Washington laid the groundwork for this impressive change by aligning its work in DC with a national campaign, building on its existing expertise, and committing publicly to an ambitious goal.

2. Being a strong voice
Foundations and corporate giving programs are able to use their position to influence decision makers and to ensure that communities have a voice in solving their own problems. By asking, listening, sharing, and advocating, grantmakers create platforms that reveal or amplify issues and pathways that lead to lasting solutions.

Example: The Consumer Health Foundation organized a series of community listening sessions that gave health care consumers a voice in setting our region’s health care priorities. This process resulted in six actionable recommendations that are now guiding the work of many grantmakers, nonprofits, and policymakers.

3. Leveraging key resources
Grantmakers can go beyond dollars to leverage support in many other ways, from providing a local investment that opens the door to support from national funding sources, to commissioning the research that enables evidence-based practice to occur, to creating opportunities for more citizens to be actively involved in improving public policy.

Example: Medical Homes is a public-private partnership that aims to guarantee access to primary health care for every low-income resident in DC. The visible and sustained commitment of local grantmakers helped the DC Primary Care Association attract additional funding from local government and national sources.

4. Building true partnerships
In most instances, problems are so big and so entrenched that they can only be tackled through collaboration, coordination, and organized efforts. Partnerships may be small or large, formal or informal, short-term or long-term, and may include partners who don’t otherwise come together easily or naturally. Grant dollars don’t have to be pooled for partnerships to work – it’s the pooling of knowledge and the shared focus on a problem that allows grantmakers to achieve lasting impact.

Example: Prince Charitable Trusts partnered with the Piedmont Environmental Council, the National Trust for Historic Preservation, Scenic America, and the Civil War Preservation Trust to find a way to protect the cultural and environmental assets of an entire region. These groups worked together for more than five years to develop and launch the Journey Through Hallowed Ground, a visionary partnership that now has more than 350 national, regional, and local partners.
Society’s passing gear
Decision makers at foundations of every size and type – founders and family members, directors and trustees, CEOs and program officers – want their grantmaking to make a difference. The question is: what kind of difference?

The late Paul Ylvisaker – a visionary educator, foundation leader, and urban planner who left us a legacy of insights about the power of philanthropy – once described philanthropy as “society’s passing gear.” Ylvisaker’s metaphor aptly captures the force and energy that foundations can exert in our shared journey toward a stronger, healthier society.

This report chronicles how some Washington area grantmakers have shifted into passing gear to create lasting impact on critical issues. The examples presented here demonstrate how grantmakers can tap into their expertise and position in the community to multiply and extend the impact of every dollar.

These examples show that BIG change typically takes many years. The philanthropic passing gear, once engaged, must be sustained – a feat that demands patience and persistence.

Grantmaking in Greater Washington
How many? How much?
There are over 1,400 foundations in the Washington, DC region. In 2007, they held more than $13 billion in assets and gave away nearly $790 million in grants.*

What do foundations support?
In 2008, one-third of grant dollars went to projects with a human services focus, with most of the giving targeting multipurpose human service activities, housing and shelter, and youth development. Education received the second most grant dollars (17%), followed closely by health (17%) and arts and culture (14%).*

*Foundation Center

The BIG change challenge
Washington Grantmakers challenges its members – and every foundation and corporate giving program serving the region – to pursue BIG change.

We hope that Beyond Dollars will inspire philanthropic leaders to use all available tools to go beyond the money and become intentional and committed agents for BIG change by considering:

• The timing of your work relative to other initiatives and events.
• Your ability to be a strong voice for a critical issue.
• Your capacity to leverage additional resources.
• Your power to create partnerships.

Timing + Voice + Leverage + Partnerships = BIG Change
Beyond Dollars

DC achieves a dramatic decrease in teen pregnancy

Teen pregnancy had become shockingly commonplace in the nation’s capital, affecting nearly one in four girls ages 15 to 19. The Summit Fund of Washington gave voice to the problem by changing the conversation and rallying the community around an ambitious goal: to reduce teen pregnancy by 50%. The result: an impressive 57% decrease in teen pregnancy between 1997 and 2005.

Timing and momentum

In the early 90s, the U.S. rate of teen pregnancy was higher than in any other developed country, affecting one in 10 girls ages 15 to 19. The District of Columbia numbers were even more dismal, at nearly one in four. In 1995, President Clinton challenged the country to address this problem and launched the bipartisan nonprofit National Campaign to Prevent Teen Pregnancy. Congress responded with a five-year program that would award up to $100 million each year among up to five states with jurisdictions showing the largest declines in out-of-wedlock pregnancies. Teen pregnancy prevention was already a priority at Summit, but in 1997, led by founders Roger and Vicki Sant, the Board narrowed its focus to DC and aligned its efforts with these national developments.

“Especially in times of crisis, we must not lose sight of our goals for young people in the District. Now more than ever we must help them have a safe passage through their adolescent years, with school success, good health habits, and above all, a chance to enjoy their teen years without the pressures of parenthood that far exceed their limited resources.”

– Mayor Anthony Williams, 1999 State of the District address

A strong voice

The Summit Fund encouraged other funders to partner financially and pushed nonprofits and government officials to share their expertise and work together. Summit and three like-minded foundations invested in a public opinion poll that included 23 focus groups representing a cross-section of DC residents, and a 1,600-person, 20-minute telephone survey – an intensive listening process that took nearly 18 months. After this extensive polling, The Summit Fund challenged the community with the ambitious public goal of reducing the teen pregnancy rate in DC by 50% by 2005 (compared to the national goal of a 30% reduction).

Leveraging resources

The Summit Fund provided a lead gift of $750,000 over three years to launch the DC Campaign to Prevent Teen Pregnancy, and then worked with other funders to ensure that any federal bonus would be reinvested in pregnancy prevention programs. An anticipated agreement with the city fell apart when the administration changed. DC ultimately won millions in federal bonus funding, but very little was invested in teen pregnancy prevention. However, the seeds were already sown for local investment in teen pregnancy prevention.

True partnerships

The Alexander and Margaret Stewart Trust, The Morris and Gwendolyn Cafritz Foundation and the Philip L. Graham Fund united with Summit to create the DC Campaign. The Summit Fund reached out to the National Campaign to convene an informal advisory group of nonprofit leaders with expertise in teen pregnancy. Summit and the other funders also spent hours talking with community leaders and city administrators, reaching a shared understanding of the problem and aligning efforts to effect lasting change.
Between 1997 and 2005 the District of Columbia experienced a 57% decrease in teen pregnancy. The campaign exceeded local and national goals. The DC Campaign to Prevent Teen Pregnancy, established in 1998, has been the energy and means behind the dramatic decrease. Summit and other funders have supported and launched related programs across the community. Today, the successful experience is fueling a renewed effort to prevent teen pregnancies in our region.

What we learned from public opinion polling was transformational. Teen pregnancy was the second highest issue of concern among DC residents. People told us, again and again, that everyone in the community should be playing a bigger role in the prevention of teen pregnancy.

– Linda Howard, Executive Director, Summit Fund of Washington

Timing + Momentum

“Grantmakers were being challenged with fewer dollars, greater need, and more intense scrutiny,” says Tamara Copeland about the genesis of Beyond Dollars.

In 2008, most foundations and corporate giving programs saw their assets drop between 25% and 30%. In local communities, people were losing jobs and homes just as safety-net programs reached the limits of their capacity.

At the same time, members of Congress and other elected officials were considering the tax benefits afforded foundations and wondering if foundations provide sufficient value to warrant the tax breaks.

Copeland felt that the moment was right for the Washington Regional Association of Grantmakers to examine the wider impact of philanthropy beyond the provision of financial support.

Beyond Dollars demonstrates that philanthropy is about more than grantmaking. Philanthropy mobilizes communities. Philanthropy tests hypotheses and supports innovation. Philanthropy sees connections. Philanthropy is persuasive. Philanthropy supports research and development for social change. Philanthropy unites those with a common cause. Philanthropy promotes the interventions that provide the greatest good for the greatest number.

“The recent recession has given funders, policymakers, and nonprofits even more reason to capitalize on the power of philanthropy to help create lasting change,” Copeland explains. “In these tough economic times, we’ve seen that philanthropists are more motivated than ever before to find ways to go beyond dollars.”

Looking Ahead: With the local teen pregnancy rate still higher than the national average, Summit and the DC Campaign recently set an ambitious new goal: to reduce teen pregnancy by another 50% by 2015. How can grantmakers work together to reach pockets of youth who continue to engage in high-risk behaviors?
Beyond Dollars

Corporate grantmaker lends expertise to disaster planning for nonprofits

Corporate grantmaker Deloitte LLP leveraged its consulting expertise and a partnership with the Nonprofit Roundtable of Greater Washington to go beyond dollars and help create a strategic plan for emergency preparedness, including Continuity of Operations Plans for key nonprofits. Washington area nonprofits are now better prepared to work together and coordinate with the public and private sectors when the worst happens – whether it’s an epidemic, a terrorist attack, or a hurricane.

**timing and momentum**
After the September 11 terrorist attack on the Pentagon, the need for better collaboration during disasters across geographic boundaries and sectors emerged as its own crisis and presented an opportunity for long-lasting, far-reaching impact. After several years of intensive work on nonprofit emergency preparedness, the Nonprofit Roundtable of Greater Washington put forth an ambitious goal of creating a comprehensive disaster preparedness plan for area nonprofits. Deloitte saw tremendous potential and synergy in bringing its expertise in strategic management consulting to bear on such a plan.

“**The best way we can have impact is to take the skills and talent that we use to serve our clients – our intellectual capital – and make the community our client.**”
– Gary Tabach, Managing Partner, Deloitte LLP

“In the coming months, as we look at reviewing and updating the National Capital Region Homeland Security Strategic Plan, this Roadmap to Preparedness will be extremely useful to coordinate the regional nonprofit community’s priorities for emergency preparedness.”
– Christopher Geldart, Director, Office of National Capital Region Coordination, FEMA/Department of Homeland Security

**a strong voice**
One goal of the project was to increase awareness of the nonprofit sector as a vital part of regional disaster response and recovery. Deloitte and the Roundtable created the Roadmap to Preparedness, a regional strategic plan that has raised the visibility of nonprofits in regional disaster planning, resulting in improved cross-sector engagement and communication. In particular, Deloitte’s investment and involvement in the Roadmap helped the Roundtable and the nonprofit community be better heard by government partners, including the Department of Homeland Security.

**leveraging resources**
In addition to funding the project with $250,000 over two years, Deloitte’s disaster management and strategic planning experts put more than 1,000 hours of pro bono time into developing the Roadmap to Preparedness, and funded a law student to work with the Roundtable. In addition, hundreds of staff volunteers from Deloitte participated in hands-on trainings with nonprofits, co-convened with the Roundtable. These included a pandemic flu simulation to test plans, two community service days where Deloitte volunteers assisted more than 70 nonprofits in developing continuity of operations plans, and two webinars to help nonprofits hone their preparedness plans.

**true partnerships**
Beyond dollars, the Roundtable needed an expert partner to assist with the in-depth analysis Roadmap to Preparedness would require. Deloitte wanted to partner with an organization that could offer access to an existing network of nonprofit leaders and in-depth knowledge of what nonprofits needed in order to respond to disasters. This was an ideal partnership.
BIG change

DC area nonprofits now have a comprehensive strategic plan for emergency preparedness.

- The vision of the Roadmap to Preparedness, released in 2008, is a ready and resilient community, organized to respond and recover from disaster events through a partnership of nonprofits, government and the private sector. The plan uses the same structure as the Homeland Security Plan for the region in order to make it familiar and accessible to government partners.

- The Roundtable has identified two dozen key organizations that need Continuity of Operations Plans – one of the goals identified in the Roadmap to Preparedness – and in 2009, Deloitte staff members are making site visits to provide expert assistance in developing these plans.

- The Roundtable is working with existing nonprofit networks – including VOADs (Voluntary Organizations Active in Disaster), volunteer centers, United Way, the Center for Nonprofit Advancement, and Washington Grantmakers – to create a “network of networks” to maximize the flow of information and coordination during disasters.

Learn more
www.nonprofitroundtable.org
www.deloitte.com

Strong Voice

“It was a wreck,” says Jane Lang, recalling the crumbling walls and ceilings of the Atlas Theater complex. “And it was way too big.”

The lawyer-turned-philanthropist wanted to renovate a small theater to produce shows and rent space to other arts groups. The Atlas didn’t fit the bill. Sitting on DC’s H Street NE – a once-thriving retail corridor that was devastated in the riots following Dr. Martin Luther King’s assassination – the theater was an abandoned shell. “But the morning after I toured the Atlas, I woke up wondering if a large performing arts center could anchor an H Street revival,” Lang recalls.

In 2001, Lang became a full-time advocate. She spent months reaching out to residents and community leaders. Her legal background helped her negotiate tax-credit financing for the project. She persuaded the city to gradually write-off the property’s $750,000 mortgage based on the community benefit the theater would provide. And Lang and her husband championed the project’s $20 million capital campaign, with their own Sprenger-Lang Foundation making a $2.75 million kick-off gift.

In 2003, H Street was designated as part of DC’s Great Streets Initiative, and the corridor began an exciting transformation, attracting an eclectic mix of new businesses – with nightlife thriving in the blocks surrounding the Atlas. In 2006, the 58,000 square-foot Atlas Performing Arts Center opened with four theaters, three dance studios, rehearsal space, and offices for multiple arts groups.

The Atlas has been the central catalyst for H Street’s rebirth. “Since we opened, 11 more eateries and entertainment venues have opened in the Atlas District,” Lang says. “The sidewalks are full of people, all ages, all colors – it’s exhilarating.” Many feel that none of this would have happened without Jane Lang.

Looking Ahead: How else might corporate grantmakers couple their expertise with their grant dollars to tackle a complex issue affecting the region? For instance, how could a financial institution deploy its technical expertise to support foreclosure prevention and mitigation?
Funders unite to help build a better health care safety net

When the District’s fragile health care safety net was on the verge of collapsing, local grantmakers joined forces with nonprofit partners to tackle the problem. Their shared goal: 100% access to health care, with zero disparities in health outcomes. Their shared solution: Medical Homes DC, a public-private partnership that is creating a system of quality community clinics so that every low-income resident will have a “medical home” – a patient-centered, accessible place to go for primary care.

**timing and momentum**

Beginning in the mid 90s, a number of forces converged that put pressure on many of the free and sliding-scale medical clinics serving low-income and uninsured residents in the District of Columbia. These forces included DC’s shift to Medicaid managed care (from fee-based services) and the closing of DC General Hospital in 2000. As a result, nonprofit clinics had to adapt to significant changes in health policy and financing. Area foundations that had formed the Health Working Group at Washington Grantmakers saw this emerging crisis as an opportunity to help create a system of high quality, continuous, and comprehensive health care.

“**We could not make meaningful headway on such an immense problem unless we worked collectively. We were all impassioned, but by collaborating, we tapped into everyone’s strengths.**”

– Kathy Freshley, Senior Program Officer (retired), Eugene and Agnes E. Meyer Foundation

“**Accessing health care is a huge challenge for DC’s poorest residents, and every week, we have to turn people away. Our clinic expansion as part of Medical Homes will allow us to serve twice as many clients – maybe more.**”

– George Jones, Executive Director, Bread for the City

**a strong voice**

The Health Working Group (HWG) and the nonprofit DC Primary Care Association (DCPCA) worked for 18 months to educate local officials and build the political will needed to transform the city’s safety net health care delivery system. Grantmakers supported public opinion polling to better demonstrate the primary care crisis. HWG also met with fellow funders and successfully garnered national foundation support for DCPCA. Leading the charge were Senior Program Officer (now retired) Kathy Freshley at the Meyer Foundation, and Margaret O’Bryon, president and CEO at the Consumer Health Foundation.

**leveraging resources**

In 2004, the city issued a challenge that created an even more powerful opportunity for lasting change: it would invest $15 million (later upped to $21 million) to launch Medical Homes DC to expand health care access – provided that the DC Primary Care Association could match the investment with non-District funds. The challenge was met, with local grantmakers contributing $12 million, combined with $3 million from national funders. DCPCA has leveraged an additional $30 million in capital funding (with $35 million more in the pipeline), as well as well as $11 million from the DC government for health technology, $2 million each from CareFirst and the Department of Health to support quality transformation work, and $5.9 million from DC for management of the ongoing projects.

**true partnerships**

Originally, a core group of eight funders came together to find a way to strengthen the health care safety net in DC. Funders worked closely with advocates and with nonprofit health service providers such as DCPCA to understand the implications of managed care. DCPCA partnered with the Mayor and several DC offices and agencies to establish Medical Homes DC. Over time, the work to build coordinated systems of primary care homes in DC evolved into a regional priority through the Regional Primary Care Coalition, which involves primary care coalitions and health philanthropies in DC, Northern Virginia, and Suburban Maryland.
Medical Homes DC is more than doubling the number of low-income residents who have access to primary care through expanded services in 13 clinics.

- Medical Homes is improving the health of the community and reducing the cost of health care delivery in DC by expanding services in 13 clinics. Six projects have been completed and six more are in final stages of planning or construction. One project is on hold.

- To date, the six completed clinic projects have increased annual net capacity by 30,000 visits. When all 13 projects are completed, Medical Homes will increase annual net capacity by 140,000 visits.

- The electronic medical records component of Medical Homes has supported quality care while increasing the rate of reimbursement from Medicaid and other payment sources.

Learn more
www.dcpca.org

Looking Ahead: Nationally, the number of people over age 65 is expected to double by 2030 to more than 70 million. As we think about transforming systems to serve an aging population, what can we learn from the medical home model to help older adults receive the quality services they require, at the right time and in the right place?
Small grantmaker lays the groundwork for lasting change

The Consumer Health Foundation went beyond dollars by giving consumers an active role in setting health priorities through a series of “Speakouts.” The result: six concrete and actionable recommendations to guide the work of grantmakers, nonprofits, advocates, and policymakers – everyone working to improve health and health care in the region.

**timing and momentum**

The Consumer Health Foundation (CHF) is a small private foundation working throughout the DC region on health equity, access, and consumer empowerment. The idea for the Speakouts emerged from a new strategic communications plan that challenged CHF to probe the biggest problems with the region’s health care system and determine which solutions merited exploration and investment. The goal went beyond shaping CHF’s own grantmaking to providing insights and recommendations that would benefit anyone working to improve health and health care in the region.

“The Speakouts were the catalyst for the creation of a Wellness Opportunity Zone in the Port Towns community in Prince George’s County. The Consumer Health Foundation helped us create and implement public policy that will dramatically reduce disparities around health and well-being.”

– David Harrington, Maryland State Senator

“The Speakouts created a forum where people could share ideas for improving health and health care, based on their personal experiences. What we heard allowed us to set shared priorities for the region that reflect the needs of real people.”

– Margaret O’Bryon, President and CEO, Consumer Health Foundation

**a strong voice**

Conducted in 2004 and 2005, the Speakouts included several large gatherings plus a variety of smaller focus groups and face-to-face discussions. More than 600 people shared their ideas for how to solve problems with the health care system. Then CHF used this candid and often very personal input to develop six concrete recommendations for regional action. To ensure that the recommendations were widely shared, CHF conducted extensive outreach, including meeting with key local and national policymakers and stakeholders.

**leveraging resources**

The Speakouts leveraged CHF’s knowledge and community connections to open the doors to new knowledge and perspectives. After the Speakouts, CHF looked for ways to promote awareness of the recommendations. CHF invited local grantmakers to a screening of the PBS documentary *Unnatural Causes,* about social determinants of health, to get them talking about the recommendations. CHF also shared an intern with Maryland State Senator David Harrington to research and draft policies related to Wellness Opportunity Zones.

**true partnerships**

The two-year effort tapped into the expertise of CHF’s grantees. These partners helped organize events across the region and secured a wide cross-section of consumer perspectives. For instance, the Latin American Youth Center coordinated bilingual interviews that were conducted during Fiesta DC, and the Health Action Forum organized a Speakout in Prince George’s County that included local and state public officials. The recommendations generated by the Speakouts have led CHF to new relationships with policymakers, as well as with local and national nonprofits.
The Speakouts have triggered big change on several fronts, including forward-looking public policy in Prince George’s County and the creation of new region-wide networks and tools that are improving access to health care.

- Prince George’s County State Senator David Harrington (formerly chair of the County Council) worked closely with CHF to make the Port Towns communities of Bladensburg, Colmar Manor, Cottage City, and Edmonston a Wellness Opportunity Zone. These towns now require planners to make community health, wellness, and prevention a priority in all development decisions.

- CHF spearheaded the creation of the Ngozi Project, a greater Washington-area, one-stop health information and referral network that can help people access health care. This project was inspired by Speakout participant Ngozi Hall from Prince George’s County, who shared the story of her husband’s death from prostate cancer and the difficulties he had faced in obtaining health care.

- One Economy Corporation, a global nonprofit that uses the power of technology to help low-income people improve their lives, saw the recommendations and contacted CHF to partner on a technology solution that will connect residents throughout the region with health care resources.

learn more
www.consumerhealthfdn.org

Leverage

“We're a small family foundation,” says Evelyn Strauch, “but we sit at the table with partners who have the knowledge and experience to take on big and complex challenges.”

The Barry and Evelyn Strauch Foundation’s annual contribution to Washington Grantmakers’ Community Development Support Collaborative (CDSC) supports a powerful force for lasting change:

- Since 1992, the CDSC has raised between $800,000 and $2 million each year to preserve and create affordable housing in Washington, DC, and has leveraged millions more in community investment.

- CDSC-supported legislative advocacy led to the creation of DC’s Housing Production Trust Fund; between 2001 and 2007, the Fund distributed more than $121 million to create more than 5,000 affordable units for District families.

- Advocacy efforts by the CDSC, combined with the efforts of other groups, resulted in the Local Rent Supplement Program, which is now capitalized with about $50 million of public dollars. The program now yields rental housing for about 2,500 families earning less than $25,000 a year.

Evelyn Strauch has chaired the CDSC’s Community Relations Committee since the group’s founding. “This experience has allowed us to play a meaningful role in creating big change at a level we could never do on our own,” says Strauch. “Our dollars go further.”

Looking Ahead: Many issues have a direct connection to health and health care – from housing and employment, to education and transportation, to youth violence and HIV/AIDS. How can grantmakers build on the Speakouts model to give more people a voice in creating a broad regional agenda for improving the health of the community?
Visionary partnership protects Where America Happened

In the face of encroaching commercial and residential development, Prince Charitable Trusts fostered a long-term, collaborative approach to preserving an historic corridor that stretches from Monticello in Virginia to Gettysburg, Pennsylvania. Ten years of advocacy and dialogue paved the way for Journey Through Hallowed Ground, a visionary partnership that protects the cultural and environmental assets of an entire region.

timing and momentum
The Prince Charitable Trusts had long made grants to support preservation efforts in the Virginia Piedmont. Prince's commitment to the area intensified in 1993 when it joined a successful community effort to oppose The Walt Disney Corporation's plans to build a theme park in the Haymarket area of Prince William County. Out of this experience, Prince embraced a broader vision and began providing grant support for advocacy and education, including working with the Audubon Naturalist Society, the Coalition for Smarter Growth, and the Southern Environmental Law Center on state-level issues such as transportation planning.

"If all you do is stop a particular development project, the land is still vulnerable. We needed a strategy that would allow for a more comprehensive approach to balancing preservation with responsible growth."
– Kristin Pauly, Managing Director, Prince Charitable Trusts

"What Prince brought to the table goes far beyond grant dollars. Kristin Pauly provided strategic insight and guidance as part of a collaborative effort that spanned more than a decade. Without Prince, the Journey Through Hallowed Ground simply wouldn't exist."
– Cate Magennis Wyatt, President, Journey Through Hallowed Ground

a strong voice
The polarizing debate triggered by Disney's proposal highlighted the patchwork of nonprofits, governments, and individuals trying to protect cultural and environmental assets across many jurisdictions. The lack of a comprehensive, coordinated approach to land-use planning, economic development, and preservation created a situation ripe for protracted battles and deep divisions. Through sustained partnerships with local and regional groups, Prince helped give voice to the values of residents in the Piedmont and surrounding areas, many of whom were intensely interested in the history and culture of the place they called home, and championed the creation of the Journey Through Hallowed Ground (JTHG) Partnership.

leveraging resources
In 2002, Prince enlisted Scenic America to create a detailed map of the corridor's historical and cultural assets, a key step in identifying potential partners and helping create an inventory of who was doing what in the region. In 2004, Prince increased its support by hiring strategic planning consultant Cate Magennis Wyatt to build a new business model for regional collaboration. Included in this plan was funding to conduct research and polling to prepare for an outreach campaign. Prince's commitment validated the effort, helping secure long-term support from other philanthropists, including Jacqueline Badger Mars, Robert H. Smith, and Cornelia Keller.

true partnerships
Prince partnered with the Piedmont Environmental Council, the National Trust for Historic Preservation (another early funder), Scenic America, and the Civil War Preservation Trust to develop JTHG, which was incubated at Scenic America for five years. In 2000, 11 state and national organizations participated in the first JTHG meeting. In 2002, the partners put together a strategic plan. By 2003, the JTHG network had grown to more than 18 organizations and agencies. JTHG was incorporated as a nonprofit in 2005 and now has more than 350 national, regional and local partners in 15 contiguous counties across four states.
The Journey Through Hallowed Ground has established partnerships and coalesced people up and down a 180-mile corridor in order to preserve and protect *Where America Happened*.

- In 2005, the National Trust for Historic Places declared the region one of America’s eleven most endangered historic places. In 2006, the JTHG Partnership was selected by the Smart Growth Alliance as one of the top six conservation priorities in the Greater Washington region.

- In 2008, Congress designated the corridor the nation’s 38th National Heritage Area. The JTHG Partnership has also secured State Scenic Byway status for Route 15 in Virginia, Maryland and Pennsylvania, and completed a 20-month comprehensive Corridor Management Plan for the entire 180 miles.

- Local officials, business leaders, and residents up and down the corridor now view the JTHG as a unified region with interrelated resources, issues, and needs. By embracing a complementary blend of conservation and cultural tourism, the JTHG Partnership helps private and public entities work together toward the future of the corridor.

- Coordinated educational efforts continue to raise national awareness of the corridor and its natural and cultural treasures. More than 200 feature articles about JTHG have appeared in publications such as *Smithsonian Magazine*, *The New York Times*, and *National Geographic Traveler Magazine*. In 2007, 2008 and 2009 the JTHG Partnership published a book a year on the natural, historic and cultural attributes of the region, one in conjunction with National Geographic Society.

**Looking Ahead:** Our region’s population is projected to increase by more than 1.5 million by 2030. How can grantmakers work with community groups, governments, and businesses to protect more “irreplaceable places,” while also promoting the responsible economic development needed to support a growing population?
Philanthropy facilitates big change in the fight against hunger

Hunger is a problem that can’t be solved one meal at a time. That’s why the Moriah Fund and fellow grantmakers joined together to help create DC Hunger Solutions. The results have been transformational. Expanded participation in federal nutrition programs has brought millions in federal dollars to the District, giving many more children and families access to the nutrition they need – now and far into the future.

**timing and momentum**

While many community groups were feeding hungry residents, no group was focused on untapped opportunities to leverage existing public programs that effectively address hunger and poverty – food stamps; WIC; school lunch and breakfast; and afterschool, summer, and child care meals and snacks. DC was missing out on millions of dollars in federal funding available through these programs. Jim Weill, president of the nationally focused Food Research and Action Center (FRAC), approached its longtime funder the Moriah Fund about supporting the creation of a local anti-hunger initiative. Rubie Coles, associate director at Moriah, saw the opportunity to fight hunger in DC at the systemic level.

“Coordinating with the Food Research and Action Center and the funders who stepped forward – and learning together about the specific causes of hunger and opportunities to get at those causes – guaranteed that when DC Hunger Solutions got off the ground, we saw big results immediately and that the initiative had staying power.”

– Rubie Coles, Associate Director, Moriah Fund

**a strong voice**

Funders gave voice to the issue to help insure that government, nonprofits, business and philanthropy would embrace the same aspirations. With encouragement from local funders, the DC Mayor made food security and nutrition a high priority. He constituted a Mayor’s Blue Ribbon Task Force on Child Nutrition and a Mayor’s Commission on Food and Nutrition. Margaret Siegel, then with the England Family Foundation, was invited to serve on both. Kimberly Perry, then director of the newly founded DC Hunger Solutions, was invited to co-chair the Task Force and served as vice-chair of the Commission.

**leveraging resources**

Moriah’s lead grant to launch DC Hunger Solutions as a program under the auspices of FRAC attracted support from other national funders, including the Kaiser Family Foundation, MAZON: A Jewish Response to Hunger, and the Public Welfare Foundation. Early funding and support also came in from local funders, including the Community Capacity Fund, Consumer Health Foundation, England Family Foundation, Fannie Mae Foundation, Meyer Foundation, Trellis Fund, and Weissberg Foundation.

**true partnerships**

From the start, Moriah convened foundation colleagues, nonprofit leaders, and FRAC representatives to facilitate ongoing communication and shape the plan for DC Hunger Solutions. Cross-sector working groups examined every aspect of the issue. In 2006, DC Hunger Solutions joined with FRAC and Share Our Strength in convening 150 District stakeholders from every sector to create the Partnership to End Childhood Hunger in the Nation’s Capital, and this group developed a 10-Year Plan to End Childhood Hunger in the Nation’s Capital by 2016.
BIG change

DC Hunger Solutions has helped the nation’s capital access tens of millions of dollars in federal funding as part of its mission to create a hunger-free community.

Since 2002, the broad partnership between DC Hunger Solutions and funders has had a lasting impact on many aspects of hunger in DC, including:

- Saving the DC Free Summer Meals program for low-income children. On the verge of collapse in 2002, the program has been ranked the best summer food program in the country for the past five years and now serves twice as many children per day.

- Successfully advocating for the Food Stamp Expansion Act, introduced unanimously by DC City Council members in March 2009. This legislation will bring millions of additional federal dollars into the city to feed thousands of hungry families and stimulate the local economy.

- Making free breakfast available to all DC Public School and many charter school students, helping more low-income students start the day fueled and ready to learn, and reducing the stigma of free breakfast.

- Leading the Afterschool Nutrition Work Group to adopt policies and improve outreach that fueled an increase in participation in the District’s federally funded Afterschool Snack Programs. This resulted in a more than 650% increase in participation, from 1,845 children in 2004 to 13,904 in 2008.

Maryland Hunger Solutions, modeled on the success of DC Hunger Solutions, was established in 2007. Maryland is the wealthiest state in the nation, yet almost one household in ten faces a constant struggle against hunger.

learn more
www.dchunger.org
www.askmehowdc.org
www.mdhungersolutions.org

Looking Ahead: Tough economic times are pushing many more families into the ranks of the hungry. Afterschool and summer feeding programs are stretched to the limit, and many nonprofit programs are diverting dollars to provide emergency food. What can grantmakers do to help communities respond effectively to escalating hunger?
Conclusion: A Call to Action

*Beyond Dollars* is a celebration of philanthropy’s impact, which goes much further than the provision of grants. Philanthropy’s wider role – as a convener, a powerful voice, a negotiator, and a leader – has been catalytic in creating BIG change in our region. *Beyond Dollars* is also a call to action. In times of economic hardship and prosperity, philanthropy must find more efficient ways to achieve enduring social change that benefits large segments of society.

Members of the philanthropic community must be intentional in their use of every facet of the power of philanthropy to promote this change, including:

- Considering how a potential grant may align with broader efforts or new developments. The project or grant may be small, but can have a large impact if well-timed and coordinated with other work.

- Giving voice to the work that you are doing and sharing the successes and failures of your grantmaking. Did you fund a pilot that can be taken to scale? Did you make a mistake that others can now avoid? Are you using the Internet and social media tools to share ideas and build community?

- Working with your colleagues in the funding community, the business community, the nonprofit sector, and government. Philanthropy has the power and responsibility to convene. You can be the catalyst for partnerships that would not otherwise take root, and you use your financial position as a vehicle for garnering additional resources.

For more than a century, organized philanthropy has been at the core of big change in this country. Now – with inequality on the rise, with intergenerational poverty as persistent as ever, and amid a shifting economic landscape – philanthropy is being challenged as never before.

If we wish to meet these challenges and be a force for lasting change, we must go beyond dollars.

Acknowledgments

We are deeply grateful for the time and wisdom of funders who shared their stories. We received many more examples than we were able to include.

We wish to recognize the Nonprofit Roundtable of Greater Washington for its 2008 report *Beyond Charity*, which focused on the impact of nonprofits in our community and served as the catalyst for this companion publication on the impact of the philanthropic sector.

Under the leadership of Washington Grantmakers Board member Cheryl Clarke, the following project advisors acted as a sounding board and guided the general direction of the document: Alan Abramson (George Mason University and Aspen Institute), Chuck Bean (Nonprofit Roundtable of Greater Washington), Viki Betancourt (World Bank Group), Leslie Crutchfield (Co-Author, *Forces for Good*), Kathy Kretman (Georgetown University Public Policy Institute), Joe Marx (Robert Wood Johnson Foundation), Renette Oklewicz (Freddie Mac Foundation), Craig Pascal (PNC Bank) and Martha Toll (Butler Family Fund).

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Finally, we thank The World Bank Group for its sponsorship and support of *Beyond Dollars*.
Who We Are

Washington Grantmakers is...

a powerful alliance of grantmaking organizations dedicated to improving the lives of individuals in the National Capital Region. Collectively, our members – including some of the leading private, corporate, family and public grantmakers in the world – gave nearly half-a-billion-dollars in 2007 in our region alone and together are tackling some of the most difficult challenges that face our communities.

2009 Members (as of 10/1/09)

AARP Foundation
Agua Fund
Alexander & Margaret Stewart Trust
Alexandria Community Trust
American Legacy Foundation
Annie E. Casey Foundation
Arabella Legacy Fund
Arts & Humanities Council of Montgomery County
BAND Foundation
Bank of America
Barry S. & Evelyn M. Strauch Foundation
Booz Allen Hamilton
Butler Family Fund
Calvert Foundation
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Clark Charitable Foundation
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Commonwealth Foundation
Community Foundation for the National Capital Region
Consumer Health Foundation
Corina Higginson Trust
Curtis and Edith Munson Foundation
DC Children & Youth Investment Trust Corporation
Deloitte
Diane & Norman Bernstein Foundation
Eugene & Agnes E. Meyer Foundation
Exxon Mobil Corporation
Fannie Mae
Fight for Children
Financial Investments, Inc.
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Morino Institute
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Rockefeller Philanthropy Advisors
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Venture Philanthropy Partners
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