



Grantmakers Supporting Community Change

REPORTS

THE NEWSLETTER OF THE NEIGHBORHOOD FUNDERS GROUP

Boston: A Rich Philanthropic Community that Supports Innovative Civic Engagement, Leadership Development, Organizing and Advocacy Partnerships

By Lisa Ranghelli

NFG is delighted that our next conference will take place in Boston, where there is a philanthropic community that supports many innovative community-based efforts. This article describes just some of the exciting partnerships between national and local funders to support civic engagement, community organizing, advocacy and leadership development in the Greater Boston area. These are the kinds of efforts that NFG members care most about - grassroots organizations working in partnership with foundations and others to empower their leadership to improve their communities. There are many promising initiatives in Boston that we do not have space to highlight here, but NFG members can learn about them at the Boston conference. These include efforts to increase affordable housing, develop worker centers and improve the health care system for providers, workers and consumers.

The first innovative program we want to highlight is the Civic Engagement Initiative (CEI). The theme of our upcoming conference is civic engagement, and this local effort, spear-headed by the Boston Foundation, underscores the importance of that approach. Established in 2002, CEI is a three-year, \$1 million-program to increase voter registration and mobilization in low-income and people-of-color communities where voter turnout has been low in recent years. This funding collaborative - supported by the Access Strategies Fund, the Hyams Foundation, the Miller Foundation and the New Community Fund - funds seven community-based organizations that are trusted by their communities. It seeks to help them effectively incorporate voter engagement into their ongoing work.

CEI has already documented impressive results. In its first year, 7,000 new voters were registered. After the second year, CEI wards and precincts had much higher turnout rates than those not supported by the initiative. In city council elections, Asians, Latinos and African-Americans voted at much higher rates in 2003 than in 1999. Grantees are also engaging in systemic reform, having successfully challenged discriminatory voting practices to the state Attorney General, and garnering increased media coverage about candidates' lack of attention to minority voters.

According to Amy Segal Shorey, staff for the Herman and Frieda L. Miller Foundation, "We are really trying to make this a capacity building effort, so that the *continued on page 4*

Workforce Development for Working Families: A Solution in Search of Civic Commitment

By Robert Giloth

Current economic realities have inspired presidential campaign promises that gloss over underlying challenges. Workforce training and retraining, for example, reach as little as 5 percent of the millions of low-income, low-skilled workers who need those services if they are going to move ahead. In spite of promised new investments, more funding reductions in federal workforce programs have occurred this year. Moreover, many available jobs - such as well-paying health care jobs - remain unfilled, a situation that will worsen in the future as the supply of skilled workers shrinks.

The past decade has witnessed the morphing of employment and *continued on page 8*

IN THIS ISSUE

Report To Members	2
Board of Directors Nominations	3
NFG Annual Conference	6
People and Resources	10

BOARD OF DIRECTORS

Maria Mottola, Co-Chair
New York Foundation

Frank Sanchez, Co-Chair
The Needmor Fund

Peter Beard
Fannie Mae Foundation

Shari Berenbach
Calvert Social Investment Fund

Jane Downing
The Pittsburgh Foundation

Robert Jaquay
The George Gund Foundation

Fabio Naranjo
*John D. & Catherine T. MacArthur
Foundation*

Tony Pipa
The Warner Foundation

Victor Quintana
Unitarian Universalist Veatch Program

Marion Standish
The California Endowment

Barbara Taveras
The Edward W. Hazen Foundation

Martha Toll
Butler Family Fund

Chantel Walker
Marguerite Casey Foundation

Sherece West
The Annie E. Casey Foundation

Teri Yeager
William Randolph Hearst Foundation

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Spence Limbocker
Executive Director

Bettye Brentley
Associate Director

Malena Malone
Operations and Membership Manager

COMMITTEE CHAIRS

Robert Jaquay
Administrative & Finance

Martha Toll
Board and Membership Development

Peter Beard
Member Services

Jane Downing
Education

Report to Members

By Maria Mottola and Frank Sanchez, Co-Chairs

NFG Annual Conference

Looking forward to the NFG 2004 Annual Conference in September and the national election in November, we think it is a great time to rededicate ourselves to supporting efforts to encourage civic engagement at all levels.

NFG is in a unique position. We have an opportunity to educate our colleagues and the field about the important role foundations and non-profits can play in civic engagement. Over the past three years, many of the communities we support and care about have become disenfranchised. State and local governments have decided that they can not or will not fill the gap left by a declining economy and have relegated that burden to the private sector.

We cannot let the voice of the non-profit sector and the citizens it represents disappear from the political landscape. As advocates for democracy, we can support grass-roots efforts to engage low-income communities in the political process, and we can ourselves

speak out about the impact of public policy on these communities.

Democracy and Empowerment: Funding for Civic Engagement and Justice is the theme of the 2004 NFG Annual Conference to be held in Boston, Sept. 13-15. Henry Allen and Regina McGraw, along with the conference planning committee, have planned an exciting two-and-a-half-day program offering six workshops and six learning tours to some of Boston's most exciting and interesting neighborhoods. (See "Democracy and Empowerment," center section.)

The conference will explore the critical role foundations can play in supporting endeavors to increase voter and civic engagement and participation, especially among those whose voices have been increasingly marginalized: immigrants, the working poor and people of color. The conference will provide opportunities for our members to learn about exciting and effective examples of organizations that enable low- and moderate-income people to become more involved and more

WELCOME NEW MEMBERS!

Building Stronger Neighborhoods

Community Foundation of Greater Memphis

Esmee Fairbairn Foundation

Hill-Snowdon Foundation

State Street Foundation

Taconic Foundation, Inc.

The Schott Center for Public and Private Education

Woods Charitable Fund, Inc.

influential in the democratic process. We are also very excited that Congressman John Lewis will be our keynote speaker.

The institute, workshops and learning tours will feature representatives from community-based organizations and elected officials who are working to build broad coalitions. We also hope to offer participants the opportunity to hear from colleagues who are struggling with many of the same issues and identify strategies grantmakers can use to address these concerns. Details about the conference have been mailed to you and posted on the NFG Web site at www.nfg.org.

Board Nominations

Each year, during the annual membership meeting, we elect new NFG board members. The board and membership development committee, chaired by board member Martha Toll, is currently accepting nominations for new board members. Our

board is a diverse, working group with 15 members. We are always looking for committed individuals with a variety of skills that will enhance and strengthen the organization. If you are interested in being nominated to the NFG board, or know a colleague who might be, we encourage you to complete and submit a nomination form.

Please review the "NFG Board of Directors 2004 Nomination Process" in the box below.

2004-2006 Strategic Plan

In April of this year the NFG board approved our 2004-2006 Strategic Plan. We are pleased with the accomplishments NFG has made over the past three years and are excited about the future. Our new plan builds on our mission and core programs, professional development offerings and networking opportunities that our members value. It reflects the voices, ideas and expertise of many. Our primary goal

remains constant - to increase philanthropic investment in community-based efforts to organize and improve the economic and social fabric of low- and moderate-income urban neighborhoods and rural communities. Our plan builds on this foundation while strengthening the programs, partners and infrastructure we need to remain effective, creative and relevant.

Each of you will soon receive a copy of the new strategic plan. We welcome your feedback. The board and staff appreciate the commitment and energy of all those who support our programs, workshops, committees and planning. You make NFG's work and accomplishments possible.

We thank you for your continued support and look forward to seeing you in Boston for the 2004 Annual Conference. 🌍

NFG BOARD OF DIRECTORS 2004 NOMINATION PROCESS

Eight members will be elected to the NFG Board of directors this fall. Elections will be held at the NFG Networking Breakfast/Annual Meeting on Tuesday, Sept. 14, 2004. The nominations subcommittee members are: Maria Mottola (chair), Martha Toll, Jane Downing and Teri Yeager. The subcommittee is soliciting names of members who would like to be considered for nomination to the board of directors.

The NFG board is a working board that consists of 15 members. Each board member is expected to attend three board meetings each year, participate on a board committee and pay his or her own board meeting-related expenses. Members are also expected to participate in fundraising and member recruitment. The subcommittee is seeking individuals who reflect the diversity of the NFG membership and who are committed to building a strong organization that can effectively serve the interests of the members.

The subcommittee selects a slate of candidates who bring to the NFG board a diverse mix of experiences. NFG members may nominate themselves or another NFG member, with the concurrence of that member. Nominations must be accompanied by a brief biographical profile that details the nominee's current work and past experience that relates directly to the work of NFG. Nominations should also include a statement explaining why the individual is interested in becoming an NFG board member.

Send nomination to Spence Limbocker, Neighborhood Funders Group, One Dupont Circle, #700, Washington, DC 20036 or email to spence@nfg.org by August 1, 2004.

grantees will accomplish their goals in terms of helping residents engage in the civic process, but also will come out of this initiative much more able to do that kind of work in the long term." For example, grantees are given technical assistance to develop a database so they can build up a contact list that will help them with their organizing beyond the next election. "This is a broader cut on civic engagement than just voter turnout," adds Shorey.

Another innovative partnership is the Ricanne Hadrian Initiative for Community Organizing (RHICO). RHICO is a ground-breaking model for expanding neighborhood organizing in Boston and across the state through the work of community development corporations (CDCs). Established in 1997, RHICO is a partnership between the Massachusetts Association of CDCs (MACDC) and the Local Initiatives Support Corporation (LISC). RHICO also receives support from several local and national foundations.

According to Mat Thall, senior program director for Greater Boston LISC, "The CDC movement in Boston really is on the cutting edge in many ways. There are few cities of Boston's size that have as rich, sophisticated and accomplished a group of CDCs. One of the reasons we have been particularly interested in supporting RHICO is that we see this as a direction that the community development movement needs to follow if the

sector is to thrive. We think that as CDCs become more sophisticated developers, keeping them connected to the neighborhoods and people who live in them will make CDCs more effective and responsive. We think that this is the challenge - to make sure their capacity is being directed to the mission and needs that they were established to address."

RHICO is unique among CDC organizing initiatives in its emphasis on creating organizational change within CDCs. Nancy Marks, organizing director for MACDC, observes, "For a lot of CDCs, they were seen as a tool the community can use but were not seen as partners with the community. RHICO has both strengthened relationships with the community and supported organizational change - so that CDCs are more reflective of and responsive to the community." CDCs do this through neighborhood planning workshops, and by having residents as well as professionals on their boards.

For Marks, the bottom line is developing community power to create change. "CDCs bring technical expertise, but skills alone cannot win the fight to improve the community. RHICO is about harnessing the energy and vision of the residents to articulate what they need and want, to build the power of the community to achieve neighborhood change." In its second phase, RHICO's strategies are yielding concrete results for participating groups:

Parks, community centers and a community school have been created; hundreds of units of affordable housing have been rehabilitated, developed and preserved; and new constituencies have been organized, including youth, homeowners, adult education students and child care workers.

Another significant effort to support community organiz-

ing in Boston is the Boston Parent Organizing Network (BPON). Launched in 1999, BPON's mission is to organize a diverse constituency of parents, students, families and other community members to advocate for improvement of the Boston Public Schools (BPS). The Annie E. Casey Foundation is one national partner that supports the work of BPON. Lisa Kane at Casey remarks, "What struck Casey staff as unique and promising about BPON is the commitment of a diverse set of stakeholders to empower parents to be more effective partners in their children's schools. A key assumption of BPON is that parents and community members who are educated and actively engaged in school change efforts are critical to healthy social and educational development for children. Educators, activists and community-based organizations from around the country continue to learn from BPON as an emerging model for effectively nurturing diverse leadership to improve school, system and student performance."

BPON achieves its goals by building the capacity of parents to advocate, and by organizing for school change. The heart of this work is carried out by six community organizations. Lisa Clauson, former lead organizer of Boston ACORN, one of the six grantees, sees concrete value in BPON's efforts. "BPON is an exciting partnership of strong community-based organizations that has enabled us all to undertake parent and school organizing. We can work individually on the issues that matter to our own parent leadership, while also achieving strong collective victories and a broader parent voice."

Adds Clauson, "We have won a number of important changes in the BPS that have affected both teaching and learning and parent participation. BPON has effectively broadened the previously two-tiered power structure of the BPS administration and the union to include organized parents as well." For example, BPON was instrumental in reorganizing the BPS Family

"CDCs bring technical expertise, but skills alone cannot win the fight to improve the community. RHICO is about harnessing the energy and vision of the residents to articulate what they need and want, to build the power of the community to achieve neighborhood change."

-Nancy Marks, Mass. Assoc. of CDCs

Resource Centers and the creation of a new Deputy Superintendent position for Family and Community Engagement. Clauson observes another benefit of the BPON collaboration - the six organizations have built stronger relationships and now work collectively on other issues in addition to education.

Leadership development, a central component of each of these initiatives, is something that immigrant and refugee rights organizations are getting support to do more effectively. According to a report commissioned by the Hyams Foundation, these groups face many barriers to developing leaders, including immigrants' lack of formal education, limited English language capacity and low incomes. Also, organizations often lack the resources, capacity and expertise to engage in leadership development.

For these reasons the Immigrant and Refugee Leadership Development Initiative was created in 2001. Henry Allen, the senior program officer at the Hyams Foundation, has stated that "the initiative builds upon the existing strengths of these organizations while recognizing that they need to develop greater capacity to do effective leadership development."

In the first phase of the initiative, six community-based organizations received training and consulting advice on leadership development. During the second phase, the grantees are receiving technical assistance to develop and implement constituent leadership development plans. "Small, immigrant-led organizations like the Chinese Progressive Association (CPA) are key to developing new leadership in our communities," explains Lydia Lowe, CPA's director. "But this is the first time we have tried to clearly articulate our approach to leadership development and to institutionalize some of our practices. The Immigrant Leadership Development Initiative has provided us with not only the focus and resources, but also the realization that we have a lot to offer to a broader conversation [about these issues]." Ultimately, the initiative strives to increase the power of immigrant communities to improve their living and

"This level and breadth of support to advance reform-minded systems change in the public workforce system is unprecedented. Boston continues to be a laboratory for philanthropic, community-oriented innovation to create social change."

-Angel Bermudez, The Boston Foundation

working conditions.

Finally, a promising effort is underway to support innovative and effective workforce development programs. Developed under the leadership of the Boston Foundation, the Boston Workforce Development Initiative (BWDI) is a multi-million dollar public-private collaborative, supported by a number of local and national foundations. These include the Rockefeller Foundation, Fleet Boston Charitable Trusts, the Casey Foundation and the Hyams Foundation, as well as the City of Boston and the Commonwealth of Massachusetts. It seeks to benefit both workers and employers, using a three-pronged strategy: developing and strengthening collaboration among employers, community-based organizations, unions, community colleges and other education and training providers; strengthening practitioners' capacity; and reforming the state's workforce development system through public policy advocacy.

Two community organizations - the Organizing and Leadership Training Center (OLTC) and the Women's Educational and Industrial Union (The Women's Union) - are partnering with the state AFL-CIO and the Massachusetts Workforce Board Association on the public policy component of the collaborative. "The initiative aims to improve the ability of our workforce development system to help low-income individuals achieve family-supporting incomes," says Mary Lassen, President of The Women's Union. The public policy component has garnered \$1.5 million over five years from funders, according to program officer Angel Bermudez at the Boston Foundation. "This level and breadth of support to advance reform-minded systems change in the public workforce system is unprecedented. Boston

continues to be a laboratory for philanthropic, community-oriented innovation to create social change."

This public policy partnership, called the Workforce Solutions Group, has already yielded impressive success. Earlier this year the state legislature approved (and overrode the governor's veto to preserve) a \$6 million pot of money earmarked for a variety of industry, union and community-based programs. These programs will provide an estimated 1,500 workers with training needed for better-paying jobs. Observes Lassen, "If we are going to help our constituents move up the economic ladder, we need to look at systemic solutions, and these may require the investment of new resources. Through the Workforce Development Initiative, key stakeholders have come together to advocate for policies and funding that are needed for the system to more effectively serve low-income workers."

These are just a few of the exciting national-local philanthropic partnerships happening in Boston and the surrounding region to support civic engagement, organizing, leadership development and advocacy.

Come to the NFG conference in September! You won't want to miss the opportunity to learn more about the exciting and interesting work going on here and around the country to empower low-income communities to create change. 🌍

Lisa Ranghelli is a consultant to foundations and social justice organizations. Her work involves writing, research, documentation and evaluation of social and economic change issues and strategies. Prior to becoming a consultant, Ms. Ranghelli was Deputy Director of Public Policy at the Center for Community Change.

Democracy and Funding for Civic Eng

**NFG Annual Conference,
Omni Parker House Hotel**

SUNDAY, SEPT. 12

3:00 p.m. - 6:00 p.m.	Registration
4:00 p.m. - 6:00 p.m.	Working Group on Labor and Community: Walking Tour
6:00 p.m. - 9:00 p.m.	Rural Funders Fall Forum

**OPENING
PLENARY SPEAKER:
THE HONORABLE JOHN LEWIS**

Rep. John Lewis, of Georgia's 5th Congressional District, has dedicated his life to protecting human rights, securing personal dignity and building what he calls "The Beloved Community." He has been described as one of the most courageous individuals the civil rights movement ever produced.



Congressman Lewis will share his thoughts and ideas on the importance of supporting civic participation and social justice grantmaking. Please join us on Monday, Sept. 13, at noon.

MONDAY, SEPT. 13

7:00 a.m. - 4:00 p.m.	Registration
7:00 a.m. - 5:00 p.m.	Marketplace
8:30 a.m. - 11:00 a.m.	Rural Funders Fall Forum [cont'd]
8:30 a.m. - 11:00 a.m.	Pre-Conference Sessions
11:00 a.m. - 11:45 a.m.	Orientation for Newcomers
noon - 2:00 p.m.	Opening Plenary Luncheon
2:30 p.m. - 4:30 p.m.	Concurrent Workshops
2:30 p.m. - 5:30 p.m.	Institute Part I
6:00 p.m. - 9:00 p.m.	Host Event: Isabella Stewart Gardner Museum

The following two-hour workshops will be offered twice during the conference.

Beyond Mobilization: Investing in Grassroots Leadership Development

Public Education: The Cornerstone of Democracy

Affordable Housing: Faith-based Organizing Rises to the Challenge of Addressing This National Crisis

Creating Lasting Change: The Funder's Role in Public Policy

From the Margins to the Mainstream: Immigrant Worker Centers and Their Role in Civic Participation

Media Funding in Diverse Communities

Register, read session descriptions and

Empowerment: Management and Justice

September 13-15, 2004
Boston, Massachusetts

TUESDAY, SEPT. 14

7:00 a.m. - noon	Registration
7:00 a.m. - noon	Marketplace
8:00 a.m. - 8:45 a.m.	Networking Breakfast/ NFG Annual Meeting
9:00 a.m. - 11:00 a.m.	Concurrent Workshops
9:00 a.m. - 11:30 a.m.	Institute Part II
11:30 a.m. - 4:30 p.m.	Conference Learning Tours
5:00 p.m. - 7:00 p.m.	Networking Event: Reception
	Dinner on your own

PLACE-BASED LEARNING TOURS

Civic Engagement in Chelsea

Dudley Street Community

Reviviendo: Building Affordable Housing

ISSUE-BASED LEARNING TOURS

*School Reform: Boston Parent Organizing
Network*

Civic Engagement Initiative

Worker Centers

WEDNESDAY, SEPT. 15

8:00 a.m. - 9:00 a.m.	Continental Breakfast
8:00 a.m. - 11:00 a.m.	Marketplace
9:00 a.m. - 11:00 a.m.	Closing Plenary

see other details online at www.nfg.org.

training programs into "workforce development." The change in terminology signals the recognition that businesses and workers are both key customers. The name of the game is long-run labor market retention, career advancement and family self-sufficiency, and not just job placement.

Many stakeholders and workforce supports need to be woven together to achieve success. Workers and job-seekers, for example, frequently require basic skills, instruction in English as a second language, technical training, mentoring and other work supports in the context of employment. No single partner provides these services. Small businesses require assistance with modernization, financing, marketing and human services; at the same time they need help with obtaining skilled workers. In the best cases, workforce development equals economic development.

This new understanding of workforce development, however, has not overcome federal and local political obstacles. At the federal level, the Workforce Investment Act represents a retreat from skilled training in the name of universal services and yearly funding reductions. Training is perceived as a program for the poor, not as an investment in our future economic competitiveness.

At the local level, lack of coordination among public, private and nonprofit workforce development-related institutions is the norm. The situation is even worse at the regional level. The conservative survival instincts of many of these workforce institutions frequently trump the energy devoted towards knitting together fragmented workforce systems for the benefit of businesses and workers.

For the past six years, the Annie E.

Casey Foundation has sought to overcome many of these obstacles and build better futures for disadvantaged children by helping their parents land jobs that can support a family. This effort has built upon the smart investments of many other foundations to develop sectoral strategies, career pathways and appropriate skill training policies.

Successful workforce programs must combine job readiness with technical skills training and work supports. Failures occurred when strategies only adopted a single element of workforce development.

The Casey Foundation's \$30 million Jobs Initiative (JI) operated under similar principles in St. Louis, Milwaukee, Seattle, Philadelphia, New Orleans and Denver. Each site:

- ♦ Targeted key employers in critical sectors that experienced or forecasted shortages - construction, health care, manufacturing and teleservices.
- ♦ Exploited information technology to gather data and measure results to promote improvement and cut losses.
- ♦ Fostered cultural competence so that employers and employees could better understand and appreciate each other.

The Casey Foundation's investment has paid off. JI projects and reforms have placed more than 9,000 clients in jobs that pay an average hourly wage of \$9.87, a wage hike of almost 19 percent compared to their prior employment, if employed. Before participating in a JI pilot project, only

11.6 percent of workers had family medical benefits; only 19.6 percent had individual medical insurance. After placement, 41.4 percent had family coverage, and 46.7 percent had individual coverage.

Not every JI pilot has been successful, and not every question has been answered concerning how to raise the country's 9 million workers out of jobs that pay wages below the poverty level. The JI experience has shown that successful workforce programs must combine job readiness with technical skills training and work supports. Failures occurred when strategies only adopted a single element of workforce development.

In this light, the JI's successes and failures have shown Casey and other funders strategies that communities should put in place to help the working poor obtain the education and skills needed to move up, as well as ways to help employers attract the skilled employees they need to stay competitive regionally and globally. Some lessons learned include:

- ♦ **Civic will and capacity:** Communities must enlist key stakeholders with the commitment and power to make changes. These public officials, philanthropists, union officials and business and community leaders must be able to foster consensus on an agenda, galvanize public support, change public policy and reallocate resources.
- ♦ **Social investors:** Key funders or other mission-focused organizations must take the lead as active investors and articulate a set of principles, such as the commitment to advance low-wage workers to economic self-sufficiency. They also must provide seed capital and flexible, multi-year resources to achieve those goals.

- ♦ **Workforce intermediaries:** Funders must invest in workforce intermediaries - organizations that organize key labor-market stakeholders and resources - which knit together the wide range of labor market players, operate effective advancement models, and link jobs, workers, resources and service providers.
- ♦ **Industry and job opportunities:** In concert with workforce intermediaries, communities must identify and organize employers with entry-level positions and advancement pathways to family-supporting jobs.
- ♦ **Advancement models:** Advancement models are specific, workplace-based programs that help advance individuals to entry-level career positions and provide a progression of skills development to more advanced positions that offer family-supporting wages.
- ♦ **Cultural Competence:** Employers, workforce providers and workers must have access to a wide range of tools that improve their ability to manage the challenges and opportunities that arise from racial and cultural diversity.
- ♦ **Neighborhood connections:** In order to create a pipeline of job-ready candidates, projects must enlist organizations with strong community connections; effective outreach, recruitment and assessment services; and strong partnerships with employers.
- ♦ **Data-driven strategy:** A comprehensive data system must be in place to analyze the labor market, set ambitious targets, evaluate progress and measure ongoing program improvement.
- ♦ **Career management services:** A comprehensive set of social and work supports, income enhancements, financial literacy and asset-building services, and career management guidance is needed to

ensure successful work experiences and to help families and communities build long-term wealth.

- ♦ **Attention to specific populations:** Targeted outreach and customized services must be available to identify and support specific hard-to-employ populations, such as the formerly incarcerated, immigrants, recovering substance abusers and refugees.
- ♦ **Economic development linkages:** Programs, policies and strategies must be established to link economic development dollars and opportunities (such as major new construction projects) to training, placement and advancement opportunities.

In February 2003, local and national foundations sponsored Columbia University's 102nd American Assembly on workforce intermediaries, which promises to advance the careers of low-income, low-skilled workers. This national dialogue produced a report, *Keeping America In Business*, which charts a course over the next decade to position investment in workforce development as a key strategy for enhancing U.S. economic competitiveness.

In major cities across the country, civic leaders, foundations, employers, workers, governments, community colleges and others are uniting to address the low-wage worker challenge in their communities. In Boston, nine foundations, the city and state have launched an ambitious \$15 million, five-year effort to help low-income workers and their employers meet workforce needs. In San Francisco, multiple foundations have partnered with the State of California to create "career ladder" projects that will help low-skilled workers advance to better jobs in key industries, such as health care and life sciences. Similar efforts in New York City, Austin, Cleveland, Baltimore and

Pittsburgh are underway or being planned.

While these efforts are necessarily locally rooted, they all will benefit from the financial support and encouragement of the nation's philanthropic community, state and federal government, and industry. Attaching skilled workers to jobs with a future helps families, industry, communities and our country. 🌍

Robert Giloth is director of Family Economic Success at the Annie E. Casey Foundation. For more information about the Foundation and the Jobs Initiative, go to: www.aecf.org.

*Bob Giloth has edited two recent publications on the issue of workforce development: **Workforce Development Politics: Civic Capacity and Performance** and **Workforce Intermediaries for the Twenty-First Century**, both published by Temple University Press and available from Temple or from Amazon.com. To learn more about this issue, please join members of the working group on workforce development at the upcoming NFG conference, Sept. 13-15 in Boston. The working group has scheduled a pre-conference seminar on Monday, Sept. 13, from 8:30 to 11 a.m. In addition to the pre-conference session, a workshop focusing on this topic will be offered during the conference. Please visit the NFG Web site at www.nfg.org for more information.*

People and Resources

People

Chantel L. Walker, formerly with the Marin County Community Foundation, is the new director of Programs at the Marguerite Casey Foundation in Seattle. In the new position, which she assumed in March, Chantel will continue to help low-income families strengthen their voice and mobilize their communities. She also will continue to serve on the board of NFG. Congratulations Chantel.

Tony Pipa, executive director of the Warner Foundation, will leave the foundation in August to participate in a mid-career master's program at the John F. Kennedy School of Government at

Harvard University. Tony has served on the NFG board of directors since 2003 and has been executive director of the foundation for the past four years. We will miss Tony but wish him well in his future endeavors.

After 30 years as director of the Rosenberg Foundation, **Kirke Wilson** has announced he will be retiring at the end of the year. We want to thank Kirke for his leadership in the field and his commitment to addressing fundamental social issues facing our communities today. We wish you well.

Marie Wilson steps down as president of The Ms. Foundation for Women. Marie is leaving to increase and

intensify her work as president of The White House Project, a progressive organization she founded in 1998. The foundation is pleased to announce the appointment of **Sara Gould** - currently the organization's executive director - as the next president. Sara has been a leader at the organization for the past 18 years. Congratulations Sara!

Nat Chioke Williams, formerly with the Hazen Foundation, has accepted the position as executive director of the Hill-Snowdon Foundation. Hill-Snowdon focuses on youth organizing and economic justice initiatives. The foundation has established new offices in Washington, D.C., and Nat will be joining it on July 1, 2004.

A Fond Farewell

By Regina McGraw

We are sad, and happy, to announce that Sue Chinn will be leaving her position as Executive Director of the Discount Foundation to become the Chief of Staff at the Center for Community Change. In this position we know she will bring the same energy and skill that she brought to the Discount Foundation and the Neighborhood Funders Group.

The Neighborhood Funders Group would not be where it is today if the organization had not been able to tap into Sue's creativity, hard work, and keen intelligence. She served on the NFG Board during the days when the organization ran on the energy of primarily volunteers to get the work done. Sue was one of the key people who helped the organization to become an innovative and essential affinity group for all funders that are interested in community organizing and issues of poverty and injustice. She also worked tirelessly to form the Working Group on Labor & Community, and in the past few years has made this group a respected philanthropic vehicle for learning about successful union/community collaborations and lifting up the need for all workers to receive respect and fair wages from their employers.

Sue accomplished much during her years at Discount and NFG, and her influence was much, much greater than the Discount Foundation's grants might suggest. Through Discount, Sue funded organizing, but she was also an excellent organizer herself and her legacy will continue through the work of NFG. All of us who care about the lives of low-income families owe her a debt of gratitude for her service to the foundation world and NFG. We will miss her, but we know that her new position will be challenging and fulfilling.

Regina McGraw is Executive Director of the Wieboldt Foundation and chair of the NFG Working Group on Labor and Community.

Resources

The Alban Institute announces a new publication, *The Power of Asset Mapping: How Your Congregation Can Act on its Gifts*, written by long-time community developer Luther Snow. In his book, Snow shows congregational leaders how to help a group recognize its assets and act on those gifts in ministry and mission. Further tips, techniques, stories and lessons drawn from the experiences of diverse congregations will help leaders discover how asset mapping works. To order, call (800) 486-1318 or visit www.alban.org.

For years lawmakers have enacted policies encouraging individuals to accumulate assets. Yet no one has taken a comprehensive look at federal asset-building policies-until now. In a first-ever report, *Hidden in Plain Sight: A Look at the \$335 Billion Federal Asset-building Budget*, CFED has analyzed spending and tax policy to determine how much the asset-building initiatives cost, where the money goes, and who benefits. To download the summary and/or the entire report go to www.cfed.org.

The Disability Funders Network (DFN) has released a new brochure, *Cross Currents in the Mainstream: Including Disability in Foundation Funding Priorities*, to help grantmakers understand how to include disability grants in their ongoing priority areas. The brochure contains facts about disabilities and disability funding, as well as concrete examples of grants made by DFN members. To access an electronic copy of the brochure, go to www.disabilityfunders.org or contact Jeanne Argoff at njargoff@aol.com.

The Century Foundation has cosponsored a special report, *War on the Middle Class*, published in the May issue of the *American Prospect*. In it, 10 authoritative voices weigh in on the policies of the current administration and their devastating consequences for the nation's working families. This special report also looks at the political ramifications of current policies and asks whether most citizens will accept the idea that the solution to our problems is to expose American working families to more risk. Selected articles from this special report are featured in the Taking Note section of The Century Foundation Web site,

www.tcf.org. For more information please contact Christy Hicks at (212) 452-7723 or hicks@tcf.org.

In June 2003, Paul Brest, president and CEO of the William and Flora Hewlett Foundation, along with members of a working group that was established after a meeting of funders and nonprofit organizations co-sponsored by the Edna McConnell Clark Foundation, Open Society Institute, Hewlett Foundation, Rockefeller Brothers Fund and Surdna Foundation, developed a statement and guidelines for funding non-profit organizations. The document calls on funders and non-profits to adopt a reciprocal commitment to working together constructively to enhance performance and effectiveness. The guidelines have been publicly endorsed by the Independent Sector and can be reviewed at its site, www.independentsector.org.

JOIN NFG TODAY!

If you are a grantmaker and not yet a member of NFG, we invite you to join us.

Benefits of membership include:

- ♦ Reduced rate on NFG conference registration
- ♦ Information and tools that help grantmakers accomplish tangible outcomes
- ♦ Networking with the most creative minds in philanthropy
- ♦ Access to model programs and accomplished practitioners through site visits and educational forums, including NFG's annual conference
- ♦ Cutting-edge, in-depth, ongoing program and policy discussions through the Rural Funders Working Group, Working Group on Labor and Community, Workforce Development Working Group, and other activities initiated and led by NFG's membership.

Our members include community, family, private and corporate foundations as well as religious funders. All are committed to providing support to improve the economic and social conditions in urban and rural communities. For more information, visit www.nfg.org, call (202) 833-4690, or email nfg@nfg.org.

Save the Date!

Democracy and Empowerment: Funding for Civic Engagement and Justice

NFG Annual Conference
September 13-15, 2004
Omni Parker House Hotel
Boston, Massachusetts

See pages 6-7 of this issue for details.

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Please call NFG Executive Director Spence Limbocker and Newsletter Editor Bettye Brentley at 202.833.4690, or email nfg@nfg.org. *NFG Reports* Editorial Committee: Willie Cole, Bob Jaquay, Regina McGraw.



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