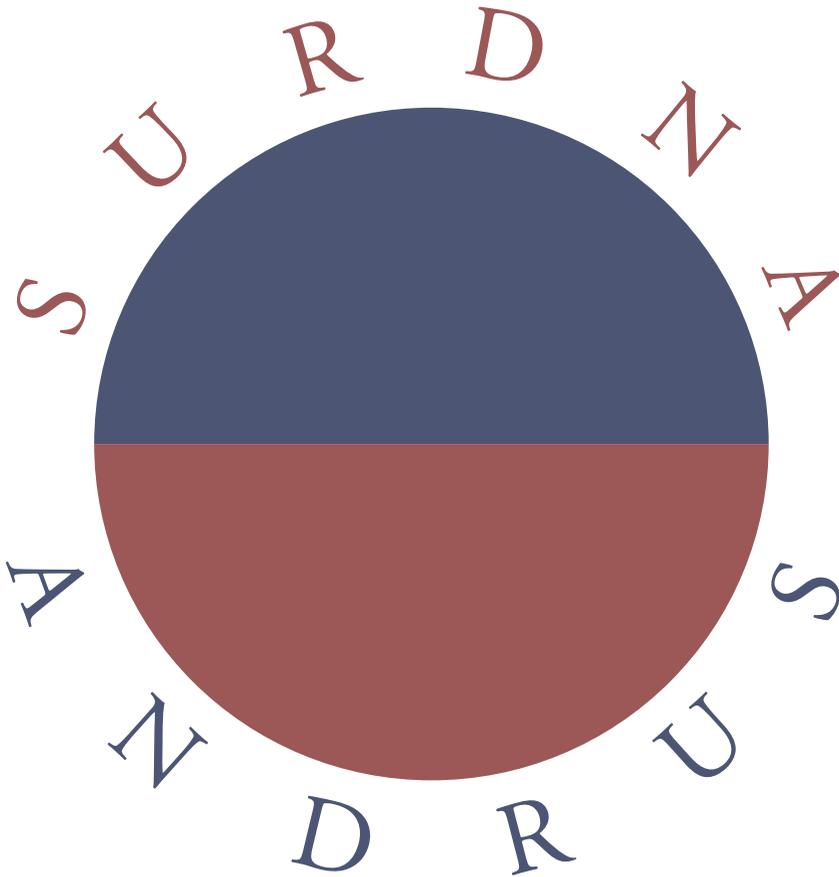


2007



SURDNA FOUNDATION, INC.
JULY 1, 2006 TO JUNE 30, 2007
ANNUAL REPORT, GRANT GUIDELINES
AND APPLICATION PROCEDURES

A Brief History

The Surdna Foundation was established in 1917 by John Emory Andrus to pursue a range of philanthropic purposes.

John Andrus (1841-1934) was born in Pleasantville, New York, graduated from Wesleyan University and soon moved from teaching school to pursuing his talents as an investor and businessman. His primary operating business, the Arlington Chemical Company, manufactured typical medicines of the late 1800s and distributed them worldwide. Mr. Andrus' extraordinary skills, however, lay in finding and purchasing undervalued assets, usually in partnership with a knowledgeable operator. His holdings included several buildings and land in Minneapolis, Minnesota, large timber tracts in California, and mineral-rich acres in New Mexico as well as significant land holdings in Florida, New Jersey, and Alaska.

The son of a Methodist minister, Mr. Andrus was active as a lay leader of the Methodist Church. In his 60s, he was elected mayor of Yonkers, New York, and then served four terms in the U.S. Congress. He held long-term posts as a trustee of Wesleyan University and as a director of New York Life Insurance Company.

A devoted family man with eight children, he founded the Julia Dyckman Andrus Memorial in 1923 as a tribute to his beloved wife. She had been orphaned as a child, and Mr. Andrus took the old Dyckman farm in Westchester County, New York, and established an orphanage. Later, in 1953, his youngest child, Helen Benedict, then chairwoman of Surdna, built the John E. Andrus Memorial, a retirement home for 200 elderly residents on land adjacent to the Julia Dyckman Andrus Memorial. She and the Foundation thereby completed his expressed wish that his legacy provide "opportunity for youth and rest for old age." In the early 1970s, the board of the Julia Dyckman Andrus Memorial shifted its programmatic emphasis to serve as a residential treatment, special education and diagnostic center for emotionally disabled children.

Family stewardship of Surdna has been informed by Mr. Andrus' values: thrift, practicality, modesty, loyalty, excellence, and an appreciation for direct service to those in need. These values have been applied both to oversight of the two Memorials and to more general grant programs. In 1989, the third and fourth generations of the Andrus family on the Surdna board established programs in environment and community revitalization and decided to enlarge the professional staff to broaden the Foundation's effectiveness. In 1994, programs in effective citizenry and the arts were added. The Nonprofit Sector Program was added in 1997 to address crosscutting issues affecting the sector.

Letter from the Board of Directors

It has been a privilege to serve as Chair for the past three years, a time of significant positive transition for the Surdna Foundation. I will take this opportunity to consider why the transitions have been so positive. Lately, change has been a constant: term limits for directors, the addition of non-family board members, our 5th generation joining the board, significant staffing changes in several programs, a focus on accountability and the measurement of success in our programs, and a new president. With a new leader and a fresh approach, one can assume that positive change and challenges to our “old” assumptions will continue.

As term limits for long-serving 4th generation directors take effect, we will see a shift of our membership from the 4th to the 5th generation of the Andrus family. By this time next year, fully half of our family board members will be representatives of the 5th generation and the board will be under 5th generation leadership. The generational shift brings new energy, excitement, and experience to our board. Our 5th generation is not just a younger version of our 4th generation, but rather a generation that came of age with a new set of challenges—global warming, HIV/AIDS, ubiquitous and instant communication, the end of the Cold War and a disturbing new geo-political reality.

This generational shift is really extraordinary. There are very few family foundations, still under family control, that are run by the fifth generation descendants of the founder.

The positive change so evident in the transitions we have gone through and the extraordinary longevity of the foundation as a family run institution didn't just happen by accident. They were the direct result of well thought-out decisions made by long-time 3rd and 4th generation board members over the past 20 years. We have been told many times that our ability to attract talented outside directors, staff, and leadership over the years is a direct result of the commitment the board made, starting in the 1980's, to transform the institution and, at the same time, maintain a strong family identity. The Andrus Family Fund, the Andrus Family Philanthropy Program, the Family Involvement Committee, the push for 5th generation board membership, the addition of non-family board members, and self-imposed term limits were all championed by directors who came before me and to whom I, the family, and those who have joined the board in the past 8 years, owe a great deal for our present good fortune.

I am very excited about Surdna's future under our new president and the abilities, views, and energy the 5th generation brings to the board. But I am honored to have been able to serve with those 3rd and 4th generation family members who made this positive future possible!



John Hawkins
Chairperson

Letter from the President

Since my arrival earlier this year from the German Marshall Fund and the world of international affairs, I have been on a listening tour to learn from my foundation and nonprofit peers. What I have been hearing from my counterparts both about the Surdna Foundation and about the new thinking going on in philanthropy is invigorating.

This is an exciting time to be running a foundation. Many foundation leaders and philanthropic groups are asking fundamental questions about impact. They are saying, “Ok, we have given away all of this money for a variety of causes. What do we have to show for it?”

Those who follow philanthropy closely are well aware of the foundations’ unusual lack of built-in accountability for their work. Foundations have their own money, so they are not tested by the fundraising crucible that nonprofits face. Foundations do not seek profits like a business does, so the private sector bottom line is missing. Foundations face only modest government regulation, including basic spending thresholds that must be exceeded and restrictions on who they can give money to. At the end of the day, the important force for accountability for foundations is exerted by peer institutions and from within foundations themselves, exercised principally by capably managed boards of directors and senior leadership. Foundations’ great freedom has been both a blessing and a curse for the sector over the past generation. Without strong pressures from outside—by the market, by government—foundations have to struggle against complacency and pomposity. For even the poorest performing foundation, one that systematically gives away grants to ineffective organizations, the money is always there to try again next year.

What I find particularly exciting as I enter this world is that foundations are choosing to ask themselves the difficult questions about their own effectiveness. A great number of foundations seem to be at various stages of rethinking and reshaping strategy, attempting to sharpen both understanding of foundation goals and achievement, but also looking carefully at the question of how to measure impact.

The Surdna Foundation has taken up this challenge, too, both in its internal processes and its ongoing grantmaking. Over the coming year, we will continue the process of refining and reflecting on our program strategies, an effort that began under Ed Skloot’s leadership. This process has resulted most prominently in new grantmaking guidelines that were published in summer 2007, but internally has also been reflected in more focused conversation about priorities for using our scarce grantmaking dollars. In addition, we will be working on developing a sharper sense of overall mission for the foundation, building directly on our experience of developing clearer program-by-program priorities. I expect this broader

conversation will give both our Board of Directors and staff a shared sense of what, over the long term, we are hoping to accomplish as a foundation.

On the grantmaking side, Surdna has been a longtime supporter of a variety of organizations that help foundations work more smartly. Our grants to, for example, Center for Effective Philanthropy, FSG Social Impact Advisors, Grantmakers for Effective Organizations, and Social Venture Partners International, among many others, have helped shape foundation understanding of how to measure the impact of their work.

On my listening tour, I have also been learning more about the foundation I now run. What I have heard often is that Surdna represents smart grantmaking, grantmaking that is bold and innovative yet not fickle and faddish. This is a terrific thing to hear, and no accident. Surdna, under the leadership of Ed Skloot from the late 1980s until my arrival last spring, has gone from being a little-known, closely-held family foundation to being a widely admired national player on a range of critical issues facing American society, all while maintaining its strong identity as a family foundation. This transformation is remarkable, indeed. And now, nearly 20 years later, the Surdna Foundation is poised to leap forward again, building on the tremendous reputation, extraordinary staff, and sharpened sense of strategy that has been carefully cultivated at the foundation.

As you will see in the following lists of grants, the Surdna Foundation gives funding to an impressive array of organizations doing important work in communities throughout the United States. Surdna's principal grantmaking is carried out through the Arts, Effective Citizenry, Nonprofit Support, Environment, and Community Revitalization programs. We are proud of the diversity of this portfolio, and we look forward to continuing to examine the impact of Surdna's work in each of these areas.

A handwritten signature in black ink, appearing to read "Phillip W. Henderson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Phillip W. Henderson
President

Our Approach to Grantmaking

We are interested in fostering catalytic, entrepreneurial programs that offer viable solutions to difficult systemic problems.

We seek high-quality, direct-service programs that advance our philanthropic goals.

We enjoy collaboration with our grantees and seek to work with them in supportive, collegial relationships.

We recognize the importance of collaborating with other foundations to build joint, diverse programs and to leverage our funding with that of other foundations, corporations, and governmental bodies.

We make both project and general support grants. We do not generally fund individuals, capital campaigns, building construction, or projects that are internationally based or focused.

We are committed:

- To respecting those seeking grants by demonstrating promptness, courtesy, responsiveness, and objectivity in assessing how their grant requests meet our philanthropic goals.
- To communicating honestly and directly with those seeking support.
- To demonstrating both accountability to and support for our grantees after a grant is made.

Environment

The Surdna Foundation's Environment Program is national in scope and supports a healthy, natural environment, the foundation upon which human communities flourish. We believe that the social and economic concerns of communities are inextricably and crucially, linked to the natural world. Today, the environment is at great risk due to the interrelated threats of global climate change, biodiversity loss and unsustainable levels of resource consumption. Our goals are to:

- I. Build support for programs to stabilize *climate change* at the local, state and national level.
- II. Improve *transportation* systems and patterns of land use across metropolitan areas, working landscapes, and intact ecosystems.
- III. Safeguard the biological diversity and productivity of U.S. domestic *oceans*.

Across each of these areas, our strategic approach involves a mixed portfolio of grants that together will build the capacity of nonprofit organizations and key constituencies to set the stage for policy change; advance federal, state, regional, and city policy reforms; and ensure the implementation of innovative practices and their adoption by the public and private sector. We have a strong preference for the development of both policy and market-based mechanisms for change. Underlying our grantmaking is a recognition that a diversity of people and interests must participate in addressing environmental problems and devising the solutions, and that the next generation of environmental leadership will be created from these ranks.

I. Build support for programs to stabilize climate change at the local, state and national level

Global warming is one of the greatest challenges of our time, jeopardizing the health of ecosystems and the livability of communities. At the same time, tackling it will create new possibilities for current and future generations. Research shows that an immediate reduction in greenhouse gas emissions can significantly mitigate the earth's warming. Solutions are available now; energy conservation is the quickest, least expensive way to reduce emissions and presents significant economic opportunities for communities and the private sector. There is enormous untapped energy efficiency potential in the urban built environment, from the buildings themselves to where they are located and the transportation systems that determine how urban areas grow. Coordinated, far-reaching plans and incentives are needed, yet the level of action does not commensurate with the scale of the problem.

While Americans' concerns about climate change are higher than ever, the issue still ranks low relative to other personal and national priorities. We seek to help inform the public – about why climate change occurs, how economic and equity issues link to its environmental impacts, and what solutions can be implemented now, and build support for programs to stabilize climate change by:

- 1) *Mobilizing new constituencies* to make the case that climate change is more than an environmental issue and promote action to address it.
- 2) *Advancing state, regional, and city policy and leadership* to create and implement plans that address climate change.
- 3) *Accelerating energy efficient solutions* to conserve energy, reduce emissions and promote a “green” economy.

Examples of Surdna's grantmaking interests include: Outreach to non-traditional allies for climate policy; communications that focus on solutions, promote equitable outcomes, and increase awareness of the diversity of voices calling for action; public awareness campaigns highlighting the economic and environmental benefits of energy efficiency; climate planning and implementation efforts by state and city leaders; network building across key states and regions; collaboration among private sector, nonprofit and government agencies; creation of public and private policies and programs, new tools, and financial incentives that increase energy efficiency and advance economic opportunities in the clean energy economy (e.g. appliance standards, green building, energy efficiency portfolio standards, transit-oriented development).

II. Improve transportation systems and patterns of land use across metropolitan areas, working landscapes, and intact ecosystems.

The prevailing land use and transportation systems of the U.S. are damaging ecosystems and biodiversity, and diminishing the prosperity of communities. Unprecedented and unplanned growth – whether in metropolitan areas, at the urban fringe between metropolitan areas and in rural areas, or where metropolitan regions grow together into mega-regions – encroaches on working landscapes and open spaces; threatens our ecosystem services (e.g. clean water, wildlife habitat, carbon sequestration); increases automobile dependency, carbon emissions and commuting times and puts our natural systems, public health, economic vitality and quality of life at risk. As climate change deepens the urgency to take action, new systems and public education about the value of land use and transportation solutions and the environmental, social and economic benefits, are needed.

Over time, we seek to alter the prevailing land use and transportation systems of the U.S. by:

- 1) *Developing and advocating for federal and regional policies* that will improve patterns of land use and transportation systems in metropolitan areas and mega-regions, enhance community sustainability, reduce fragmentation of large intact ecosystems and working landscapes, and enhance national and regional green infrastructure.
- 2) *Ensuring the implementation of policies and demonstration projects* that will improve patterns of land use and transportation systems in metropolitan areas and mega-regions, enhance community sustainability, reduce fragmentation of large intact ecosystems and working landscapes, and enhance national and regional green infrastructure.
- 3) *Enhancing the capacity of organizations, building networks of interest, strengthening leaders and facilitating the transfer of success and diffusion of innovation* to build support and opportunities for reform.

Examples of Surdna's grantmaking interests include: Expanding partnerships to ensure local and regional development initiatives are informed by a wide spectrum of community voices, especially those who will benefit most from improved transportation and green infrastructure; convening national state and local leaders from multiple sectors for planning efforts; demonstration projects; public education and outreach to promote policy agendas; research and knowledge creation about the value of ecosystem services and how to market them; analysis of the nonprofit smart growth infrastructure field overall and measures that fill the gaps (e.g. programs to educate and connect key public, private and nonprofit change agents; enhancement of institutions and networks to facilitate information capture, analysis and transfer).

III. Safeguard the biological diversity and productivity of U.S. domestic oceans

U.S. domestic oceans are in danger due to the degradation and loss of habitat and species. U.S. policies and management of this resource have not kept pace with the demands put upon it. Factors such as uneven leadership at the federal level, conflicts of interest within regional management councils, and overfishing combine to prevent reform.

We seek to promote the following: greater public awareness and advocacy; decision making based on sound science and monitoring of underwater ecosystems; the development and adoption of new concepts in management; stronger leadership and policy at the state, regional and federal levels; and innovation and collaboration among conservation-minded fishers and fishing communities, environmentalists, scientists and managers.

Over time, we seek to safeguard the biological diversity and productivity of U.S. domestic oceans by:

- 1) *Improving federal and state fisheries and ocean management policy* to promote the recovery of fisheries and ocean habitat from degradation;
- 2) *Advancing regional management plans and their enforcement* in a way that not only restores and sustains fisheries and habitat, but also engages the human communities that depend on them.

Examples of Surdna's grantmaking interests include: Communication and outreach by coalitions and nonprofits for the defense, improvement and appropriate implementation of federal and state policy; coordination between national and regional advocates; dialogue and partnerships between fishers, scientists, environmental advocates and managers; development of place-based, bottom-up management solutions and the organizations and policy that support it; strategic analysis of fisheries and ocean health to help prioritize next steps by all players.

Generally, Surdna Does Not Support: programs addressing toxics, hazardous waste, environmental education, sustainable agriculture or food production and distribution, individuals, or academic research.

Please note that the guidelines above have been revised. The grants listed below are categorized according to the previous year's guidelines.

—— **Biological Diversity and the** ——
Human Communities That Depend On It

ALASKA MARINE CONSERVATION COUNCIL, Anchorage, Alaska

For a joint initiative of three organizations: Environmental Defense, Cape Cod Commercial Hook Fishermen's Association and the Alaska Marine Conservation Council, to: develop business plans for sustainable fisheries trusts in Alaska and Cape Cod that will secure fishing rights for local fishermen and help conserve fisheries; to implement one of these trusts; and to assess the need and opportunity to create a national infrastructure and methodology for implementing additional trusts.

\$150,000

ALASKA WILDERNESS LEAGUE, Washington, DC

General support for public education, grassroots and membership development efforts to enact public policy that protects Alaska's wilderness quality lands, particularly America's Arctic.

\$50,000

ECOTRUST, Portland, Oregon

Support for an initiative that will aid a transition to sustainable forestry in the Pacific Northwest by stimulating demand from green builders for FSC-certified wood, building a stable and efficient supply chain, and creating broader financial incentives for better management based on ecosystem services.

\$100,000

ENDANGERED SPECIES COALITION, Washington, DC

To support grassroots organizing in defense of the Endangered Species Act. Endangered Species Coalition organizers will work to build broad-based, lasting support for a strong ESA, the U.S.'s strongest law for protecting endangered species and their habitats.

\$150,000

ENVIRONMENTAL LAW INSTITUTE, Washington, DC

To promote the effective integration of biodiversity conservation into land use planning through expansion of a conservation biology-based program to educate land use planners and identify barriers to successful biodiversity conservation planning.

\$55,000

FOREST GUILD, Santa Fe, New Mexico

To mitigate forest practices that degrade ecosystems and destabilize communities with a program to restore forest lands, advance community forestry, and educate public policymakers and private landowners.

\$100,000

**H. JOHN HEINZ III CENTER FOR SCIENCE, ECONOMICS
AND THE ENVIRONMENT, Washington, DC**

To actively engage natural resource managers, policy makers, and scientists in dialogue to explore acceptable levels of greenhouse gas concentrations and determine how to anticipate and deal with rapid changes in ecosystems.

\$75,000

MARINE CONSERVATION BIOLOGY INSTITUTE, Bellevue, Washington

General support to grow and expand the capacity of a leading science and advocacy organization to become a more effective catalyst for change in oceans particularly in domestic fishing issues and place based ecosystem conservation.

(3 years) \$450,000

MARINE FISH CONSERVATION NETWORK, Washington, DC

To defend the conservation provisions of the Magnuson-Stevens Fishery Conservation and Management Act and promote the recommendations of the Pew Oceans Commission and U.S. Commission on Ocean Policy.

\$75,000

NATIONAL ENVIRONMENTAL TRUST, Washington, DC

For a campaign to defend federal marine conservation policy provisions by generating greater public awareness and involvement in fisheries issues.

(2 years) \$150,000

PACIFIC FOREST TRUST, San Francisco, California

For the development of a national consensus on forest management that will most effectively and durably mitigate global warming and create the partnerships and coalitions necessary to move this forward both scientifically and politically.

\$80,000

PEW CHARITABLE TRUSTS, Philadelphia, Pennsylvania

To facilitate strategic planning and coordination of multiple fishery conservation efforts which employ diverse community-based advocacy and empowerment approaches, and to fund several such efforts.

\$215,000

TRUST FOR COASTAL STEWARDSHIP, Baton Rouge, Louisiana

To support the development of a coastal land trust specifically conceived to facilitate the large scale conservation and restoration of vast but endangered estuarine wetlands of coastal Louisiana.

\$100,000

— **Realigning Human and Natural Systems** —

CONSUMERS UNION, Yonkers, New York

To build Consumer Reports' GreenerChoices.org content, increase and diversify its audience, more fully integrate it with Consumer Reports and Consumerreports.org, and help it become a major "go to" resource on sustainable consumption.

\$75,000

EARTH DAY NETWORK, Washington, DC

To support Campaign for Communities, a program to strengthen civic participation in low income and minority communities and diversify the environmental movement.

\$100,000

GREEN MEDIA TOOLSHED, Washington, DC

To improve communications services, strategies and tools for the environmental movement; launch collaboration and mass-volunteer platforms to expand its offering; and generate revenue stream to support the long-term provision of Green Media Toolshed's services to the environmental movement and the nonprofit sector. This is a joint grant with Surdna's Nonprofit Sector Program.

\$75,000

INSTITUTE FOR SUSTAINABLE COMMUNITIES, Montpelier, Vermont

For the New England Futures project to allow the Institute for Sustainable Communities to work with the project's Strategic Alliance to establish a policy agenda for New England, and to build institutional support for collaboration around this agenda.

\$50,000

SIGHTLINE INSTITUTE, Seattle, Washington

To build a field-leading news digest; to develop a “newsfeed” program that delivers the service’s content to an audience of partners; and to promote the news service across the country as a replicable model for civic engagement.

\$100,000

**YALE UNIVERSITY - SCHOOL OF FORESTRY AND ENVIRONMENTAL STUDIES,
New Haven, Connecticut**

To provide follow up to the Yale Conference on Climate change and work to close the gap between scientific knowledge on climate change and the lack of societal response in the United States to date.

\$25,000

— **Transportation and Urban/Suburban Land Use** —

1000 FRIENDS OF OREGON, Portland, Oregon

To create a significant opportunity for public education and engagement in land use planning in Oregon.

\$100,000

AMERICAN FARMLAND TRUST, Washington, DC

To continue work on farmland protection by promoting smart growth in California at the state, regional and local level, by providing information, leadership and advocacy for policies such as urban infill, compact development on the least productive farmland and long-term protection of the most productive farmland, with a particular emphasis on the Central Valley.

\$100,000

BIPARTISAN POLICY CENTER, Washington, DC

To develop recommendations for changes in the federal role in surface transportation policy and for a new direction for the next generation of transportation legislation.

\$250,000

CENTER FOR CLEAN AIR POLICY, Washington, DC

To address two important issues that have been largely absent from state and national climate policy discussions: slowing growth in travel demand as a mitigation measure and adapting to climate change impacts.

(2 years) \$275,000

CONGRESS FOR THE NEW URBANISM, Chicago, Illinois

Support to institutionalize the freeway teardown/reconnect model by making the case to policymakers, politicians, and practitioners of the economic, environmental, and quality of life benefits of replacing highways with at-grade boulevards. This is a joint grant with Surdna’s Community Revitalization Program.

(2 years) \$150,000

CONSERVATION LAW FOUNDATION, Boston, Massachusetts

To support a multifaceted advocacy effort, in coordination with neighborhoods, community groups, businesses and political leaders, to catalyze a significant reinvestment in public transit in the Boston metropolitan area.

(2 years) \$200,000

EAST BAY COMMUNITY FOUNDATION, Oakland, California

To support a partnership between the East Bay Community Foundation and the San Francisco Foundation to catalyze the creation of sustainable and equitable transit oriented development in the San Francisco Bay Area.

\$75,000

ENVIRONMENTAL SUPPORT CENTER, Washington, DC

For Environmental Support Center to function as an intermediary to enhance the organizational effectiveness of 12-18 grassroots environmental groups working on land use, transportation, climate and biodiversity health, and activist agendas nationwide.

(2 years) \$250,000

FUNDERS' COLLABORATIVE ON YOUTH ORGANIZING, New York, New York

To support an initiative to develop a pipeline of leadership within environmental justice organizations, bring new voices to critical environmental issues by using innovative models of cross-sectoral and multigenerational organizing, and attract new funders to support this work.

(2 years) \$100,000

FUNDERS' NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES, Coral Gables, Florida

For support of two Network programs: 1) an emerging portfolio of Leadership Services; and 2) a new effort to create and staff a post-industrial city funders learning and action network (with an emphasis on community foundations). This is a joint grant with Surdna's Community Revitalization Program.

\$100,000

GEORGETOWN ENVIRONMENTAL LAW AND POLICY INSTITUTE, Washington, DC

To support the research and public education work of the Georgetown Law and Policy Institute on the takings or property rights issue, focusing in particular on the continuing fallout from the adoption of Oregon Measure 37.

\$100,000

NATURAL RESOURCES DEFENSE COUNCIL, New York, New York

Continued support to develop a national set of standards for neighborhood design that integrate green building and smart growth (LEED-ND), work with Enterprise on greening affordable housing, and increase resources and tools that promote smart growth.

\$150,000

NEW YORK COMMUNITY TRUST, New York, New York

To support a funder collaborative to support joint learning, philanthropic outreach, and strategic grantmaking on transportation reform issues in the Tri-State region of Connecticut, New York, and New Jersey.

\$225,000

PACE UNIVERSITY LAND USE LAW CENTER, White Plains, New York

To build a network of institutions that will support smart growth at the local level by conducting research on innovative practices, delivering that information through a variety of media, and building the capacity of local leaders to effect change.

(2 years) \$200,000

PARTNERSHIP FOR WORKING FAMILIES, Los Angeles, California

To fund development of the Community Benefits tool kit and a program to build capacity of organizations in metropolitan regions to strengthen the role of communities in economic development and protect the environment.

(2 years) \$150,000

RAILS-TO-TRAILS CONSERVANCY, Washington, DC

To support a network that is working to double federal investment in trails, biking and walking in 2010, and to put trails within reach of 90 percent of Americans by 2020.

(2 years) \$200,000

REGIONAL PLAN ASSOCIATION, New York, New York

To promote coordinated policies and investments in the Northeast Megaregion, focusing on restoring the condition of Amtrak's Northeast Corridor and the speed, reliability, and frequency of its intercity services.

(3 years) \$300,000

SCENIC HUDSON, Poughkeepsie, New York

For a multi-year campaign to protect the Hudson River Valley to: leverage significant funding to land-bank critical properties; to establish a stronger regulatory framework; and to build an army of savvy advocates.

(3 years) \$660,000

SMART GROWTH AMERICA, Washington, DC

To counter the multi-state takings agenda by improving communications efforts, organizing a national campaign, strengthening state and regional capacity, and developing a long-term proactive agenda.

\$100,000

TRANSPORTATION EQUITY NETWORK, Chicago, Illinois

Support for a national coalition of transportation advocates seeking to improve equity and access to opportunities through reforms in transportation and land use policies.

(2 years) \$200,000

URBAN HABITAT, Oakland, California

To support continuing efforts to build the capacity of the Bay Area's low-income communities and communities of color to effectively participate in transportation decision-making processes.

(2 years) \$200,000

— **Energy** —

AMERICAN PLANNING ASSOCIATION, Chicago, Illinois

To better integrate energy sustainability with contemporary urban planning practice by providing a suite of research, publishing, and education initiatives, and by building collaborations between community leaders, planners and energy professionals.

\$100,000

ARCHITECTURE 2030, Santa Fe, New Mexico

General support to grow the capacity of Architecture 2030 to offer solutions for transforming the way that buildings are designed and constructed to dramatically reduce the energy use and greenhouse gas emissions of the building sector.

(2 years) \$200,000

CENTER FOR CLIMATE STRATEGIES, Harrisburg, Pennsylvania

To coordinate stakeholder-driven planning processes and technical evaluations to develop state climate change action plans in Colorado, Montana, North Carolina, South Carolina, and Vermont; and, to assist Western Regional Air Partnership in the development of GHG inventories and forecasts.

(2 years) \$200,000

CLEAN AIR TASK FORCE, Boston, Massachusetts

To further develop and sustain a network of state and regional organizations to develop innovative climate mitigation strategies and promote strong and feasible actions to reduce global warming emissions in state level climate policy forums.

\$175,000

ENERGY ACTION COALITION, Washington, DC

To support the Campus Climate Challenge which leverages the power of young people to organize on college and high school campuses to win 100% Clean Energy policies at their schools, and grows a generation-wide movement to stop global warming. This is a joint grant with Surdna's Effective Citizenry Program.

(2 years) \$160,000

ENERGY PROGRAMS CONSORTIUM, Washington, DC

To support the development of a low-income energy efficiency mortgage program and the participation of community development groups in developing new policies and funding mechanisms to increase energy efficiency. This is a joint grant with Surdna's Community Revitalization Program.

\$70,000

ENVIRONMENT NORTHEAST, Rockport, Maine

To support efforts to implement energy reform policies in the Northeast that could triple the dollars available for investing in energy efficiency and related clean energy sources, potentially offset projected growth in electric demand, and lead to near-term reductions in greenhouse gas emissions.

\$65,000

GLOBAL GREEN USA, Santa Monica, California

Support for the Climate Solutions for Communities program, which is developing model offset projects that give community entities an opportunity to participate in large-scale greenhouse gas emissions reduction policies with the reductions they achieve by saving energy.

(2 years) \$180,000

GREEN BUILDING ALLIANCE, Pittsburgh, Pennsylvania

To work with the City of Pittsburgh, national experts, and community stakeholders to develop, adopt, and begin to implement a local climate action plan that will result in greenhouse gas emission reductions for the City of Pittsburgh. This is a joint grant with Surdna's Community Revitalization Program.

\$75,000

HONOR THE EARTH, Minneapolis, Minnesota

Support for a renewable energy justice initiative to educate Native communities on alternative energy, develop tribal renewable energy portfolios, link tribal renewable resources to national markets, and build alliances with Native and non-Native organizations.

(2 years) \$100,000

NATIONAL WILDLIFE FEDERATION, Reston, Virginia

To develop a training program that helps sportsmen talk in their communities about global warming, the solutions for reducing emissions and mitigating the impacts on habitats, and become effective advocates for policy reform.

\$125,000

NEW ENERGY ECONOMY, Santa Fe, New Mexico

Support of New Mexico's advocacy groups in a joint effort to ensure that Governor Richardson's Climate Advisory Group and Action Council endorses a substantive package of global warming policies and that those policies will be implemented.

\$40,000

PAYS AMERICA, Boston, Massachusetts

To support the promotion, adoption and implementation of Pay-As-You-Save® (PAYS®) in the Northeast, which will significantly expand the level of energy efficiency investment in buildings.

(2 years) \$100,000

SMARTPOWER CONNECTICUT, Hartford, Connecticut

For general operating support to allow SmartPower to pursue a strong and sustainable voluntary market for clean energy use nationwide.

\$100,000

STATES CLIMATE PROJECT, Santa Monica, California

To assist states and local governments with the development and implementation of climate action plans, allowing for a meaningful national response to climate change.

(2 years) \$150,000

STEWARDS OF AFFORDABLE HOUSING FOR THE FUTURE, Washington, DC

To evaluate the opportunities for energy efficiency improvements in 67,000 affordable housing units owned by SAHF members, and to develop a strategic plan for taking advantage of those opportunities. This is a joint grant with Surdna's Community Revitalization Program.

\$100,000

SUSTAINABLEWORKS, INC., Spokane, Washington

To support a start-up community development corporation to provide a range of training, technology and financing services to promote high performance (green) buildings in Washington and Oregon.

(3 years) \$280,000

Subtotal - Biological Diversity and the Human Communities That Depend on It	\$1,750,000
Subtotal - Realigning Human and Natural Systems	\$425,000
Subtotal - Transportation and Urban/Suburban Land Use	\$4,085,000
Subtotal - Energy	\$2,220,000
TOTAL ENVIRONMENT GRANTS	\$8,480,000

ENVIRONMENT COMMITTEE

Nadya K. Shmavonian, *Chairperson*

Sharon Alpert

Bruce Abernethy

Elizabeth H. Andrus

John E. Andrus, III

Hooper Brooks*

John F. Hawkins

Phillip W. Henderson

Frederick F. Moon, III

Samuel S. Thorpe, III

* *Until June, 2007*

Community Revitalization

The Surdna Foundation's Community Revitalization Program works in select U.S. cities to support efforts to create equitable, environmentally sustainable, mixed-income communities that provide residents with choice and opportunity.

Communities of choice are economically and culturally diverse, and provide a range of housing choices; promote development that is walkable, environmentally sustainable and cost-effective; support green building and energy efficiency in policy and practice; connect development to jobs and information through transit and wireless networks; and build equity into their systems, to ensure that all residents can benefit from a city's revitalization.

We believe that different market dynamics create different challenges for cities – every city is either growing or shrinking, attracting investments or experiencing disinvestment, gaining population or losing residents, experiencing a rise or decline in property values – and that the most effective efforts are tailored to those market realities.

Our goals are to help:

- I. Ensure that low and moderate-income residents can continue to live and thrive in *Strong Market Cities* that are experiencing tremendous growth.
- II. Revitalize *Weak Market Cities* that are experiencing disinvestment, in ways that connect low- and moderate-income residents with opportunities to create and preserve wealth.
- III. *Strengthen the Field* of community revitalization, to expand our collective ability to address the new realities of cities and the challenges facing low- and moderate-income residents.

Across each of these areas, we believe it is important to: respect community and grassroots perspectives; support multi-sectoral partnerships and strategies; support efforts that are innovative and can serve as national models; connect grantees with each other as well as with thought leaders, networks and funders.

I. Strong Market Cities.

For generations, cities have functioned as “transmission belts for mobility,” providing immigrants with an opportunity to move up the economic ladder. Today, the high cost of housing is limiting this function. As the demand for affordable housing outpaces supply, low- and moderate-income residents are often economically disadvantaged and displaced – resulting in cities that lack economic, racial and social diversity.

Our goal is to help ensure that low- and moderate-income people can continue to live and thrive in cities that are experiencing tremendous growth. We seek to minimize displacement, increase community participation, and advance equitable policy and practice that will make the market work for all residents. We currently make grants in **Boston, Minneapolis/St. Paul, New York City** and the **San Francisco Bay Area** to:

- 1) *Preserve and Increase Housing Affordability.* We support organizations that advocate for the expansion of affordable housing policies and programs, and minimize displacement of low income residents; strengthen strategic partnerships that can acquire existing subsidized and non-subsidized affordable housing units; ensure that there is a steady pipeline of new affordable housing by increasing access to building sites and resources.
- 2) *Preserve and Increase Affordability through Income Preservation.* We seek to reduce the cost of living by reducing household transportation and energy costs by linking land use to asset development through better integration of land use and environmental policies and programs, increasing public and private sector investments, and, expanding policies and programs that will increase the capacity of government, developers and community based organizations to plan and build affordable housing that is energy efficient and green, and, in transit-oriented developments.
- 3) *Build New Voices for Equity.* We seek to create a body of knowledge to frame issues of polarization, equity, displacement and global capital and its effect on neighborhoods; increase community-based organizations' capacity to engage in productive conversations about how benefits are shared and spread; improve access to the decision-making process by low income residents; understand the role of immigrants as economic drivers; develop new leaders and campaigns to articulate needs and put forward policy agendas, and over time develop a robust national leadership network that incorporates new voices and can advance equitable policies that serve low income and immigrant communities.

Examples of Surdna's grantmaking interests include:

- *Housing Units:* Innovative projects, technical assistance and policy/advocacy efforts that remove barriers to production and preservation (e.g. subsidies, restrictive zoning and land use practices, brownfields, availability of land, public support) and promote long term affordability mechanisms (e.g. community land trusts and shared equity housing).
- *Income Preservation and Asset Development:* Technical assistance, tools development and projects that decrease transportation and energy expenses through transit-oriented developments, green and energy efficient design; linking land use to community benefits; preserving homeownership through better access to low cost mortgages and other wealth building opportunities.
- *New Voices:* Advocacy, research, organizing and planning technical assistance that seeds the emergence of new voices in underrepresented populations to leverage government action and private investment into benefits for low income people.

II. Weak Market Cities.

Decades of declining population, property values, and jobs in Weak Market Cities have created a daunting cycle of poverty and disinvestment. Their tax base and infrastructure eroding, these cities struggle to serve more residents in need with fewer resources. Many residents have chosen to leave, and those that remain must pay more for fewer services even as their housing quality and employment prospects decline.

Our goal is to help revitalize Weak Market Cities through efforts that strengthen the local real estate markets and connect low- to moderate-income residents with opportunities to create and preserve wealth. We seek to stimulate the market, increase community participation, advance equitable policy and practice and encourage people with investment choices to stay or move into these cities. We currently make grants in **Baltimore, Pittsburgh, Cleveland, and New Orleans to:**

1. *Improve Public Policies to Stimulate Reinvestment.* We seek to reform local, state and national policies to improve efficiency and increase direct investments in Weak Market Cities.
2. *Promote Physical Development that Leverages Assets.* We seek to promote revitalization efforts that are based on a solid understanding of the relative market strengths of city neighborhoods, that leverage and build on areas of market strength and/or community assets (i.e. parks, educational and medical resources, cultural institutions, transit networks), and act to stimulate subsequent private market investment in these places.
3. *Ensure that Redevelopment Efforts Help Preserve and Enhance Opportunity.* We seek to promote physical revitalization efforts that build racially and economically diverse cities where residents are able to connect to opportunities and build and preserve their wealth.
4. *Advance a new vision and voice for redevelopment.* We seek to build a network of local, state and national leaders from the public, private, and non profit sectors who can advance local, state, and national agendas and reforms in support of Weak Market Cities.

Examples of Surdna's grantmaking interests include:

- *Public Policy:* Supporting advocacy efforts to promote policy and systems reforms; technical assistance to help local leaders improve policies and systems; and research to highlight issues, make recommendations and promote best practices to reform policies and encourage market reinvestment.
- *Leverage Physical Assets:* Supporting neighborhood or citywide revitalization planning based on a market and asset analysis; technical assistance to grantees and local governments to develop and implement plans; and implementation of plans and the execution of projects that leverage assets and promote mixed-income communities.

- *Preserve and Enhance Opportunity*: Supporting projects, technical assistance, advocacy and research efforts that demonstrate and promote physical redevelopment strategies that help residents preserve wealth or connect to economic opportunities such as green building, transit-oriented development, mixed income housing and community benefits agreements.
- *Advance New Vision*: Supporting national research, communication, and coalition building efforts to advance local, state, and national agendas for weak market cities.

III. Strengthening the Field

American cities today face different challenges and opportunities than they did when the community revitalization field was created over forty years ago. While cities continue to be affected by their geography and history, their fate is increasingly impacted by larger forces including globalization, a growing economic divide, changing demographics, and federal policies. As a result, the context of the work for the community revitalization field has changed. While new tools and frameworks are being developed to meet these new challenges with increasing sophistication, there continues to be an urgent need to adapt to new realities and integrate related sectors to have significant and meaningful impact.

Our goal is to help strengthen and advance the ability of the community revitalization field to address the new realities of cities for low- and moderate-income people, by re-focusing national interest on the role of cities as economic engines and capitals of innovation, supporting a rigorous conversation about the field to develop a consensus on the practice and scope, and supporting the development of new tools and intermediaries to increase impact. (We seek to align this work with our core Strong and Weak Market Cities where possible, but this is not a requirement.) We seek to:

1. *Get Cities Back on the National Agenda*: We seek to build broader support for cities to help improve urban conditions and better respond to the needs of residents and climate change.
2. *Re-Think the Role and Mission of the Community Revitalization Field*: We support efforts to improve the practice of community development by making it more efficient, effective and reflective of current challenges and needs facing our urban places.
3. *Increase Impact and Innovation in Community Revitalizations*: We assist in the development and dissemination of tools associated with green building, energy efficiency, transit oriented development, employer assisted housing, community benefits agreements, etc. We seek to improve the capacity of practitioners by providing new tools and technical assistance.

Examples of Surdna's grantmaking interests include:

- *National Agenda*: Supporting efforts that research messaging and media coverage to highlight the importance of cities; the development of a clear agenda that reforms practices and policies; and advocacy efforts that promote federal government investment in cities.

- *Role and Mission:* Supporting research and conversations about community revitalization trends, issues, challenges and opportunities; research on the future role of CDCs; and, new practices and community change agents that can inform the field.
- *Impact and Innovation:* Support of demonstration projects, technical assistance, advocacy and research by intermediaries that develop new tools in the areas of green building, energy efficient housing, transit oriented development, employer assisted housing and community benefits agreements.

Generally, Surdna does not support:

Rural housing and economic development; drug/alcohol rehabilitation programs/housing; supportive housing, homeless shelters and feeding programs; micro-lending and micro-business development, business incubators and vocational programs.

Please note that the guidelines above have been revised. The grants listed below represent the previous year's guidelines.

— **Strong Market Cities** —

ASSOCIATION FOR NEIGHBORHOOD & HOUSING DEVELOPMENT, New York, New York

To support the Save Our Homes Campaign, an intensive and multi-tiered effort, to preserve New York City's federally-subsidized affordable housing stock.

\$75,000

BEDFORD STUYVESANT RESTORATION CORPORATION, Brooklyn, New York

To support the BDRC's efforts in increasing the supply of affordable housing and promoting asset building for working families.

(2 years) \$100,000

CENTER FOR COMMUNITY CHANGE, Washington, DC

To provide low-cost and reliable financial services to low-wage workers via a prepaid debit card in major cities.

\$100,000

CENTER FOR CREATIVE LAND RECYCLING, San Francisco, California

Continued support to enhance and expand technical assistance, training and policy programs that support the brownfield redevelopment efforts of nonprofit housing developers and community-based organizations in California.

\$125,000

CENTRAL COMMUNITY HOUSING TRUST, Minneapolis, Minnesota

For a collaboration between CCHT and HOME Line to elevate the significance of preservation and create comprehensive policy and program solutions to preserve affordable housing in the Twin Cities metropolitan area.

(2 years) \$250,000

CHINATOWN COMMUNITY DEVELOPMENT CENTER, San Francisco, California

To support work that addresses critical housing issues facing low-income families living in Chinatown, San Francisco.

(2 years) \$200,000

DORCHESTER BAY ECONOMIC DEVELOPMENT CORPORATION,

Dorchester, Massachusetts

Support for the collaborative effort of four community development corporations to develop Transit Oriented Development projects along the 9-mile commuter rail, the Fairmount/Indigo line, in Boston.

(2 years) \$300,000

EAST BAY COMMUNITY FOUNDATION, Oakland, California

To support a partnership between the East Bay Community Foundation and the San Francisco Foundation to catalyze the creation of sustainable and equitable transit oriented development in the San Francisco Bay Area. This is a joint grant with Surdna's Environment Program.

\$75,000

GREATER JAMAICA DEVELOPMENT CORPORATION, Jamaica, New York

To advance transit-oriented development projects around the AirTrain/Jamaica Station in order to expand local economic opportunity and contribute to the creation of a more prosperous, equitable and sustainable city and region.

\$80,000

HOPE COMMUNITY, INC., Minneapolis, Minnesota

Support for the Gateway project, which is creating a mixed-income, multi-cultural community.

\$100,000

HOUSING HERE AND NOW, Brooklyn, New York

To create, preserve and improve affordable housing in New York City by focusing on preservation of rent-regulated and subsidized housing, and implementing wins from 2005-2006 campaign.

\$75,000

JUST CAUSE OAKLAND, Oakland, California

To finalize a platform and launch a citywide campaign for affordable housing in Oakland, California.

\$50,000

LOCAL INITIATIVES SUPPORT CORPORATION-BAY AREA, San Francisco, California

To support a multi-prong effort to bring green building and energy efficiency practices into the rehabilitation of existing affordable, multifamily residential properties.

(2 years) \$125,000

MASSACHUSETTS ASSOCIATION OF

COMMUNITY DEVELOPMENT CORPORATIONS, Boston, Massachusetts

For policy work, coalitions and capacity building to lead and strengthen community development corporations' efforts in community revitalization in Massachusetts.

(2 years) \$200,000

MOUNT HOPE HOUSING COMPANY, Bronx, New York

General operating support for increasing organizational capacity in sustaining affordable housing, wealth building, and technology services for low-income families in the South Bronx.

\$100,000

NATIONAL HOUSING & COMMUNITY DEVELOPMENT

LAW PROJECT, Oakland, California

Support the provision of legal and technical assistance, education, training, and policy advocacy to advance the preservation of affordable urban rental and public housing and further a policy framework that supports the preservation of that housing.

\$75,000

NEIGHBORHOOD ECONOMIC DEVELOPMENT ADVOCACY PROJECT,

New York, New York

To support its Fair Lending Initiative to combat unequal access to financial services and credit in predominantly low-income and immigrant neighborhoods, and communities of color in New York City.

\$75,000

NEW PARTNERS FOR COMMUNITY REVITALIZATION, New York, New York

To support a multi-pronged program that advances community revitalization through brownfields reclamation and re-use.

\$100,000

NEW YORK UNIVERSITY - FURMAN CENTER FOR

REAL ESTATE AND URBAN POLICY, New York, New York

To undertake systematic, econometric research on the frequency and impact of foreclosures within rapidly appreciating markets.

\$50,000

NORTHEASTERN UNIVERSITY - CENTER FOR URBAN AND REGIONAL POLICY,

Boston, Massachusetts

To provide education and technical assistance to communities in implementing the 40R/40S zoning and expand the development of affordable housing in the state of Massachusetts.

\$75,000

PAYNE-LAKE COMMUNITY PARTNERS, St. Paul, Minnesota

Support to accelerate investment in, and revitalization of two commercial corridor areas in the Twin Cities with the goal of creating prosperous multicultural, mixed income neighborhoods.

\$125,000

PLYMOUTH CHURCH NEIGHBORHOOD FOUNDATION, Minneapolis, Minnesota

To sustain Plymouth Church Neighborhood Foundation’s housing development goal and increase its capacity to collaborate with other congregations.

\$50,000

PRATT CENTER FOR COMMUNITY DEVELOPMENT, Brooklyn, New York

To support Pratt Center’s technical assistance, community planning, policy and advocacy work to democratize planning and development and ensure that the benefits and burdens of New York City’s growth are shared among the city’s neighborhoods.

(2 years) \$200,000

RESOURCES FOR COMMUNITY DEVELOPMENT, Berkeley, California

For the Oxford Plaza project, a multi-use, green, infill project that will include affordable apartments, in conjunction with the David Brower Center which will include office space, a conference/education facility and a restaurant in downtown Berkeley.

\$100,000

SOMERVILLE COMMUNITY CORPORATION, Somerville, Massachusetts

To support a comprehensive effort to minimize displacement and strengthen East Somerville’s low-income and largely immigrant community.

(2 years) \$200,000

SOUTHERN BRONX RIVER WATERSHED ALLIANCE, Bronx, New York

Support for the campaign to re-knit several South Bronx neighborhoods and allow residents to access the Bronx River, de-map the Sheridan Expressway and develop a community plan for new uses of the 28-acre parcel along the Bronx River that will become available for productive use once the highway is removed.

\$150,000

— Weak Market Cities —

AMERICASPEAKS, Washington, DC

To engage thousands of citizens in New Orleans and four major diaspora cities, especially low-income people and people of color, in the Unified New Orleans Planning process to help ensure their voices are heard.

\$100,000

BROADMOOR DEVELOPMENT CORPORATION, New Orleans, Louisiana

To fund a Community Liaison position so BDC can assist Broadmoor property owners rebuilding after hurricane Katrina.

\$50,000

BROOKINGS INSTITUTION, Washington, DC

To support key research, policy development, and dissemination components of a multi-year, multi-partner initiative to revitalize America's weak market cities.

(2 years) \$350,000

BUFFALO LOCAL INITIATIVES SUPPORT CORPORATION, Buffalo, New York

To develop a framework and protocol for effective community development activity in Buffalo, one that is coherent, results-oriented, and based on planned and achievable goals and accountability.

\$50,000

CITIZENS FOR PENNSYLVANIA'S FUTURE, Harrisburg, Pennsylvania

To conduct a campaign to build a movement for an alternative transportation future for Pittsburgh and the Mon Valley that promotes community revitalization and prevents construction of the Mon-Fayette Expressway.

\$80,000

CITIZENS PLANNING AND HOUSING ASSOCIATION, Baltimore, Maryland

To expand citizen advocacy for a substantially upgraded transit system and support transit-planning processes that promote the revitalization of older communities.

\$100,000

CITYWORKS, INC., Trenton, New Jersey

To provide core support for CityWorks as the project development process advances.

\$75,000

CLEVELAND HOUSING NETWORK, Cleveland, Ohio

To take its green affordable building to the next level, addressing challenges and opportunities from its first-year green initiative. Emphasis is on scattered-site, single-family rehabs in all areas of development and maintenance.

\$75,000

COOL SPACE LOCATOR, Pittsburgh, Pennsylvania

For core support of its efforts to foster small business relocation into Pittsburgh neighborhoods.

\$75,000

DETROIT LOCAL INITIATIVES SUPPORT CORPORATION, Detroit, Michigan

To develop tools and an agenda to respond to the crisis of vacant and abandoned properties in Detroit.

\$80,000

EAST LIBERTY DEVELOPMENT, INC., Pittsburgh, Pennsylvania

For core operating support to advance and update the community plan, advance the organization's Core Operating Principals, and sustain the current pace of community redevelopment.

\$100,000

**FUNDERS' NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES,
Coral Gables, Florida**

For support of two Network programs: 1) an emerging portfolio of Leadership Services; and 2) a new effort to create and staff a weak market city funders learning and action network (with an emphasis on community foundations). This is a joint grant with Surdna's Environment Program.

\$50,000

GREEN BUILDING ALLIANCE, Pittsburgh, Pennsylvania

To work with the City of Pittsburgh, national experts, and community stakeholders to develop, adopt, and begin to implement a local climate action plan that will result in greenhouse gas emission reductions for the City of Pittsburgh. This is a joint grant with Surdna's Environment Program.

\$100,000

HEALTHY NEIGHBORHOODS, INC., Baltimore, Maryland

To provide core support for HNI to support the current neighborhoods and to manage expansion of the program to more neighborhoods.

\$75,000

HOUSING ALLIANCE OF PENNSYLVANIA, Glenside, Pennsylvania

For the Alliance's work to improve state policies to reclaim vacant and blighted property; qualitative research to understand the blight pipeline; and promote an Employer Assisted Housing Tax Credit to address the housing/jobs mismatch in Pennsylvania.

\$80,000

LAWRENCEVILLE CORPORATION, Pittsburgh, Pennsylvania

To undertake a multi-phased planning process that positions the four community development corporations in Pittsburgh's East End to make significant and strategic market change in their communities.

(2 years) \$200,000

**LOCAL INITIATIVES SUPPORT CORPORATION NATIONAL HEADQUARTERS,
New York, New York**

To create a well-staffed property assembly and disposition entity within the New Orleans Redevelopment Authority and provide national technical assistance to strengthen that effort.

\$100,000

NEIGHBORHOODSNOW, Philadelphia, Pennsylvania

To support Philadelphia Neighborhood Development Collaborative's transit-oriented development initiative focused on attracting new mixed-income housing around transit hubs in four low-wealth Philadelphia communities.

\$75,000

**NEW ORLEANS NEIGHBORHOOD DEVELOPMENT COLLABORATIVE,
New Orleans, Louisiana**

To build this organization's capacity to develop at least 50 homeownership units annually and through this development and relevant activities, to create in Central City a mixed-income, healthy, sustainable neighborhood of choice.

\$75,000

SMART GROWTH AMERICA, Washington, DC

To build statewide networks to educate decision makers and the media, recruit potential allies and create a multi-state network, to collaborate and undertake collective action to promote policy reforms to support weak market cities.

(2 years) \$315,000

THE REINVESTMENT FUND, Philadelphia, Pennsylvania

To provide start up funding to plan and implement a collaborative "build-from-strength" investment strategy with community partners to develop real estate in Baltimore's distressed neighborhoods.

(2 years) \$200,000

WOMEN'S COMMUNITY REVITALIZATION PROJECT, Philadelphia, Pennsylvania

To engage residents and institutions of Eastern North Philadelphia in visioning and planning to create a framework guiding this community's local and citywide advocacy for inclusive development policies and practices.

\$80,000

— **Strengthening the Field** —

CONGRESS FOR THE NEW URBANISM, Chicago, Illinois

Continued support to institutionalize the freeway teardown/reconnect model by making the case to policymakers, politicians, and practitioners of the economic, environmental, and quality of life benefits of replacing highways with at-grade boulevards. This is a joint grant with Surdna's Environment Program.

(2 years) \$150,000

ENERGY PROGRAMS CONSORTIUM, Washington, DC

To support the development of a low-income energy efficiency mortgage program and the participation of community development groups in developing new policies and funding mechanisms to increase energy efficiency in affordable housing. This is a joint grant with Surdna's Environment Program.

\$70,000

ENTERPRISE COMMUNITY PARTNERS, Columbia, Maryland

To promote the adoption of green building practices throughout the affordable housing industry by strategically expanding the training and evaluation activities of the Green Communities Initiative, with a special emphasis on green rehabilitation.

(2 years) \$250,000

HOUSING PARTNERSHIP NETWORK, Boston, Massachusetts

To provide general operating support for two financing vehicles for high-capacity developers and community development financial institutions, and to formulate a subsequent policy agenda promoting entrepreneurship, sustainability, and scale in nonprofit housing sector.

(2 years) \$160,000

METROPOLITAN PLANNING COUNCIL, Chicago, Illinois

To increase affordable housing opportunities among low- to moderate-income workers and to improve affordable housing policy in communities in need by expanding the Metropolitan Planning Council's employer-assisted housing model.

\$50,000

NEXT AMERICAN CITY, Philadelphia, Pennsylvania

To increase The Next American City's magazine and op-ed coverage of neighborhood change and urban revitalization in a more diverse range of cities across the country.

\$50,000

ONE ECONOMY CORPORATION, Washington, DC

To develop an online Mortgage Coach to help at-risk potential homeowners navigate the complex processes of buying and keeping their homes and expand the network of partners to foster usage of the new content.

\$100,000

PARTNERSHIP FOR WORKING FAMILIES, Los Angeles, California

To fund the development of the Community Benefits tool kit, and for a program to build the capacity of organizations in metropolitan regions to strengthen the role of communities in economic development and protecting the environment.

(2 years) \$150,000

POLICYLINK, Oakland, California

To support PolicyLink's efforts in weak and hot market cities through a combination of research, policy development, capacity building, convening, and strategic communications.

\$100,000

RECONNECTING AMERICA, Oakland, California

To assist the Center for Transit Oriented Development to provide technical assistance to Surdna Foundation grantees and other community groups seeking to implement transit-oriented development projects, and to create a long-term consulting program within the Center.

(2 years) \$210,000

STEWARDS OF AFFORDABLE HOUSING FOR THE FUTURE, Washington, DC

To evaluate the opportunities for energy efficiency improvements in 67,000 affordable housing units owned by SAHF members, and to develop a strategic plan for mining those opportunities. This is a joint grant with Surdna's Environment Program.

\$100,000

Subtotal - Strong Market Cities	\$3,155,000
Subtotal - Weak Market Cities	\$2,485,000
Subtotal - Strengthening the Field	\$1,390,000
TOTAL COMMUNITY REVITALIZATION GRANTS	\$7,030,000

COMMUNITY REVITALIZATION COMMITTEE

John Lynagh, *Chairperson*

Bruce Abernethy

Elizabeth H. Andrus

Kim Burnett

David Grant

Laurence S.C. Griffith, M.D.

John F. Hawkins, *ex officio*

Phillip W. Henderson

Edith D. Thorpe

Samuel S. Thorpe III

Vanitha Venugopal

Effective Citizenry

The Surdna Foundation's Effective Citizenry Program is national in scope. Our goal is to build the skills, involvement, and visibility of young people (ages 13-25) – especially low-income youth of color – as important civic actors to address meaningful, structural problems in their schools, communities and larger society.

We believe an effective *civic actor* is one who takes action, with others, to resolve meaningful, concrete problems, and that *civic action* entails: skilled analysis of serious community problems (e.g. failing schools, deleterious public policies) and direct action to address them, not symbolic participation; problem-solving by community members working together, not serving alone; and systemic change (policy reform, resource allocation, institutional culture) of structural social inequities, not solely modifications to individual behavior. Though historically youth have not been viewed as civic actors, today they are increasingly recognized as potent community participants and problem-solvers given the proper preparation, opportunities, partnership with adults, and respect.

The Effective Citizenry Program's core values are equity, justice, fairness, inclusion and democratic participation. Program grants are directed largely to low-income communities of color where equity, fairness and inclusion have historically been compromised or altogether absent; and we promote community empowerment and self-determination, believing that those directly affected by longstanding problems must play central roles in their amelioration.

To build the skills, involvement, and visibility of young people as civic actors, we seek to:

1. Improve their leadership, influence and effectiveness via **Youth Organizing:** Through research, surveys, power analysis, outreach, base building, membership development, and direct action, multi-year campaigns, young people create systemic change, such as policy reform of public schools.
2. Expand opportunities for young people to serve and engage their communities via **Youth Governance and Advocacy:** In governance, youth take on roles as community stewards, serving on public commissions, appointed advisory boards, and nonprofit boards of directors. In advocacy, policy organizations incorporate youth participation and guidance to aid in decision-making and advocacy efforts.
3. Ensure the voice of young people is heard on serious community issues via **Youth Media:** Through the creation, distribution, and outreach of high quality media, young people communicate their perspective on important issues in order to affect systemic change in their communities.”

Within each of these areas, we support direct action as well as infrastructure organizations. *Direct action* groups train and catalyze young people, while *infrastructure* groups improve the knowledge, practice, and effectiveness of our direct action grantees through research, documentation, network-building, convening, curriculum development, and management assistance activities. Often referred to as intermediaries, infrastructure groups also promote the values, principles, and best practices of direct action within philanthropy, the social sciences, and other fields.

Over time, we seek effects at the individual level (youth and civic development, academic performance, identity formation, leadership skills, public speaking capacity, technical skills, and the ability to research, collaborate with, and organize others); the community level (improved public policies and perception of youth, greater equity in public resource allocation, and civically engaged, empowered, and healthier communities); and the field level (increased campaign collaboration between and effectiveness of organizations, advances in research and theory-building, and shifts in institutional orientation towards youth).

Examples of Surdna's grantmaking interests include:

Youth-led organizing efforts to reform school policies and practices; research and evaluation of effective practice; youth media that addresses serious community problems like environmental racism and school drop-out rates; communications, messaging, and outreach capacity building projects; cutting-edge approaches that utilize technology to enhance the efforts of youth organizers, youth media makers, and youth governance/advocacy participants; intergenerational youth organizing efforts to address displacement and economic development in their communities; leadership development programs that promote a long term commitment to civic engagement and addressing structural inequities; intermediary organizations and networks that provide training, organizational development, coalition facilitation, and generally help build the field.

Generally, Surdna does not support:

National service; campus-community partnership work; youth media that doesn't address systemic change (reform of policies, institutions, etc), leadership development programs without applied, collective work; service-learning and volunteerism at the high school, college, or post college level.

Please note that the guidelines above have been revised. The grants listed below represent the previous year's guidelines.

— Young People Taking Direct Action —

ASIAN COMMUNITY MENTAL HEALTH SERVICES, Oakland, California

General support of AYPAL's core goals around youth organizing, which are: building a solid base, increasing young people's skills and opportunity to effect change, and promoting youth arts activism.

\$75,000

BLOCKS TOGETHER, Chicago, Illinois

To develop the leadership of high school students and create increased community accountability in Chicago Public Schools' disciplinary policies and practices.

\$50,000

BROTHERHOOD-SISTER SOL, New York, New York

To support the Liberation Program, a collective of youth organizers (ages 14 to 18) working to convert an abandoned school building into a vibrant community center.

\$50,000

BRYN MAWR COLLEGE, Bryn Mawr, Pennsylvania

To expand the leadership and civic engagement programs at the College, and to build capacity for communication and dissemination of learning related to civic engagement.

\$50,000

CALIFORNIANS FOR JUSTICE EDUCATION FUND, Oakland, California

To build a deep base of youth and parent leaders who will plan, implement and lead CFJ's new strategic plan, which emphasizes local and statewide campaigns to dramatically improve public education.

(3 years) \$300,000

CENTER FOR DEMOCRACY AND CITIZENSHIP - UNIVERSITY OF MINNESOTA, Minneapolis, Minnesota

To support the learning, engagement and leadership development of youth serving on the St. Paul Youth Commission. On that commission, teenagers from across the city contribute solutions to challenges facing young people, and serve in a civic laboratory from which other Minnesota communities can learn.

(2 years) \$200,000

CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK, New York, New York

For YouthAction NYC, a youth development and leadership initiative that brings the perspectives and advocacy efforts of a diverse group of youth to the issues that most effect young people. The program teaches advocacy and policy skills, and helps the group interact with decision-makers to implement and move recommendations.

\$60,000

**COALITION FOR HUMANE IMMIGRANT RIGHTS OF LOS ANGELES,
Los Angeles, California**

To support the Immigrant Youth Leadership Development and Empowerment Program to build and develop a strong base of youth leaders in Southern California and expand its statewide network of immigrant college students.

\$75,000

**COMMUNITY COALITION FOR SUBSTANCE ABUSE PREVENTION
AND TREATMENT, Los Angeles, California**

To support the implementation phase of the Equal Access to College Prep Courses campaign, which will decrease the high school dropout rate, improve academic achievement and increase the number of students pursuing a college education in Los Angeles.

\$100,000

CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION, Brooklyn, New York

Support for the youth organizing program Future of Tomorrow, a teen group working to improve their local public high school. Leaders also participate in citywide education reform organizing through the Urban Youth Collaborative.

\$70,000

DARE: DIRECT ACTION FOR RIGHTS AND EQUALITY, Providence, Rhode Island

To support work to develop purposeful, effective youth leadership and to organize to win access to quality education. The project is focused on reducing suspensions and removing language barriers, with a long-term goal to eliminate high drop-out rates.

\$75,000

DESIS RISING UP & MOVING, Jackson Heights, New York

To support the YouthPower! program to build leadership of low-income South Asian immigrant youth ages 15-21 to win safe and equal access to education for immigrant students in New York City and create "Immigrant Safe Zones."

\$50,000

ENERGY ACTION COALITION, Washington, DC

For the Campus Climate Challenge which leverages the power of young people to organize on college campuses and high schools across Canada and the U.S. to win 100% Clean Energy policies at their schools and grow a generation-wide movement to stop global warming. This is a joint grant with Surdna's Environment Program.

(2 years) \$160,000

FAMILIES UNITED FOR RACIAL AND ECONOMIC EQUALITY, Brooklyn, New York

To build youth organizing leadership and address issues of concern to Brooklyn youth using a three-pronged assets based approach, using grassroots organizing, coalition building and leadership development to build youth power.

\$75,000

FIERCE, New York, New York

To increase the capacity of youth members to lead the Save Our Space and Youth Community Center campaigns focused on preserving safe, public environments for LGBT youth.

\$75,000

FOODCHANGE, New York, New York

To maintain and expand the EATWISE program that develops teens as food and nutrition educators and advocates. The grant will enable FoodChange to expand its learning activities and action projects to schools and youth programs citywide.

\$50,000

KUNM-FM - UNIVERSITY OF NEW MEXICO, Albuquerque, New Mexico

To support youth-produced radio programming in Albuquerque, Santa Fe and Taos, aired on New Mexico's largest public radio outlet. Teens are trained in community radio broadcasting focusing on local policies and policy change, as well as culture.

\$75,000

MAKE THE ROAD BY WALKING, Brooklyn, New York

To support ongoing youth organizing which promotes education reform, and to build a community response to gentrification. Youth organizers also participate in citywide education reform efforts through the Urban Youth Collaborative.

\$90,000

MOTHERS ON THE MOVE, Bronx, New York

To expand and develop its leadership and base, and help the organization achieve success in its campaign to establish "Student Success Centers" within local Bronx high schools. MOM participates in citywide education reform through the Urban Youth Collaborative.

\$60,000

NATIONAL MUSEUM OF MEXICAN ART, Chicago, Illinois

For Radio Arte, the country's only youth-driven station that broadcasts cultural and community issue programs that involve and invest youth to social justice issues.

\$50,000

NEW VISIONS FOR PUBLIC SCHOOLS, New York, New York

To engage teams of students and adults from approximately 18 of New Visions' small schools in making youth voice and participation a deeper and more consistent aspect of their schools.

\$75,000

NORTHWEST BRONX COMMUNITY & CLERGY COALITION, Bronx, New York

To organize youth on educational equity campaigns; build leadership, organizing, and civic engagement skills; and expand the capacity of staff and youth members to recruit, train, organize and campaign successfully in the Northwest Bronx and Manhattan.

\$85,000

OAKLAND KIDS FIRST, Oakland, California

To transform student and classroom culture at three schools in Oakland by partnering with teachers to implement a pilot program focused on leadership development, group accountability and youth organizing for policy change.

\$80,000

PADRES UNIDOS, Denver, Colorado

For the Freedom to Learn Campaign which uses school-based and community organizing to dismantle educational barriers for youth of color and low-income youth by organizing in: educational excellence, curriculum, discipline, and access to college.

(2 years) \$170,000

PEOPLE ORGANIZED TO WIN EMPLOYMENT RIGHTS, San Francisco, California

To support the planning, development, and implementation of Project BLACC. Project BLACC will develop the leadership and investment of young people ages 14 to 24 in community development process in Bayview Hunters Point.

\$75,000

RADIO ROOTZ - PEOPLE'S PRODUCTION HOUSE, New York, New York

Support for this youth media program that teaches media literacy, media activism and radio production in public schools across New York City.

\$50,000

ROCA, INC., Chelsea, Massachusetts

To increase the community's capacity for collective leadership on social change efforts by involving young people as leaders and decision makers.

(2 years) \$200,000

ROLLINS COLLEGE, Winter Park, Florida

To enhance Rollins College's Community Engagement Initiative by helping to cement its infrastructure, thereby enabling the College to pursue enhanced operating funding and additional endowment from other sources, for sustainability.

\$50,000

SOUTHWEST ORGANIZING PROJECT, Albuquerque, New Mexico

To provide general operating support for youth organizing focused on policies which discriminate against teens, to promote better public education, and for public safety.

\$120,000

STANFORD UNIVERSITY - JOHN W. GARDNER CENTER, Stanford, California

To develop city-wide capacities for supporting and sustaining youth leadership and civic engagement in two California municipalities.

(2 years) \$180,000

UNIVERSITY OF MICHIGAN SCHOOL OF SOCIAL WORK, Ann Arbor, Michigan

To strengthen participation of young people in public policy at the municipal level, with emphasis on youth in disinvested and segregated areas, and policy issues that challenge discrimination, increase dialogue, and create change.

(2 years) \$100,000

YOUTH COMMUNICATION NEW YORK CENTER, New York, New York

For programs that train 120 teens to write articles for magazines, books and the Web which will reach more than 212,000 teen and adult readers.

\$65,000

YOUTH MINISTRIES FOR PEACE AND JUSTICE, Bronx, New York

To further develop its new Community Building and Organizing Project program model which brings young people through phased transitions in order to be ready to lead organizing efforts to improve local parkspace, community stewardship of neighborhood assets, and local public education.

\$80,000

YOUTH RIGHTS MEDIA, New Haven, Connecticut

To support its youth organizing work, which engages New Haven teens in expanding opportunities for student learning by developing campaigns to reform school discipline policies and increase resources for alternative schools.

\$50,000

YOUTH TOGETHER, Oakland, California

To support efforts to develop multi-racial student organizers advocating for equity in schools, institutionalize youth leadership in school decision-making, and develop coalition efforts to impact educational policy.

\$80,000

—— **Strengthening The Groundwork For Meaningful Youth Involvement** ——

AGAPE FOUNDATION, San Francisco, California

To build the media and communications expertise of youth organizers from around the country through a series of trainings focused on media production, messaging, and advocacy journalism.

\$60,000

CALIFORNIA FUND FOR YOUTH ORGANIZING, Oakland, California

To advance a statewide initiative based on local and regional leadership. CFYO, comprised of practitioners in California, will sponsor a series of convenings to strengthen relationships and develop a Youth Policy Platform.

\$50,000

**CALIFORNIA STATE UNIVERSITY, OFFICE OF THE CHANCELLOR,
Long Beach, California**

California's state higher education authority has determined that it will expand service-learning into each of its campuses, over time. This grant provides support for this expansion, in part a replication of what was previously funded and pioneered at Monterey Bay State University, a part of the larger system.

(3 years) \$200,000

DATACENTER, Oakland, California

For the Youth Strategy Project, which offers services, capacity building tools, and trainings to provide data to and build the research skills of youth organizations working in areas of education reform, economic justice, and environmental Justice.

\$100,000

FORUM FOR YOUTH INVESTMENT, Washington, DC

To compile and disseminate products and services to increase the management capacity of a group of organizations actively working to deepen, broaden or diversify youth engagement efforts.

(2 years) \$100,000

FUNDERS' COLLABORATIVE ON YOUTH ORGANIZING, New York, New York

General support of the youth organizing field's most influential funder-built intermediary.

(2 years) \$400,000

INDEPENDENT PRESS ASSOCIATION, San Francisco, California

Support for the Campus Journalism Project, a national training and mentoring program for socially committed campus journalists and publications.

\$50,000

**INNOVATION CENTER FOR COMMUNITY AND YOUTH DEVELOPMENT,
Takoma Park, Maryland**

To continue providing field-tested tools, training, and technical assistance on youth engagement, evaluation, leadership and community building to organizations serving vulnerable young people.

\$50,000

INSTITUTE FOR LOCAL GOVERNMENT, Sacramento, California

To develop more authentically empowered, representative and effective city and county youth commissions throughout California and nationally.

\$50,000

MOVEMENT STRATEGY CENTER, Oakland, California

To increase the effectiveness of young leaders in communities of color nationally through organizational development, alliance building, media and public relations training and social networking support.

\$200,000

NATIONAL 4-H COUNCIL, Chevy Chase, Maryland

To use a positive youth development framework to continue involving more and more youth, in a larger number of jurisdictions, in formal governance of the 4-H system. 4-H has committed to involving young people as formal directors of each board, from the club level up to the national board of directors.

\$75,000

NATIONAL CONFERENCE ON CITIZENSHIP, Washington, DC

To support the development of the Civic Health Index which provides a national charting of civic involvement of Americans across a broad range of participation options: serving, voting, gathering, joining, funding, many others.

\$50,000

NEW MEXICO COMMUNITY FOUNDATION, Albuquerque, New Mexico

Funding for youth organizing and youth media efforts which work alongside state and municipally-sanctioned strategies which bring young people into the policy and public discussion arenas in the state.

\$95,000

ON THE MOVE, Napa, California

To strengthen and expand On The Verge, On The Move's out-of-the-box effort to recruit and develop outstanding young adult leaders of youth-serving agencies and schools. These leaders, now numbering in the hundreds, are fanning out through the nonprofit infrastructure in the Bay Area.

\$75,000

PUBLIC ALLIES, Milwaukee, Wisconsin

To support efforts to ensure quality, consistency, sustainability, and replicability of Public Allies' local programs as the organization continues its rapid expansion. Funding supports the development and refinement of central computer-based systems.

\$80,000

PUBLIC INTEREST PROJECTS, New York, New York

To support the Fund for Education Organizing, a partnership of local/national funders with pooled resources supporting local/regional education organizing groups working to improve education equity and excellence in low-income communities of color.

(2 years) \$170,000

SAN FRANCISCO STATE UNIVERSITY FOUNDATION, San Francisco, California

To conduct a collaborative action research project which will produce a Youth Bill of Rights that will serve as an assessment tool to examine youth rights in five communities.

(2 years) \$140,000

SCHOOL OF UNITY AND LIBERATION, Oakland, California

General support for popular education, organizing-skills training and technical assistance programs designed for youth from marginalized communities in the Bay Area and nationally.

(2 years) \$150,000

SOUTHWEST NETWORK FOR ENVIRONMENTAL AND ECONOMIC JUSTICE, Albuquerque, New Mexico

To support the Youth Leadership Development Campaign which provides fundraising, management, and organizing skills training to develop effective young leaders for nearly 60 organizations in the Southwest.

\$90,000

THIRD WAVE FOUNDATION, New York, New York

To develop a report focused on the Next Generation of Feminist Leadership.

\$75,000

URBAN YOUTH COLLABORATIVE, Providence, Rhode Island

Support for a network of five locally active youth organizing programs which combine efforts on city-wide campaigns to improve public education for New York City high school students. The current campaign seeks to expand student voice and improve college access and safety in New York City high schools.

\$140,000

YOUTH IN FOCUS, Oakland, California

To support Youth in Focus' training of hundreds of youth taking action to improve their communities in participatory research, evaluation, and planning.

\$90,000

YOUTH RADIO, Berkeley, California

Support for the Youth Media Citizenship project to counter media consolidation and the stigmatization and social exclusion of youth, by providing young people with the key experiences, relationships, and tools they need to become engaged citizens and fight for change through youth-produced radio programming.

\$65,000

YOUTHBUILD, U.S.A., Somerville, Massachusetts

To fund a portion of a multi-year initiative that seeks to deepen student engagement in Boston Public Schools and The Boston Student Advisory Council and The Student Engagement Advisory Council while utilizing a strategic growth plan to contribute to the national school reform and engagement agenda.

(2 years) \$150,000

Subtotal - Young People Taking Direct Action	\$3,250,000
Subtotal - Strengthening The Groundwork For Meaningful Youth Involvement	\$2,705,000
TOTAL EFFECTIVE CITIZENRY GRANTS	\$5,955,000

EFFECTIVE CITIZENRY COMMITTEE

John F. Hawkins, *Chairperson*

Jocelyn Downie

David Grant

Phillip W. Henderson

Jee Kim

Josephine B. Lowman

John J. Lynagh

Robert Sherman

Arts

The Surdna Foundation's Arts Program is national in scope and supports the artistic advancement of teens (ages 12-18). We believe high-impact, long-term experiences creating art, in all disciplines, with accomplished professional artists, contribute to teens' ability to explore their own identities and relationships to the world.:

Our goals are to:

- I. Promote teens' artistic advancement.
- II. Strengthen the quality of training that organizations and their arts faculty provide, as well as students' access to it.
- III. Broaden the impact of Surdna's work and that of our grantees by sharing our collective contributions to improve the arts education field. [Note: grants are not provided in this area.]

I. Promote teens' artistic advancement.

There is a lack of rigorous, high quality art-making opportunities available to the teen population, just at a time in their lives when they most need increased possibilities for artistic self-expression, explorations of what they are capable of, who they are, and where they belong.

We seek to improve the artistic skills of teens, complemented by improved life skills, and increase the motivation and ability of underserved teens to achieve artistic advancement. Long-term, we expect that teens from many cultures will contribute to the evolution of new art forms.

Examples of our grantmaking interests are programs in which:

- Young people have increasingly complex opportunities to create art with accomplished artist-leaders.
- Artists work with the same young people long-term, perhaps over three years or more.
- Strong mentoring relationships develop.
- Young people, gifted in an art form, who would otherwise be unprepared for professional training, gain the necessary skills for advancement.
- Young people explore difficult personal or community issues through art-making with accomplished artists.

- Arts, professional training, academic and community institutions, in various combinations, collaborate, strengthening both students and institutions.
- Artists, as well as students, create art.

To help strengthen results in this area, the Arts Program also provides non-monetary support and feedback to grantees, and convenes grantees along a young person's continuum of training to encourage linkages, knowledge sharing and advocacy.

II. Strengthen the quality of training that organizations and their arts faculty provide, as well as students' access to it.

In high quality programs, sustainability often is difficult: for example, maintaining adequate resources and encouraging high quality teaching. Also, arts training institutions serving teens often are segregated and lack socio-economic and racial diversity.

We seek to help arts organizations and schools maintain adequate resources and high-quality teaching, and to make these resources available to more underserved teens - thereby broadening the range of artistic voices in society. We also seek to encourage faculty and staff diversity.

Examples of Surdna's grantmaking interests are programs in which:

- Intensive art-making programs occur in a combination of professional artists' studios, students' schools and other appropriate settings.
- Students experience consistent, frequent access to an arts institution's strongest arts assets.
- High quality, experienced, faculty and guest artists introduce diverse cultural and contemporary art-making approaches.
- Professional artistic development opportunities are created for arts teachers, and administrators.
- Programs offer increasingly complex and demanding art-making experiences.
- Leadership and staff re-assess program quality and effectiveness and implement needed changes.
- There is unwavering institutional commitment to the teens, making resources and staff consistently available.

Access for underserved students to these high quality programs is an overarching interest.

We know that arts teachers' artistic growth strengthens students' results. Therefore, we seek to expand professional development opportunities for arts teachers that provide both immersion in their own creative work and the opportunity to interact with other professional artists in their fields (mirroring the *Surdna Arts Teachers Fellowship Program (SATF)* described below). Long term, we expect that more teachers will practice their individual art forms, better connect their art-making and teaching practices, and talented teachers will extend their teaching lives—strengthening their institutions as well as their students' resources.

SATF supports the artistic revitalization of outstanding arts teachers in specialized, public arts high schools. The *national* program provides grants of up to \$5,000 to enable selected teachers to make art with professionals in their disciplines and stay current with new practices and resources. A complementary grant of \$1,500 is awarded to each Fellow's school to support related post-Fellowship activities. *For details and deadlines, visit our Website at: www.surdna.org/artteachersfellowship.*

On a pilot basis, Surdna currently is exploring similar Fellowships for arts faculty at non-specialized public middle and high schools. We provide matching grants, and technical assistance, to several local community and other foundations to encourage ongoing artistic professional development support for arts teachers.

III. Broaden the impact of Surdna's work and that of our grantees by sharing our collective contributions to improve the arts education field. [Note: grants are not provided in this area.]

The arts education field is facing a mix of challenges and opportunities. Even as the number of arts education programs and arts schools expand, teen art-making programs, access to them, and the needs of arts training institutions demand increased attention. In addition, the education and arts education fields undervalue arts teachers' needs for arts-content-based professional development.

Working with our grantees to leverage their artistic and educational resources and contributions, we seek to persuade practitioners, funders, community leaders and others of the artistic and societal value of high-quality artistic practice between artists and teens. We seek to strengthen the arts education field by helping to encourage: an increased pool of inspiring arts practitioners; greater attention to equity in all segments of society affecting the arts; heightened interest among artists and community leaders in work with teens; and integration of the needs of developing artists into the wave of support for generic arts education among funders and policy makers.

Examples of Surdna's interests include:

- Commissioning research directly related to Surdna's Arts Program goals.
- Counseling emerging foundations.
- Collaborating with funders and community leaders—sometimes with the goal of sustaining the SATF model within communities.
- Developing and distributing publications.
- Developing national initiatives to help strengthen the quality of arts learning.

Generally, Surdna does not support programs that focus on: serving elementary schools or children ages one to 11; providing general exposure and appreciation; expanding audience development; using the arts specifically to enhance learning in non-arts areas; or helping artists create curriculum integrating the arts into other subject areas.

In general, Surdna's Arts Program does not fund programs that have been in full operation for less than five years.

— **Promote Teens' Artistic Advancement** —

BEDFORD STUYVESANT RESTORATION CORPORATION, Brooklyn, New York

To support its Center for Arts and Culture's (CAC) onsite dance program for youth ages 12-18, which includes fundamental and advanced dance training across a variety of genres, professional artistic mentorship through CAC's dance residency program, and performance opportunities for youth.

(2 years) \$150,000

CHICAGO YOUTH SYMPHONY ORCHESTRAS, Chicago, Illinois

To support its Symphony Orchestra, Encore Chamber Orchestra and Chamber Music Programs, which offer advanced training to the Chicago area's gifted young musicians.

(3 years) \$300,000

COMMUNITY MUSICWORKS, Providence, Rhode Island

To support free music instruction and performance programs for teens, combining chamber music and community activism. Also to support expanded core programming and a Fellowship Program that trains two young professional musicians in its music education model.

(3 years) \$195,000

DANCE INSTITUTE OF WASHINGTON, Washington, DC

To increase the quality of the pre-professional program which offers intensive dance training for under-served teens (ages 13-18) in the Washington metro area. The program includes students in the Intensive Training Program and the Summer Intensive.

\$50,000

DANCE THEATRE OF HARLEM, New York, New York

To help support Dance Theatre of Harlem School's professional training in classical ballet, as well as ancillary support and health services to students in the Pre-Professional program, ages 12-18.

(2 years) \$160,000

DANCEWAVE, INC., Brooklyn, New York

Support for the Kids Company program, a performing dance troupe for dancers ages 11-18.

\$30,000

KENTUCKY CENTER GOVERNOR'S SCHOOL FOR THE ARTS, Louisville, Kentucky

To strengthen and sustain The Kentucky Governor's School for the Arts' architecture program, an intensive 3-week summer residency program.

(2 years) \$100,000

MILL STREET LOFT, Poughkeepsie, New York

For its *Art Institute*, which helps career-minded teens, of diverse backgrounds, develop their ideas and build skills in the visual arts through intensive, rigorous long-term experiences with accomplished teaching artists.

(2 years) \$50,000

NORTH CAROLINA DANCE THEATRE, Charlotte, North Carolina

To support the training of students in the Pre-Professional Division of its school by ballet dancer, Patricia McBride, and to support the expansion of the program's recruitment and alumni outreach.

\$50,000

OBERLIN DANCE COLLECTIVE OF CALIFORNIA, San Francisco, California

For the recently expanded ODC School Teen Dance Program, including the youth performing companies: ODC Dance Jam and the Jellies; and the Summer Teen Performance Lab.

(3 years) \$105,000

ORANGE COUNTY HIGH SCHOOL OF THE ARTS, Santa Ana, California

To augment Orange County High School of the Arts' overall arts instruction through long-term guest artist/master teacher learning opportunities, and provision of equipment and supplies.

\$75,000

PERSEVERANCE THEATRE, Douglas, Alaska

To enable further expansion of NEXT GENERATION, the mentorship and professional development program for high school-aged theatre students in Juneau, Alaska.

(2 years) \$100,000

REEL STORIES TEEN FILMMAKING, Brooklyn, New York

To support the core documentary filmmaking programs at Reel Works Teen Filmmaking: The Lab and The Lab Master Class, which match teens with professional filmmaker-mentors.

\$40,000

SUMMER STAGES DANCE AT CONCORD ACADEMY, Concord, Massachusetts

To support high school students' participation in the Summer Stages Dance Annual Workshop and to secure the services of an outside consultant to help develop a multi-year strategic plan.

\$50,000

— **Strengthen the quality of training that organizations** —
and their arts faculty provide, as well as students' access to it

ARTISTS FOR HUMANITY, Boston, Massachusetts

To strengthen the AFH core youth arts program with new artistic media; provide new opportunities for youth to collaborate with creative industries; and to develop new programming to engage out-of school youth and youth in recovery during school hours.

(3 years) \$250,000

ATLANTIC CENTER FOR THE ARTS, New Smyrna Beach, Florida

To develop a summer creative writing retreat for teens that provides mentorship by distinguished, master writers-in-residence, as well as the opportunity to work within a multi-disciplinary community of writers.

(3 years) \$105,000

BALTIMORE SCHOOL FOR THE ARTS, Baltimore, Maryland

To strengthen and expand TWIGS, an intensive after-school arts training program, in order to increase the number of under-served Baltimore city students who qualify for admission to Baltimore School for the Arts' pre-professional arts training and then progress along the college/career path.

(3 years) \$225,000

BOSTON ARTS ACADEMY, Boston, Massachusetts

To support its faculty salon series, artist residencies, and two annual year-long fellowships for the school's artist-teachers.

(3 years) \$225,000

BOSTON UNIVERSITY TANGLEWOOD INSTITUTE, Boston, Massachusetts

To award scholarships to exceptional orchestral instrumentalists, with priority given to qualified students-of-color and those who demonstrate financial need, and to fund 50% of the salary for a new position to recruit students-of-color and fundraise.

(3 years) \$240,000

BOSTON YOUTH SYMPHONY ORCHESTRAS, Boston, Massachusetts

To increase the musicianship of advanced students in its Intensive Community Program by hiring four advanced teaching artists, and increase professional musician coaching sessions for the advanced Greater Boston Youth Symphony Orchestras.

(3 years) \$225,000

CENTER OF CREATIVE ARTS (COCA), St. Louis, Missouri

To build COCA's Pre-Professional Dance Program. Funding will support curriculum revisions, scholarships, transportation, intensive summer study for students, dancewear, counseling, and faculty development.

(3 years) \$225,000

CHICAGO CHILDREN'S CHOIR, Chicago, Illinois

To strengthen the Chicago Children's Choir's Concert Choir by supporting staffing, professional development, commissions, and workshops in order to enhance the musical talents of Concert Choir singers.

\$80,000

CLEVELAND ORCHESTRA, Cleveland, Ohio

To provide operating support to the Cleveland Orchestra Youth Orchestra, to include expansion of its Chamber Music Program, recruitment efforts focused on increasing diversity, and increased touring opportunities.

(3 years) \$150,000

DELL'ARTE, INC., Blue Lake, California

To support the Los Puentes Project, a teen focused, rurally based, training and performance program in ensemble-based physical theatre.

(3 years) \$90,000

**DREYFOOS SCHOOL OF THE ARTS - SCHOOL OF THE ARTS FOUNDATION,
West Palm Beach, Florida**

To strengthen the arts programs at Dreyfoos through master classes, travel, private lessons, staff development and materials; and to increase student diversity by providing a summer and after-school arts program for underserved middle school students.

\$80,000

ELLINGTON FUND/DUKE ELLINGTON SCHOOL OF THE ARTS, Washington, DC

To strengthen core elements of Ellington's Arts Program by adding adjunct arts staff and providing professional development opportunities for arts faculty.

(3 years) \$150,000

HARBOR CONSERVATORY FOR THE PERFORMING ARTS, New York, New York

To provide talented teens with high quality pre-professional training in music, dance and drama with enhanced exposure to master artists through the commissioning of new works, artist residencies and a summer intensive study program.

(2 years) \$150,000

HEIFETZ INTERNATIONAL MUSIC INSTITUTE, Ellicott City, Maryland

To develop new relationships with leading music organizations nationally, in order to expand access to Heifetz's six-week intensive summer music program for qualified, underserved high school students. Funding also will support pedagogy fellowships to instrumental teachers from the new students' communities.

\$40,000

MANCHESTER CRAFTSMEN'S GUILD, Pittsburgh, Pennsylvania

To build Manchester Craftsmen's Guild's capacity through expanding visual arts programming for advanced students, including stipend-supported arts apprenticeships; and professional development experiences for teaching artists.

(3 years) \$240,000

NOCCA INSTITUTE, New Orleans, Louisiana

For existing and new initiatives directly related to maintaining and advancing quality arts education for NOCCA/Riverfront students, to include professional development for faculty and staff, while contributing to the region's cultural and educational recovery post-Katrina.

(3 years) \$240,000

QUEENS COUNCIL ON THE ARTS, Woodhaven, New York

To support the High School to Art School, an after-school visual art training and college mentoring program that serves underserved teens in Queens, NY.

(3 years) \$120,000

ROCK SCHOOL OF THE PENNSYLVANIA BALLET, Philadelphia, Pennsylvania

To help the School develop and produce a new annual student production to increase performing opportunities for its students.

\$75,000

SCHOOL OF THE MUSEUM OF FINE ARTS, BOSTON, Boston, Massachusetts

To provide need-based scholarships to local young artists, enabling their participation in the Pre-College Summer Studio Program.

(3 years) \$75,000

SOUTH CAROLINA GOVERNOR'S SCHOOL FOR THE ARTS FOUNDATION, Greenville, South Carolina

To enhance student recruitment and statewide outreach efforts through intensive artistic training opportunities.

\$40,000

UNIVERSITY OF THE ARTS, Philadelphia, Pennsylvania

To expand access to its year-round Pre-College Programs by providing full scholarships, materials, and travel stipends to economically challenged high school students, and to hire a student advisor. Professional development opportunities to core teaching artists will also be provided.

\$75,000

VIRGINIA ARTS FESTIVAL, Norfolk, Virginia

To further the depth and reach of the Rhythm Project's high school program, a performance-based ensemble in world drumming. Support will fund equipment needs, increase contact with teaching artists, further development of a dance component and a new touring program.

\$50,000

WORKING CLASSROOM, Albuquerque, New Mexico

To nurture the artistic advancement of theater and visual art students by expanding guest artists residencies, adding studio space, and hiring art and theatre staff to help students advance from beginning to advanced levels.

(3 years) \$150,000

Foundation-Administered Initiative

— Surdna Arts Teachers Fellowship Program (SATF) —

The Surdna Arts Teachers Fellowship Program supports the artistic revitalization of outstanding arts teachers in specialized, public arts high schools. Recognizing that such teachers often lack the time and resources to reconnect with the artistic processes they teach, the Program provides grants of up to \$5,000 to enable selected teachers to make art with professionals in their disciplines and stay current with new practices and resources. A complementary grant of \$1,500 is awarded to each Fellow's school to support related post-Fellowship activities.

For details and deadlines, visit our Web site at www.surdna.org/programs/artsteachersfellowship or e-mail: artsfellowship@surdna.org

The seventh round of Fellows selected are:

SUSAN BANKS New World School of the Arts, Miami, Florida	(2 years) \$6,100
GERALD BORN Las Vegas Academy of International Studies, Visual and Performing Arts, Las Vegas, Nevada	(2 years) \$6,500
DAVID CHANDLER Greater Hartford Academy of the Arts at The Learning Corridor, Hartford, Connecticut	(2 years) \$6,500
DORIS CONRATH Tacoma School of the Arts Partners, Tacoma, Washington	(2 years) \$6,500
JOHN FAIRWEATHER Howard W. Blake School of the Arts, Tampa, Florida	(2 years) \$6,500
IRENE FITZPATRICK Morris County School of Technology, Academy of Visual and Performing Arts, Denville, New Jersey	(2 years) \$5,200
AXEL FORRESTER South Carolina Governor's School for the Arts Foundation, Greenville, South Carolina	(2 years) \$6,500
FRANCINE GINTOFF Greater Hartford Academy of the Arts at The Learning Corridor, Hartford, Connecticut	(2 years) \$6,500
CARI-ANN HENDERSON Culver City High School Academy of Visual and Performing Arts, Culver City, California	(2 years) \$6,500

JANE HOELLMAN KAHN Frank Sinatra School of the Arts, Long Island City, New York	(2 years) \$6,500
GAETANO LAROCHE Frank Sinatra School of the Arts, Long Island City, New York	(2 years) \$6,300
JAMES C. MCGLAMORY Governor's School for the Arts Foundation, Norfolk, Virginia	(2 years) \$6,500
AARON ORULLIAN Orange County High School of the Arts, Santa Ana, California	(2 years) \$6,500
RAFAEL OSES Greater Hartford Academy of the Arts at The Learning Corridor, Hartford, Connecticut	(2 years) \$6,500
MICHAEL PELLERA NOCCA Institute, New Orleans, Louisiana	(2 years) \$6,500
SUZANNE SIDEBOTTOM DuPont Manual Magnet High School, Louisville, Kentucky	(2 years) \$6,500
ERICA STAVIS Art and Music Academy at Bayard Rustin Educational Complex, New York, New York	(2 years) \$6,500
REBECCA STRUM Bergen County Academy for the Visual and Performing Arts, Hackensack, New Jersey	(2 years) \$6,500
ARCHIE VEALE Baltimore School for the Arts, Baltimore, Maryland	(2 years) \$6,500
Subtotal - Teens' Artistic Advancement	\$1,455,000
Subtotal - Strengthen The Quality Of Training That Organizations And Their Arts Faculty Provide, As Well As Students' Access To It	\$3,300,000
Subtotal - Surdna Arts Teachers Fellowship Initiative	\$121,600
TOTAL ARTS GRANTS	\$4,876,600

ARTS COMMITTEE

Elizabeth H. Andrus, *Chairperson*
 John E. Andrus, III
 Kimberly Bartosik
 Jocelyn Downie
 Lawrence S.C. Griffith, M.D.
 John F. Hawkins, *ex officio*
 Phillip W. Henderson
 Ellen B. Rudolph
 Lynn Stern
 Edith D. Thorpe

Nonprofit Sector Support Program

The Surdna Foundation's Nonprofit Sector Support Program is national in scope and seeks to greatly enhance the ability of the nonprofit sector to advance a just, equitable, culturally-enriched and democratic civil society. Our goals are to help:

- I. Harness capital for social impact.
- II. Expand media and communication in the public interest.
- III. Improve nonprofit capacity to inform the public policy process at the local, state and national level.

We also provide a limited number of general support, nonprofit-infrastructure grants (see below).

The Nonprofit Sector Support Program promotes its grantees' growth through financial support and intensive advocacy with other funders. We also encourage and nurture collaborative networks and facilitate the exchange of new knowledge.

I. Harness capital for social impact.

The ability of nonprofit organizations to accomplish their missions is undermined by the constant search for capital. Securing sustainable revenue is the central challenge for nonprofits, yet funding options are often severely limited, alternative capital sources are not readily available, and few nonprofits possess the financial tools necessary to harness all opportunities. Of special concern, highly effective nonprofits are often prevented from expanding to achieve their full potential by a lack of growth capital.

To enhance the financial stability and sustainability of nonprofits, we seek to:

- Increase the adoption of innovative financial practices, such as debt financing, strategic expansion of earned income activities and intensive business planning.
- Widely disseminate knowledge about innovative financial practices.
- Broaden the availability of technical assistance to provide specific actionable guidance on implementing those practices.

Examples of Surdna's grantmaking interests include: Exemplary efforts to implement innovative financial strategies, where those efforts hold the promise of advancing the field of practice; high-yield philanthropic efforts that seek to unlock significant untapped resources; efforts to influence capital markets to direct more of their resources toward social impact.

II. Expand media and communication in the public interest.

A strong nonprofit sector, a healthy civil society and a vibrant democracy all depend upon a media environment that serves the public interest. The nonprofit sector's ability to advocate for the public good begins with its capacity to shape public awareness and inform policy debates. Clear messages and open channels for disseminating those messages are essential. While there is a large and growing demand for noncommercial broadcasting and media products, the audience could be far larger if public and independent media outlets were organized more efficiently and if commercial outlets embraced the public interest.

To expand media and communication in the public interest, strengthening the awareness and reach of nonprofits, we seek to:

- Increase the number and reach of public and independent media outlets.
- Enhance the ability of nonprofits to deliver their messages to a wider audience.
- Expand the commercial media's public service role.

Examples of Surdna's grantmaking interests include efforts to: Create and expand public and independent media networks and coalitions; create and disseminate knowledge and deliver technical assistance to build the capacity of nonprofit organizations to participate fully and effectively in the media; develop innovative media tools and practices, with an emphasis on new technology; encourage commercial media corporations and investors to serve the public interest; and reform public policies governing the media.

III. Improve nonprofit capacity to inform the public policy process at the local, state and national level.

The role of nonprofit associations to organize and advocate for public policy has been a critical factor in the health of this nation's democratic tradition. Nonprofits alone can neither solve society's toughest problems nor serve its greatest needs; they can, however, inform and augment government's obligations to provide for the common good, promote a rich and diverse culture, and advance a just and equitable society. For nonprofits to play their most constructive role in society, they must exercise their constitutionally-protected right to advocate vigorously for their cause. In doing so, they will have a significant impact shaping public policies at the federal, state and local levels.

To improve nonprofit organizations' capacity to inform the public policy process at the local, state, and national level, we seek to:

- Enhance the ability of nonprofit organizations to advocate for public policies related to their mission.
- Grow advocacy expertise from a small cadre of leading activist organizations to a much broader array of nonprofits.
- Enable nonprofits to operate effective and well-funded public policy campaigns on a continuing and sustainable basis.

Examples of Surdna's grantmaking interests include efforts to: Build capacity within key nonprofit leadership groups to engage in public policy advocacy; establish and develop advocacy networks employing new information and communication technologies; create and disseminate knowledge and deliver technical assistance to build the capacity of nonprofit organizations to advocate in the public policy process; and to protect, preserve and expand the right of nonprofits to engage in public policy advocacy.

Nonprofit Infrastructure Grants

In addition to the three major program themes above, the Surdna Foundation provides a limited amount of support for key nonprofit sector infrastructure groups that serve the broad field of nonprofit and philanthropic action by building a base of knowledge, best practices and core data. Up to 12 grants of roughly \$25,000 each are available annually.

Generally, Surdna does not support: Capacity-building activities of individual nonprofit organizations in support of the above-stated goals or academic research concerning the nonprofit sector.

Please note that the guidelines above have been revised. The grants listed below represent the previous year's guidelines.

ACTION WITHOUT BORDERS, New York, New York

To support the creation of a network of Community Points - in neighborhoods, schools, and workplaces - that will connect nonprofit and advocacy organizations with people who want to take action on issues of common concern.

\$50,000

AMERICAN PUBLIC MEDIA, St. Paul, Minnesota

To further develop and disseminate its ground breaking work with Public Insight Journalism.

(2 years) \$200,000

AMERICAN UNIVERSITY - SCHOOL OF COMMUNICATION, Washington, DC

To prepare, position and promote nonprofit issue advocacy organizations as documentary film and public affairs television producers in the emerging public media landscape.

\$25,000

ARTS ENGINE, New York, New York

For general operating support.

\$75,000

<p>BRENNAN CENTER FOR JUSTICE AT NEW YORK UNIVERSITY SCHOOL OF LAW, New York, New York To fund public education work regarding the “private money restriction” of federally funded legal services lawyers. This restriction limits the First Amendment rights of non-profits.</p>	\$25,000
<p>CENTER FOR INDEPENDENT MEDIA, Washington, DC To fund Fellowships in the New Journalist Program and to expand the number of states in which its programs are run.</p>	\$25,000
<p>CENTER FOR LOBBYING IN THE PUBLIC INTEREST, Washington, DC To provide general operating support to the Center for Lobbying in the Public Interest in advancement of its mission, and to support the Social Marketing Campaign, to launch in 2007/2008.</p>	\$65,000
<p>CENTER ON PHILANTHROPY AND CIVIL SOCIETY, New York, New York For the initial stage of a pilot project to measure foundation impact on communities using a collaborative research design. The ultimate aim is to develop a Think Tank on Foundations.</p>	\$50,000
<p>COMPUMENTOR PROJECT, San Francisco, California To support the development of a long range organizational business plan for TechSoup in preparation for an expansion capital campaign.</p>	\$50,000
<p>CONSUMERS UNION, Yonkers, New York To build CR GreenerChoices.org content, increase and diversify its audience, more fully integrate it with Consumer Reports and CR.org, and help it become a widely distributed resource on sustainable consumption.</p>	\$75,000
<p>DEMOCRACYINACTION.ORG ACTIVISM SERVICES, Washington, DC For general operating support.</p>	\$75,000
<p>FOUNDATION CENTER, New York, New York For general operating support.</p>	\$25,000
<p>FOUNDATION FOR NATIONAL PROGRESS, San Francisco, California Support for core program expenses for The Media Consortium including staff support, face-to-face working meetings, and project design and implementation.</p>	\$100,000

FREE PRESS, Northampton, Massachusetts

To support Public Broadcasting and Future of the Internet programs which focus on protecting, preserving and expanding Internet access and noncommercial media, and prevent undue political influence on the Corporation for Public Broadcasting.

\$100,000

FSG SOCIAL IMPACT ADVISORS, Boston, Massachusetts

For a major research study on social investment intermediaries, which are employed to source, structure, manage, and evaluate social investments.

\$150,000

FUTURE OF MUSIC COALITION, Washington, DC

To increase capacity in the area of messaging and communications, and for support of the organization's efforts to provide timely and effective assistance to civil society organizations nationwide preparing for the upcoming non-commercial, educational full power FM radio licensing window.

\$50,000

GREEN MEDIA TOOLSHED, Washington, DC

To improve communications services, strategy and tools for the environmental movement; launch collaboration and mass-volunteer platforms to expand its offering; and generate revenue stream to support the long term provision of Green Media Toolshed's services. This is a joint grant with Surdna's Environment Program.

\$75,000

I DO FOUNDATION, Washington, DC

To support the I Do Foundation's efforts to create new Favors for Charity partnerships in 2007.

\$75,000

INDEPENDENT PRESS ASSOCIATION, San Francisco, California

To fund administration of the Independent Press Development Fund.

\$75,000

INDEPENDENT SECTOR, Washington, DC

To help IS chart a new strategic direction of providing vigorous leadership to strengthen and mobilize the nonprofit sector.

(2 years) \$200,000

**JOHNS HOPKINS UNIVERSITY - INSTITUTE FOR POLICY STUDIES,
Baltimore, Maryland**

Support for the Listening Post Project, which is designed to inform nonprofit practitioners and policymakers about important developments affecting nonprofit America and about useful coping strategies that nonprofits have taken in response.

(3 years) \$300,000

LINK MEDIA, San Francisco, California

To support Link Media's development department, providing for expansion and improvement of fundraising activities, the success of which allows Link Media to remain a critical player in broadcast media.

\$100,000

MARYLAND ASSOCIATION OF NONPROFIT ORGANIZATIONS, Baltimore, Maryland

For expansion of the Standards for Excellence program to wider audiences of nonprofits seeking to improve their management and governance practices while developing online resources that will improve the ability to assess the program's impact.

\$25,000

MEDIA ACCESS PROJECT, Washington, DC

To help MAP, as counsel to other public interest groups, to ensure the public's right to be heard through electronic media and access civic discourse on various issues from many different perspectives.

\$50,000

MINNESOTA REAL ESTATE FOUNDATION, St. Cloud, Minnesota

To continue operational support for the start-up of the Minnesota Real Estate Foundation whose purpose is to build community by simplifying and facilitating the charitable donation of real estate.

\$25,000

NATIONAL CENTER FOR FAMILY PHILANTHROPY, Washington, DC

For the first-year implementation of a new business plan for the National Center, greatly increasing the reach of all of its programs and services.

\$25,000

NATIONAL CENTER ON PHILANTHROPY AND THE LAW, New York, New York

To enable the NCPL to maintain, enhance, and further disseminate its on-line Legal Bibliography of all English language secondary source materials pertaining to philanthropy and the law for the next three years.

(3 years) \$75,000

NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY, Washington, DC

To provide general operating support so that NCRP can continue to advocate for the philanthropic community to work toward social and economic justice for disadvantaged and disenfranchised populations and communities.

\$25,000

NET IMPACT, San Francisco, California

To enable Net Impact to further develop our Community Impact Program to help strengthen the capacity of the nonprofit sector.

\$75,000

NEW AMERICA FOUNDATION, Washington, DC

To oppose privatization of the public airwaves, expand access to an unlicensed spectrum “commons” and facilitate community-controlled wireless broadband networks--promoting universal, affordable, pervasive and net-neutral connectivity.

(2 years) \$200,000

NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS, New York, New York

To underwrite NYRAG’s continued strategic planning process for 2007-2010, building on findings and recommendations from a 2006 preliminary report.

\$25,000

NONPROFIT COORDINATING COMMITTEE OF NEW YORK, New York, New York

To support The 2007 New York Times Company Nonprofit Excellence Awards program.

\$30,000

NONPROFIT FINANCE FUND, New York, New York

To develop a new industry-wide standard for nonprofit funding and financial management practices that support sustainable program delivery, and to make available a set of financial management tools based on optimal capitalization models and practices.

(3 years) \$500,000

NONPROFIT TECHNOLOGY ENTERPRISE NETWORK, San Francisco, California

General operating support.

\$75,000

NPOWER NY, New York, New York

To expand and scale two key programs, IT Basic and the Technology Service Corps, in a new, integrated model for transforming the nonprofit IT landscape in New York City and nationally.

\$25,000

OMB WATCH/FOCUS PROJECT, INC., Washington, DC

To protect civil society by protecting the free speech of nonprofits and by building their capacity for advocacy.

\$50,000

OPEN MEDIA AND INFORMATION COMPANIES INITIATIVE, New York, New York

General operating support for the Open Media and Information Companies (Open MIC) Initiative, an effort to provide guidance about good corporate citizenship for investors and media companies.

(2 years) \$150,000

PARTICIPATORY CULTURE FOUNDATION, Worcester, Massachusetts

To support the further development of the free and open-source Democracy Player Internet TV platform and encourage nonprofits to participate in the rapidly growing online video space.

\$50,000

PRINCETON PROJECT 55, Princeton, New Jersey

To provide general operating support for The Alumni Network, Princeton Project 55's national outreach program.

(3 years) \$75,000

PROMETHEUS RADIO PROJECT, Philadelphia, Pennsylvania

For the support of Prometheus' Full Power Outreach and Support Project: to provide timely and effective assistance to civil society organizations nationwide preparing for the upcoming non-commercial, educational full power FM radio licensing window.

\$60,000

PUBLIC RADIO CAPITAL, Centennial, Colorado

To coordinate a campaign to significantly expand public radio in communities nationwide by providing timely and effective assistance to civil society organizations preparing for the upcoming non-commercial, educational full power FM radio licensing window.

\$50,000

PUBLIC RADIO INTERNATIONAL, Minneapolis, Minnesota

Support for Public Action, a new suite of online social networking tools designed to foster community engagement by leveraging public broadcasting's trusted and balanced content.

\$50,000

RUBICON PROGRAMS, INC., Richmond, California

To help sponsor a national roll out by the Rubicon Bakery. This expansion will improve the capacity of the social enterprise sector by demonstrating a model for scaling, studied for replication and assessed for impact.

\$100,000

SEACHANGE CAPITAL PARTNERS, South Norwalk, Connecticut

To help support the start-up efforts of SeaChange and to help pay for fundraising efforts.

\$50,000

SOCIAL VENTURE PARTNERS INTERNATIONAL, Seattle, Washington

To complete the process begun with development of the Demonstrating SVP Impact (DSI) tools: share tools and results with the philanthropic field; use the information to guide the development of new SVPI tools and resources.

\$25,000

STATION RESOURCE GROUP, Takoma Park, Maryland

To support planning and initial development of expanded services of the Public Radio Exchange, with particular focus in the areas of aggregation, syndication, and packaging of public media content for broadcast and digital platforms.

\$50,000

TAPROOT FOUNDATION, San Francisco, California

To develop two project methodologies for delivering pro bono services. The methodologies will enable business professionals to donate their skills to strengthen the fiscal management of hundreds of nonprofits each year.

\$50,000

WBEZ ALLIANCE, Chicago, Illinois

To support Vocalo, a new public media initiative that utilizes terrestrial broadcast signal and web media for a unique interactive broadcast service.

\$50,000

TOTAL NONPROFIT SECTOR SUPPORT GRANTS

\$3,930,000

NONPROFIT SECTOR COMMITTEE

Frederick F. Moon, III, *Chairperson*

John F. Hawkins

Phillip W. Henderson

Josephine B. Lowman

John J. Lynagh

Nadya K. Shmavonian

Vincent Stehle

— **Organizational Capacity Building Grants for Surdna Grantees** —

Organizational capacity building grants are designed to strengthen the organizational capacity of nonprofit organizations. **Current and past Surdna grantees only** are eligible to apply for grants of up to \$15,000 to address important management and governance issues that can be handled with a small amount of money in a short period of time. Eligible projects address issues that include board and staff development, marketing, strategic planning, strategic restructuring, and communication.

Up to 20 grants will be made in fiscal year 2008 (ending June 30, 2008). To apply, the chief executive officer of the organization should fill out an application online, available at <http://www.surdna.org>.

If the grant is approved, we will request a work plan and consultant qualifications before payment is made. A final report will be required.

We will make every effort to respond within three weeks of receipt of the request.

Andrus Family Fund

The Andrus Family Fund, a sub-fund of the Surdna Foundation, was established in 2000 to give fifth generation family members, between the ages of twenty-five and forty-five, an opportunity to learn about and participate in organized philanthropy. While AFF operates under the 501(c)(3) status of the Surdna Foundation, AFF defines and manages its own grantmaking program and process.

AFF's grantmaking is guided by the belief that social change efforts will have a better chance for success when the emotional and psychological effects of the change process are recognized and addressed. Bill Bridges, a noted author and organizational consultant, calls this psychological process that a person experiences when they come to terms with a new situation Transition. AFF's Board and staff have adopted Bridges' framework which states that transition is fundamentally different from change. Where change is external and situational (i.e., marriage, a new job), transition is the internal process of how one responds to the change.

AFF examines the power of the transition model as it applies broadly to the area of social change, and as it applies specifically to its two program areas: (1) youth's passage from foster care to independence; and (2) community reconciliation, which supports programs that promote healing, and construct a shared vision of community that is founded on justice and that respects difference. AFF focuses its grantmaking around these program areas while also seeking to learn about the relationship between external change and internal transition.

In the area of youth's passage from foster care to independence, AFF supports programs that contribute to the body of knowledge and experience about what youth need to sustain an independent life after foster care by paying attention to transition. In particular, towards the end of foster care, AFF will explore whether attending to transition more purposefully increases the chances that youth can successfully move out of state care into independent living. AFF's goal is to partner with organizations who are willing to intentionally and consistently attend to the transitions at work in the lives of youth leaving the foster care system. Within this framework, AFF includes, but does not limit itself to, considering programs that support gay, lesbian, bi-sexual, transgendered, intersex, and questioning youth, for whom leaving the foster care system may be particularly difficult due to a sense of isolation because of their sexual identity.

In the community reconciliation area, AFF is interested in exploring the connection between the transition model and community reconciliation in the context of: 1) identity-based conflict; 2) police-community conflict; and 3) conservation conflict. AFF will fund community reconciliation projects within the United States that put William Bridges' transition framework to the test in addressing these three priority areas. AFF's grantees incorporate Bridges' transition process into their projects to help communities successfully navigate through the 3 phases of transition and support the necessary healing and reconciliation process.

AFF only funds domestic programs; however the fund will consider support for international organizations conducting inquiry that contributes to the body of knowledge and experience about what is necessary to create and sustain successful community reconciliation efforts in the U.S.

For more information on William Bridges' Transition Framework, applying for funding, and descriptions of AFF grants made during the 2007-2008 fiscal year, please visit the AFF Website at www.affund.org. Applications for AFF funding should not be sent to the Surdna Foundation.

— Surdna Foundation, Inc. —
Financial Summary July 1, 2006 through June 30, 2007

GRANTS

Environment Grants	\$8,480,000
Community Revitalization Grants	7,030,000
Effective Citizenry Grants	5,955,000
Arts Grants	4,876,600
Nonprofit Sector Grants	3,930,000
Organizational Capacity Grants	165,000
Andrus Family Fund Grants	3,152,600
Miscellaneous and Other Grants	1,220,707
Total Grants Authorized - July 2006 to June 2007	\$34,809,907

Support for the Julia Dyckman Andrus Memorial, Yonkers, New York and the John E. Andrus Memorial, Hastings-on-Hudson, New York	\$1,795,126
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TOTAL GRANTS	\$36,605,033
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Memberships	97,543
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GRAND TOTAL	\$36,702,576
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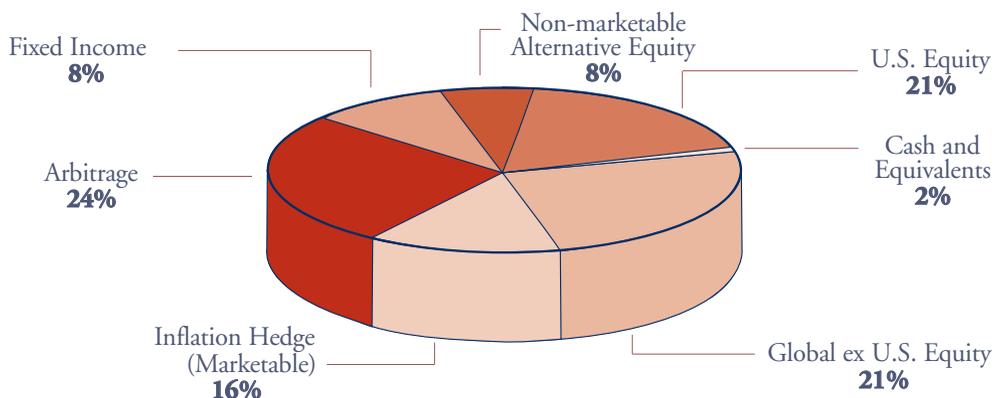
EXPENSES

Operating and Administrative Expenses	\$6,354,980
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ENDOWMENT ASSETS

U.S. Equity	\$199,361,678
Global ex U.S. Equity	201,264,332
Inflation Hedge (marketable)	150,078,514
Arbitrage	226,527,220
Fixed Income	71,754,945
Non-marketable Alternative Equity	80,167,908
Cash and Equivalents	22,789,592

ENDOWMENT - Market Value at June 30, 2007	\$951,944,189
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Grant Application Procedures

Surdna generally follows a two-stage application process – letter of inquiry, and full proposal. Because of the large number of requests Surdna receives and the amount of time it takes for an applicant to develop a full grant proposal, applicants are asked to send full proposals only when requested by a Foundation staff member. The first step for most applicants, therefore, is sending Surdna a letter of inquiry.

—— Letter of Inquiry ——

Once you have determined that there is a match between your request and the Foundation's mission and program goals, you may submit a Letter of Inquiry. The purpose of the Letter of Inquiry is to determine if an organization and its proposal fit within Surdna's guidelines before the applicant expends resources to put together a full proposal.

We strongly recommend that prospective applicants submit letters of inquiry online, available on our Website at: www.surdna.org/information/apply.html. If you are unable to submit your request online you may send your letter of inquiry by mail (see instructions below).

—— Full Proposal ——

A full proposal should only be sent if a Surdna staff member has requested that your organization do so. Full proposals must be submitted online.

—— Applying By Mail: ——

Prospective applicants should submit a letter of inquiry (type “Letter of Inquiry” at the beginning of the letter) and include the following information:

Organization Information:

- Name of Organization
- Address
- Telephone and Fax Numbers
- Website address
- Tax ID Number
- Annual organizational budget
- Organization's mission/background

Contact Information: (if the primary contact person for the organization is different from the contact person for this project, please include this information for both people):

- Name (including prefix)
- Title
- Telephone (if different from organization's telephone)
- E-mail address

Request Information:

- Program area to which you are applying. If you feel your project fits into more than one program area, you may list more than one.
- Program abstract: A one-two sentence description of the project
- Total request amount
- Duration of the grant requested
- Project budget
- Project description. In addition to describing the program, include information about the principal outcome(s) expected, the names and qualifications of the key personnel who will be responsible for the program, and funding received to date for the program, as well as sources from which funding is being sought.

Organizations that have received funding from Surdna may apply for continued support. If you intend to apply for additional support you must inform us in writing within 8 months of the receipt of your grant. Please note that organizations are eligible for a maximum of three consecutive years of funding.

We do not generally fund individuals, capital campaigns, building construction, or projects that are internationally based or focused.

There are no deadlines for letters of inquiry; they are accepted on an ongoing basis. However, our board meets three times per year: in February, May and September to consider grants. Letters of inquiry should be sent 3-4 months ahead of time for staff review.

Upon receipt of the letter of inquiry, we will issue a notification of our 90-day consideration period. During that time we will make every effort to respond promptly and cordially to the request. We will work in collaboration with applicants and will move as expeditiously as possible to achieve our mutual goals.

Organizations that have received funding from Surdna may apply for continued support. If you intend to apply for additional support, you must inform us in writing within 8 months of the receipt of your grant. Please note that organizations are eligible for a maximum of three consecutive years of funding.

Correspondence should be addressed to:

Jonathan Goldberg, Grants Administrator
Surdna Foundation, Inc.
330 Madison Avenue, 30th Floor
New York, New York 10017-5001
E-mail: request@surdna.org

Directors and Officers

Bruce Abernethy
Elizabeth H. Andrus
John E. Andrus III, Chairman Emeritus
Thomas Castro
Jocelyn Downie
David Grant
Lawrence S.C. Griffith, M.D.
John F. Hawkins, Chairperson
Josephine Lowman
John J. Lynagh, Secretary
Frederick F. Moon III, Treasurer
Nadya K. Shmavonian
Michael S. Spensley, D.V.M., Vice Chairperson*
Edith D. Thorpe
Samuel S. Thorpe, III

**Until May, 2007*

Staff

Sharon Alpert, Associate Program Officer for Environment
Grace Bodden, Receptionist
Kim Burnett, Program Officer for Community Revitalization
Marc de Venoge, Chief Financial and Administrative Officer
Ivette Delgado, Program Assistant
Jonathan Goldberg, Grants Administrator and Manager of Information Systems
Phillip W. Henderson, President
Jee Kim, Program Officer for Effective Citizenry
Justine Koch, Assistant Controller
Kim Musler, Program Assistant
Aisha Musto, Program Assistant
Emily Pickens, Program Assistant
Ellen B. Rudolph, Program Director for Arts
Robert Sherman, Program Director for Effective Citizenry
Vincent Stehle, Program Officer for Nonprofit Sector Initiative
Lynn Stern, Program Officer for Arts
Stefania Vanin, Program Assistant
Vanitha Venugopal, Program Officer for Community Revitalization
Tasha Washington, Program Assistant
Danielle Williams, Program Assistant

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This report is fully recyclable. When recycling, place it with mixed papers.

