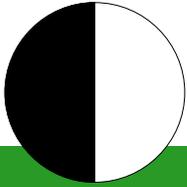


# Profiles of Success:

*Community Foundations in Service to Communities*

The  
*Grantmaker Forum on Community and National Service*

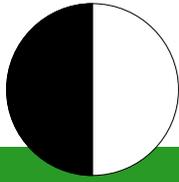
September 1999



## Profiles of Success:

### *Community Foundations in Service to Communities*

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## Community Foundations and Citizen Service: *An Overview*

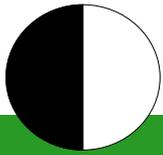
Since the first community foundation was founded in Cleveland in 1914, these unique charitable organizations have increasingly become central forces in the communities they serve. Community foundations are designed to be the instruments of reform, addressing the root causes of serious social problems. They represent a relatively new expression of one of the oldest traditions in America: the tradition of citizens coming together to solve problems that are either beyond the scope or capacity of government.

Community foundations play many roles. They are conveners, problem-solvers, advocates and agents of change, and they are especially effective because they are rooted in the communities they serve. Most community foundations engage large numbers of citizens in a community, from the donors who provide financial support, to the community leaders who serve as foundation board members to the nonprofits that provide services.



The distinctly American traditions of philanthropy and volunteer service are inextricably linked; both are expressions of community commitment and civic action. Both reflect our collective responsibility to give of time, energy and resources to build a strong and vibrant nation, community by community. The Grantmaker Forum on Community and National Service is particularly proud of the efforts put forward by community foundations nationwide, small and large, urban and rural, to advance the ethic of service and to support community problem-solving. To that end, we have collected eight stories to share with you today about the innovations promoted and supported by seven different community foundations nationwide.

These stories aim to demonstrate the relationship between philanthropy and volunteer service. These profiles highlight how people of all ages have a role to play in preserving, protecting and investing in community; how community foundations provide the structure to guide and support citizen participation, helping set priorities to dedicate effort and action to the most urgent issues. They help demonstrate the effectiveness of community foundations as catalysts for community empowerment. We honor the field of community foundations and encourage its continued pursuit of innovation and excellence.



## Spotlight on The Greater Kansas City Community Foundation: *YouthFriends*

### *Foundation Facts:*

Founded in 1978, the Greater Kansas City Community Foundation, located in Kansas City, Missouri has \$535 million in assets and distributes approximately \$50 million in grants annually.

### *Background:*

In 1995, the Partnership for Children, an initiative of the Greater Kansas City Community Foundation, conducted market research that demonstrated that young people wanted-and felt they needed-positive adult involvement in their lives. Enhancing traditional mentoring projects was one option, but the Foundation was interested in reaching larger numbers of young people and engaging larger numbers of adults as volunteers than traditional intensive mentoring models tend to accommodate, resulting in the creation of *YouthFriends*.

### *The Program:*

*YouthFriends* is a new approach to school-based mentoring that is meaningful, flexible and fun. The project pairs adult volunteers with school-age children and offers a menu of mentoring opportunities, including traditional mentoring, reading, academic coaching and hobby and skill-based activities. The adult “friends” do everything from reading to children to playing violin with them. In addition to creating positive relationships between adults and children, *YouthFriends* encourages and supports adults to be engaged in public education.

### *Goals:*

- Provide school children, grades K-12, with opportunities for experiencing positive relationships with caring adults in addition to their parents and teachers;
- Increase civic involvement and provide adults with a positive volunteer experience in the schools; and
- Engage adults in public schools to help build a constituency for public education.

### *Key Partners:*

- The Greater Kansas City Community Foundation
- *YouthFriends*
- Greater Kansas City area public school districts (20 in Kansas and Missouri)
- More than 70 Greater Kansas City area employers

### *Strategy:*

The goal of the *YouthFriends* design is to increase the number of young people who receive the support of a caring adult and increase the number of adults who actively support children and the public education system. The minimum requirement for adult volunteers is modest-an hour a week for four weeks, though most have committed more time over the course of at least one-year. The flexible and minimum time commitment encourages more adult volunteers to participate, and extends the reach of the program.

*YouthFriends* is designed to be a flexible and adaptable model that maintains high quality standards in all areas. The program includes several key components: marketing and recruiting volunteers, screening and training volunteers, and evaluation. The program is currently being replicated in schools throughout Kansas and Missouri and will be launched in the Vancouver, BC public schools in the fall of 1999.

### *Unique Elements:*

- *YouthFriends* is a new approach to mentoring that connects adults with young people and a community with its schools. Because the model is flexible and adaptable, it makes mentoring an attractive volunteer opportunity for adults and meets the needs of young people in a variety of settings, from urban to rural to suburban.
- *YouthFriends* includes a strong emphasis on evaluation as an important part of its program design. The University of Kansas is conducting an extensive multi-year review focused on impact, quality, and outcomes.

- The Greater Kansas City Community Foundation amended its personnel policies to allow employees paid time each week to serve as *YouthFriends* to set an example for other employers. Companies throughout the Kansas City area have followed the Foundation's lead.
- By providing staff support and space to *YouthFriends*, the Foundation allows program leaders to focus on developing a high quality program rather than on raising dollars for infrastructure. The Foundation also serves as a role model for other organizations and businesses in the community by encouraging employees to serve as mentors.

### **Results:**

**Thousands of young people are served and thousands of adults are engaged in the public schools as volunteers.**

*YouthFriends* was created to serve thousands, not just hundreds of young people. In 1998, 14,233 students participated in the program, up from 3,542 in 1995, its first year of operation. Since 1995, nearly 6,000 adult volunteers have served as *YouthFriends*.

**Encourages the corporate and public sector to provide incentives to employees who serve as *YouthFriends***

Several large corporations, including UntiliCorp United, Inc. and Bernstein Rein Advertising Agency have instituted policies to allow employees paid time to participate in *YouthFriends*. In addition, the city government of Kansas City, Missouri now allows its 3,000 employees paid time from work to serve as *YouthFriends*.

**Serves as a model program.**

*YouthFriends* was designed with replication in mind. Because the model is flexible and adaptable, it has been adopted by school districts throughout Kansas, Missouri and Vancouver, BC.

### **Program Costs:**

**1998 Program Budget: \$720,000**

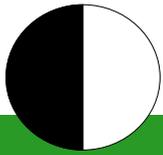
#### **Financial Partners:**

- \$500,000: The National Mentoring Partnership/The Amelior Foundation
- \$300,000: The Greater Kansas City Community Foundation
- \$500,000: UtiliCorp United, Inc.
- \$300,000: The Hall Family Foundation

### **What People Say:**

“Overcoming obstacles to community mobilization, improving student performance, preventing youth violence and substance abuse, and building links between youth and adults—these challenges confront every community. In *YouthFriends* we have discovered a cost-effective solution that addresses each of these challenges. *YouthFriends* works for today's youth, schools, adult volunteers and communities. Research tells us *YouthFriends* makes a difference, participants tell us it's just plain fun.”

*Jan Kreamer, President,  
The Greater Kansas City Community Foundation*



## Spotlight on The Milwaukee Foundation: *Community Youth Strategy*

### ***Foundation Facts:***

Founded in 1915, the Milwaukee Foundation, located in Milwaukee, Wisconsin has \$275 million in assets and distributed \$11 million in grants in 1998.

### ***Background:***

In 1997, the Milwaukee Community Foundation, the United Way and Milwaukee's Community Development Block Grant office provided funding to Public Allies Milwaukee, the local affiliate of a national youth leadership program, to begin a youth mapping project. The purpose of this project was to identify assets and resources for young people in five neighborhoods in Milwaukee. The mapping project evolved into the *Community Youth Strategy* and in early 1998, the Milwaukee Community Foundation made a commitment to the concept by hiring a program officer to oversee the project.

### ***The Program:***

The *Community Youth Strategy* is a long-term and ambitious effort to develop youth leadership, build strong youth-adult partnerships, and engage young people and adults in public policies that affect youth and their communities. During the summer of 1999, the Foundation created several youth and adult service corps to identify community needs and develop and implement service projects. By design, the adults and young people who emerge as leaders through this effort, will be encouraged to participate in the next phase of the project and develop a neighborhood agenda on issues related to young people. A long-term goal of the *Community Youth Strategy* is to cultivate leadership skills among the corps members and begin to position young people for leadership roles within the community.

### ***Goals:***

- Build a constituency for youth at the neighborhood level that includes young people and adults;
- Promote the idea that youth are community assets;
- Increase resources available for youth development; and
- Involve youth in meaningful community development activities.

### ***Key Partners:***

- Public Allies
- The Milwaukee Foundation
- University of Wisconsin, Milwaukee

### ***Strategy:***

In the first phase of the *Community Youth Strategy*, Public Allies Milwaukee was asked to recruit and supervise five "youth strategists." These young people spent several months learning everything they could about the five neighborhoods in order to plan meaningful community service projects. They then identified other young people and adults to work on these community service projects.

The projects are designed to engage young people in efforts to bring needed changes to their neighborhoods. This approach emphasizes the positive contributions young people can make to their communities. In addition, *Community Youth Strategy* teams young people with adult volunteers, demonstrating the power of partnership.

As youth and adult leaders emerge from the service projects, the Foundation provides training in community organizing, facilitation and leadership skills, and mediation. After the training, the Foundation works with the young leaders and adults to develop neighborhood youth agendas. The University of Wisconsin provides training in information gathering techniques and data compilation and assimilation for the strategists and the teams.

### *Unique Elements:*

- The Milwaukee Foundation has played a central role in developing and supporting the program by hiring a staff person to oversee the project and by taking the lead in developing partnerships with key agencies and organizations.
- The Community Youth Strategy is an ambitious undertaking, seeking to change the way youth view themselves and the way the entire city views youth.
- There is a formal ongoing evaluation process. The Foundation hired a consultant to work with the program from the beginning to help clarify its vision and goals and to evaluate the program's progress and impact.

### *Results:*

#### **Set realistic goals and regularly evaluate them.**

The Foundation has been open to the project's evolution, and to creating a continuous learning environment that incorporates lessons learned into ongoing program planning and implementation.

### *Program Costs:*

**Annual Program Budget:** \$500,000

#### **Financial Partners:**

Approximately \$900,000:

The Milwaukee Foundation

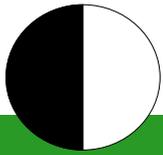
Approximately \$37,000:

Private Industry Council

### *What People Say:*

"The Community Youth Strategy represents a bold step taken by the Milwaukee Foundation. Advancing the ideas and creating greater opportunity for young people to be involved in meaningful community development activities will challenge the culture of our community, and the Foundation as well. It's a shift in mind-set that's based on a belief in a greater potential for young people to be valued, esteemed, productive, contributing members of our society."

*David Gibbs, Program Officer,  
The Milwaukee Foundation*



## Spotlight on The Milwaukee Foundation: *Sponsor-A-Scholar Milwaukee*

### ***Foundation Facts:***

Founded in 1915, the Milwaukee Foundation, located in Milwaukee, Wisconsin has assets of \$275 million and distributes approximately \$11 million annually.

### ***Background:***

In 1996, the Commonwealth Fund offered funding for two cities to start *Sponsor-A-Scholar* programs modeled after a successful program of the same name in Philadelphia. Commonwealth required that the applicant city involve the local community foundation in the process. Together the Milwaukee YMCA, the local public schools and The Milwaukee Foundation submitted a joint application and received a three-year grant of \$90,000 to launch the *Sponsor-A-Scholar Milwaukee* program.

### ***The Program:***

*Sponsor-A-Scholar Milwaukee* is designed to help low-income students achieve their goal of getting into college and completing their degree. To that end, *Sponsor-A-Scholar Milwaukee* provides high school students with four years of academic enrichment, tutoring, mentoring, and scholarship money. The program continues to support students through their first year of college by providing academic support and mentoring. In addition, the *Sponsor-A-Scholar Milwaukee* program asks the students themselves to participate in community service.

Volunteer mentors are a cornerstone of the *Sponsor-A-Scholar Milwaukee* program. The program is predicated on the belief that scholarships alone will not be sufficient to motivate some young people to attend college. Some young people require other support—attention from a caring adult being one kind of support—to sustain them in pursuit of higher education. Mentors serve as both friends and academic supporters, acting as advocates for the young people. To participate as a mentor one must commit to spend at least four hours each month with a student over a five-year period.

### ***Goal:***

- *Sponsor-A-Scholar Milwaukee* which provides high school students with four years of academic enrichment, tutoring, and mentoring was originally designed to help 30-35 disadvantaged high school students get into college each year. Early on, program leaders recognized that not all the students would reach that goal, and the program focused on ensuring that all of the students enter some type of post-secondary educational program (four-year college, community college or vocational school) to prepare them for a career.

### ***Key Partners:***

- YMCA of Metropolitan Milwaukee
- The Milwaukee Foundation
- Milwaukee Public Schools and participating private schools

### ***Strategy:***

The YMCA provides funding and staff to operate and oversee the program; they also manage the mentoring component. The school district selects potential “scholars” and provides ongoing information about the students’ performance; and the Milwaukee Foundation provides funding and in-kind staff support.

Since its inception, the Community Foundation has been actively involved in the program, providing \$60,000 to supplement the Commonwealth grant. Once the program was up and running, the Milwaukee Foundation started the *Sponsor-A-Scholar Milwaukee* Fund, which is used to provide \$5,000 scholarships to the program’s high school graduates. The Milwaukee Foundation attracts new donors to support the *Sponsor-A-Scholar Milwaukee* Fund.

The Milwaukee Foundation’s leaders believe so strongly in the program, they have reallocated the Foundation’s discretionary scholarship dollars into the *Sponsor-A-Scholar Milwaukee* Fund. This provides scholarships directly to students rather than to colleges, as had been the tradition. Since 1998, the Foundation has given almost \$180,000 to the *Sponsor-A-Scholar Milwaukee* Fund, which totaled \$450,000 as of April 1999.

Foundation leaders chose to reallocate the funds because they had come to believe that providing academic support and mentoring to students, in addition to scholarships, was a more effective way to ensure that disadvantaged students remained in school and had a better chance for academic success. In addition, research commissioned by the Foundation indicated that many promising high school students never apply to college because they don't have the academic and other support they need to make sound decisions and stay on track.

In addition to increasing funds available for scholarships, the Foundation provides funding to help pay for program administration including recruiting and retaining mentors and coordinating tutors.

### *Unique Elements:*

- The Milwaukee Foundation has gone beyond the traditional scholarship fund model to offer students a multi-dimensional support structure to help them succeed. By providing mentoring support through high school and the first year of college, the Foundation helps students make the transition to college successfully.
- "Scholars" are asked to contribute to the community through two service projects a year during their high school years.
- Expenses associated with college are not calculated in the financial aid package, and many students living in poverty do not have resources for clothing, transportation and other living expenses. By giving the funds directly to the students, the Foundation helps to cover those costs.
- The involvement of a caring adult coupled with academic support and financial assistance are all essential to enable disadvantaged young people to get into college and to complete their degree.

### *Results:*

#### **Makes a difference.**

An outside evaluation of the program in 1997, a little more than a year after it started, showed that 97% of the students who responded to a survey said *Sponsor-A-Scholar Milwaukee* was "making a

difference in their lives." In their responses, students more often focused on the encouragement and guidance they were receiving than on the financial support.

#### **Achieves early success.**

The YMCA reports that of the first 33 "scholars," 27 had been accepted to colleges or technical schools, and three were likely to defer. Only three students dropped out of or were dropped from the program.

#### **Finds creative ways to recruit mentors.**

Three years into the program, the YMCA reported that it was having trouble finding mentors for all of its "scholars." Of 125 students in "*Sponsor-A-Scholar Milwaukee*" as of March 1999, 105 had mentors. In response, the YMCA has joined with other community organizations to conduct a marketing and media campaign aimed at recruiting mentors.

### *Program Costs:*

**Program's Annual Budget:** \$190,000

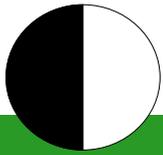
#### **Financial Partners:**

- \$340,000 (plus in-kind support):  
Milwaukee Foundation
- Approx. \$300,000 (plus in-kind support):  
YMCA of Metropolitan Milwaukee
- \$90,000: The Commonwealth Fund
- \$10,000: Faye McBeath Foundation

### *What People Say:*

"(*Sponsor-A-Scholar Milwaukee*) has given Angel a wonderful group of peers, mentors, and facilitators for her to grow up with. They have instilled in Angel an inner sense of pride and motivation to do well in school, to make good decisions and to always know that her dreams are achievable."

*Deborah Dirreen, mother of Angel*



## Spotlight on The Minneapolis Foundation: *Community Hero Program*

### *Foundation Facts:*

Founded in 1915, The Minneapolis Foundation, located in Minneapolis, Minnesota has assets of \$400 million and distributes approximately \$22 million in grants annually. A major focus of foundation giving is neighborhood capacity building, particularly for seven neighborhoods where more than 60% of the children live in poverty.

### *Background:*

The *Community Hero Program* was initiated in 1997 by Commonweal, Inc., a for-profit company dedicated to improving the vitality of communities through the involvement of neighborhood-based volunteers and merchants. Commonweal's vision was to create a program that would marshal market forces to solve social problems. The program attracts and retains new volunteers by offering an incentive for service. Merchants participate because the program attracts potential new customers and showcases their civic mindedness and community involvement.

### *The Program:*

Through the *Community Hero Program*, volunteers of all ages earn "community service dollars" by volunteering their time at local nonprofit agencies. They can use the "dollars" at participating stores across the city. The Minneapolis Foundation assumed leadership for the program by providing critical support early on and by establishing a fund to collect individual and organizational investments.

### *Goals:*

- To cultivate the value of giving, in particular among youth from low-income neighborhoods who have never volunteered before;
- Expand the capacity of service organizations by augmenting professional staff with community youth volunteers; and
- Stimulate economic vitality in several Minneapolis neighborhoods by creating outlets for spending Community Service Dollars.

### *Key Partners:*

- Commonweal, Inc.
- The Minneapolis Foundation
- United Way of Minneapolis Area/Minneapolis Promise for Youth
- National City Bank
- Hennepin County Government
- Lake Street Partners/Lake Street Council

### *Strategy:*

The *Community Hero Program* provides young people from all backgrounds with an incentive to perform community service. The program helps demonstrate to the youth and the community, youths' potential to contribute to community change and improvement. In order to be eligible for the program, youth volunteers must pledge time to a specific organization that provides services in the community.

The "*community heroes*" participate in a variety of organizations and efforts. Examples of projects include: assisting the elderly, beautifying neighborhoods, tutoring and mentoring other young people and organizing neighborhood watch groups, particularly in low income neighborhoods.

The Minneapolis Foundation was an early partner and investor in this project, awarding a grant to a local nonprofit to pilot the program in one neighborhood. After the pilot, the Foundation established a fund to sustain the program by providing grants to service organizations that wished to participate but were unable to afford Commonweal's administrative fee.

The United Way has also been an important partner, recruiting more than 900 youth volunteers to participate in the program. United Way used the *Community Hero Program* as part of a local effort to deliver the fifth fundamental resource of America's Promise—an opportunity to give back through community service.

Two other important partners in the *Community Hero Program* are Hennepin County, home to Minneapolis, and National City Bank. Hennepin County pays the salary of two full-time workers who screen and recruit service placements (nonprofit organizations) to join the program. National City Bank also donates staff time to mailing Community-Service-Dollar-account statements to the local “heroes.”

### **Unique Elements:**

- By providing early leadership to the *Community Hero Program*, The Minneapolis Foundation allowed program leaders time to develop long-term partnerships with other funders and community businesses. In addition, The Foundation fosters economic growth in neighborhoods where they fund the program, leveraging their dollars more effectively.
- Long-term interest—a community foundation made a long-term commitment to this project by establishing the *Community Hero Fund*.
- The *Community Hero Program* has the potential to build the buying power and self-esteem of low-income youth. Future plans include the development of “credit cards” that can be swiped through a machine, automatically deducting community service dollars from Heroes’ accounts.
- There is a special emphasis on stimulating volunteer and economic activity in Minneapolis’ central neighborhoods, which also include recent immigrants and immigrant-owned businesses.

### **Results:**

#### **Supports service**

Program leaders plan to launch a formal evaluation that will indicate whether the *Community Hero Program* is effective in attracting new volunteers or keeping active volunteers involved. Interest in the program continues to grow. In April of 1997, 12 merchants, one community organization and 139 Heroes participated in the program. By March 1999, 74 merchants, 34 community organizations and 1,572 Heroes participated.

#### **Provides opportunities to franchise**

There are replication plans underway in other cities, and an organization in Japan inquired about the program. Commonwealth President and CEO Kevin Ryan has indicated his interest in having colleges and universities accept Community Heroes “dollars” for a portion of tuition.

### **Program Costs:**

**Annual Program Budget:** \$264,000

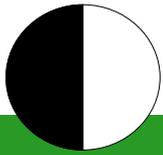
#### **Financial Partners:**

- \$210,000 (in-kind):  
Hennepin County
- \$50,000 (plus in-kind):  
The Minneapolis Foundation
- \$25,000: Norwest Foundation
- \$25,000: Prosser Foundation

### **What People Say:**

“The Minneapolis Foundation places a high priority on civic engagement, especially when innovative ventures also expand neighborhoods’ capacity and economy. This model of recruiting volunteers, rewarding their efforts and channeling resources through a neighborhood’s economy intrigues us. This program both fuels the fire of people willing to contribute to community, and engages the commercial sector. That’s a pretty remarkable exchange.”

*Dianne Lev, Director of Programs,  
The Minneapolis Foundation*



## Spotlight on The Noble County Community Foundation, Inc.: *Care and Share*

### ***Foundation Facts:***

Founded in 1991, the Noble County Community Foundation, located in Ardmore, Oklahoma has assets of \$13.5 million and distributes approximately \$900,000 in grants annually.

### ***Background:***

The Noble County Community Foundation was created to be more than just a foundation that disseminated grants. It was launched as a community problem-solving organization. In 1995, the Foundation decided to use half of its unrestricted dollars to create, facilitate and operate programs. *Care and Share* was the first major program the Foundation started.

### ***The Program:***

*Care and Share* is a philanthropy curriculum developed by the Noble County Community Foundation for third and sixth grade students. Adult volunteers teach the curriculum to every third and sixth grade class in the County once a year. After the students have completed the curriculum, the Foundation provides them with small grants to launch their own community-service projects. Examples of recent community service projects include, sprucing up a local park, raising support for families who have lost their homes in a fire, and building flower boxes for senior citizens.

### ***Goals:***

- Cultivate an ethic of service among young people, beginning at an early age;
- Build public awareness of the positive power of youth and teach children the importance of their work; and
- Provide a practical learning experience. Teachers are encouraged to use the service project to reinforce academic skills.

### ***Key Partners:***

- Noble County Community Foundation
- Noble County's three school corporations and its parochial schools

### ***Strategy:***

The Foundation made *Care and Share* a priority in order to instill an ethic of service and philanthropy in children at an early age. Foundation leaders felt that without building an ethic of service the Foundation's goal of improving the community would be compromised and they wanted to impress upon Noble County citizens the connection between serving and philanthropic giving.

Repetition is an important part of the program. When the program is fully implemented, children throughout the County will be involved in *Care and Share* projects in third and sixth grades and again in high school.

Funding for *Care and Share* is provided by the Foundation, but the schools are essential partners as they are responsible for building the project into classroom time and coordinating the students' service projects.

### ***Unique Elements:***

- The program has an established philanthropy curriculum so students not only raise money and do service projects, they learn that their efforts are part of a broader movement to improve their communities.
- The program begins when children are very young.
- *Care and Share* is a school-based approach to youth philanthropy, while most youth philanthropy programs are run outside schools.

## ***Results:***

### **Raises the bar for adults.**

Students have been so good at leveraging their funds, the Foundation now requires adults who receive grants to leverage their funds as well. One group of third graders leveraged their \$300 in grants to \$3,600 that was used to help a family whose home had been destroyed by fire.

### **Involves adults in service.**

In addition to adults encouraging children to serve, the students themselves have recruited and organized hundreds of adult volunteers, from parents, to teachers to religious and community leaders.

### **Performed dozens of service projects.**

In *Care and Share's* first year, students completed 28 projects that involved more than 12,000 hours of volunteer time. Since then, the numbers have continued to grow each year.

## ***Program Costs:***

**Annual Program Budget:** \$5,000

### **Financial Partners:**

\$24,000 (plus in-kind support):  
Noble County Community Foundation, Inc.

\$5,000: (endowment)  
Bank One (formerly NBD Bank).

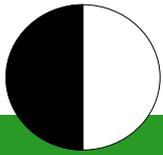
## ***What People Say:***

“The basic idea is to teach young people that it takes everyone in a community to make it a healthy and safe place to live. We say, ‘If your mom is home sick, and someone brings supper, that is service. And if the farmer down the road is sick, and someone combines his beans, that is service.’”

*Nancy Plummer, Executive Director,  
Noble County Community Foundation, Inc.*

“I learned that nobody is as strong as everybody. You can get a lot done with a lot of people.”

*Sixth Grader, Central Noble Middle School*



## Spotlight on Peninsula Community Foundation: *Samaritan House Medical Clinic*

### ***Foundation Facts:***

Founded in 1964, the Peninsula Community Foundation, its donors and its partners in philanthropy provide nonprofit and public organizations with funding in support of children and families, education, housing, health and human services, and community arts and culture. With assets of \$226 million, the Foundation, located in San Mateo, California provides approximately \$30 million in grants annually.

### ***Background:***

The nonprofit Samaritan House has served low-income citizens in the San Mateo community since 1974, providing services such as emergency food supplies, hot meals and rental assistance. In 1992, Samaritan House recognized another pressing need—medical care. For the next several years, a few volunteer doctors ran a clinic several times a month, using exam tables squeezed into the nonprofit’s tiny conference room. The service was so popular, people had to wait up to three months to see doctors.

Peninsula Community Foundation—a longtime Samaritan House supporter—heard about the clinic in 1995 and notified the Executive Director about new grant funds available for health care. The clinic applied for and received a Community Foundation grant to cover the rent on a suite of offices located on a street with many medical buildings.

### ***The Program:***

The *Samaritan House Medical Clinic* is a free clinic that provides medical, dental and eye care to uninsured people of all ages in the San Mateo area. The clinic primarily serves the area’s large Hispanic community. The clinic is staffed by retired primary care physicians as well as a wide array of specialists such as cardiologists and oncologists, all of whom volunteer their time. Patients may also receive prescriptions free of charge. The Community Foundation played a key role early on by encouraging and funding the clinic’s move from makeshift quarters to real offices.

### ***Goal:***

- To provide free health and dental care to low-income people. Most low-income people have little or no access to dental coverage.

### ***Key Partners:***

- Samaritan House
- Mills-Peninsula Hospitals
- Peninsula Community Foundation

### ***Strategy:***

More than 130 doctors, nurses, interpreters and others volunteer their time to staff the clinic, which has only three paid employees. Many of the volunteer doctors and nurses, as well as the volunteers who serve as receptionists and do other administrative work are retired.

The clinic relies heavily on the in-kind donations and services of health-care providers, including Mills-Peninsula Hospitals, which provide free lab work and diagnostic tests—including expensive CAT scans. In addition, two local pharmacies, an optician and a dental lab provide products at discount prices to clinic patients.

The new offices were critical in attracting these new volunteers to the clinic. There was more space for doctors to work, including four exam rooms, offices for a dentist and to provide eye care. The attraction for the volunteer doctors was that they were able to put their skills to good use and to enjoy the social interaction they had when they worked together in hospitals.

The volunteer doctors usually volunteer a few days per month. In fact, the demand for volunteer opportunities has increased so dramatically that the clinic is sometimes forced to limit doctors’ hours so everyone has a chance to serve.

Since the clinic opened the new offices, other donors have come forward, but the Peninsula Community Foundation still remains involved. They continue to provide funding for the rent and have increased their contribution over time to pay for services such as expanded dental care.

### *Unique Elements:*

- Senior citizens are often tapped to volunteer, but it is rare for so many retirees to volunteer their time practicing their profession.
- The Peninsula Community Foundation was proactive in reaching out to Samaritan House, scaling up a good idea with the right resources at the right time. By providing funds for space and infrastructure, the Foundation enables Samaritan House to focus on providing services to people who need them.

### *Results:*

#### **Thousands served.**

The clinic's doctors and dentists care for approximately 5,000 patients each year. Besides helping people when they are ill, the clinic is also committed to preventive care. The clinic provides \$61,000 in medical services each month.

### *Program Costs:*

**Annual Program Budget: \$183,000**

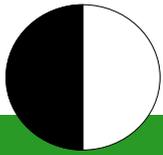
#### **Financial Partners:**

- \$170,000: The David and Lucille Packard Foundation
- \$132,000: Peninsula Community Foundation
- \$125,000: The Rotary Club of San Mateo
- \$100,000: Samaritan House (These funds were provided by the John and Rhonda Luongo family, donors to Samaritan House)
- \$50,000: The Peninsula Health Care District
- \$10,000: J.H. Robbins Foundation

### *What People Say:*

"We could not possibly do what we're doing without our volunteers. There's really a win-win here...Because we have so many volunteer specialists, we can go way beyond simple primary care, and we bring to the doctors a place to practice medicine without inhibition because it's free, there's no paperwork. They feed back to me their sheer joy of doing what they were trained to do."

*John Kelly, Executive Director,  
Samaritan House*



## Spotlight on The Rochester Area Community Foundation: *Youth as Resources*

### ***Foundation Facts:***

Founded in 1972, the Rochester Area Community Foundation, located in Rochester, New York has assets of \$100 million. The Foundation distributes more than \$7 million in grants annually. Its primary areas of interest include civic engagement, early childhood education, youth development and family strengthening.

### ***Background:***

The Rochester Area Community Foundation and other community leaders decided in 1992 that the metropolitan area should have its own *Youth as Resources* program. The Foundation agreed to begin the program by providing money for mini-grants and helping the young people in the program solicit and review grant proposals. The Foundation's long-term goal was to pass the administration of the program on to a youth-oriented organization.

### ***The Program:***

*Youth as Resources (YAR)*, based on a national program model founded in Indiana, gives young people an opportunity to serve their communities and play a key role in philanthropic efforts as well. Young people develop proposals for community service projects and submit them to a Council comprised of six young people and two adults. The Council awards grants ranging from \$400 to \$750 for projects that are youth-developed and "driven." In order to qualify for funding, the proposals must be written and implemented by young people.

### ***Goals:***

- Cultivate an ethic of service in young people;
- Help young people develop leadership skills; and
- Increase the self-esteem of young people.

### ***Key Partners:***

- Rochester-Monroe County Youth Bureau
- Rochester Area Community Foundation

### ***Strategy:***

From the beginning, the Foundation worked closely with the Rochester-Monroe County Youth Bureau, which was running the Youth Participation Project (YPP), a program designed to help young people develop community leadership skills. The Foundation spent the first three years training YPP's staff and youth members to run a grantmaking operation.

The Foundation continues to provide the majority of the funding for the program, but today YPP manages the program with help from the City-County Youth Council. Young people administer all aspects of the project, from distributing grant applications and selecting grantees, to monitoring community-service projects and presenting results to funders. The project currently distributes \$14,000 each year for 20 to 30 service projects. More than 1,300 young people, from 8 - 21 years of age, have participated in community service projects since the Rochester Youth as Resources program was founded in 1992. Projects have ranged from the relatively simple to the very complex. Examples of funded projects include an after-school recreation program for middle school students and the establishment of a credit union for high school students who are saving for college.

### ***Unique Element:***

- The Rochester Area Community Foundation has gone beyond offering financial support to youth-run efforts by training young people themselves to be grantmakers and by allowing them to make decisions regarding the allocation of resources to programs that affect young people. Through the *Youth as Resources Project*, the Foundation has also played a leading role in establishing and promoting the link between service and philanthropy, especially among young people.

## *Results:*

### **Cultivates an ethic of service and philanthropy among youth.**

The project exposes young people early in their lives to the concept of giving, in terms of traditional philanthropy—the giving of money, as well as their giving of time to community.

### **Creates youth leaders.**

The young people who serve as grantmakers focus attention on providing leadership opportunities for other youth in the community. The youth leaders create and operate conferences and workshops to teach young people how to organize service projects. In 1998, two Rochester youth board members were chosen as trainers for the national *Youth as Resources*, teaching other young people around the country how to set up the *YAR* model as well as manage similar initiatives.

### **Builds community resources.**

Several of the service projects have been so successful that they've been adopted by outside funders and have become permanent programs. One of the most successful projects was an after-school recreation program for middle school students, which began with a \$400 grant and operated once a month. The local school board now finances the program with support from the community, and the program is offered four times a month.

## *Program Costs:*

**Annual Program Budget:** \$14,000

### **Financial Partners:**

\$80,000: Rochester Area Community Foundation

In-kind support:  
Rochester-Monroe  
County Youth Bureau

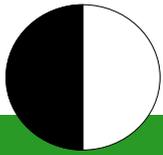
\$4,000 (and in-kind support):  
United Way of Greater  
Rochester

\$8,000: Daisy Marquis Jones  
Foundation

## *What People Say:*

“The whole premise of this program is that young people are resources and not problems. ... (We started it because) there was a lot of negative publicity about young people, and also the fact that so much attention has been paid to children “at risk,” which is a term I hate. People talk about, ‘These poor kids need so much.’ We thought, let’s do something that builds on their strengths.”

*Bonnie Hindman, Vice President Grants and Programs, Rochester Area Community Foundation*



## Spotlight on The East Tennessee Foundation: *Alliance for Youth Fund*

### ***Foundation Facts:***

Founded in 1985, the East Tennessee Foundation, located in Knoxville, Tennessee has over \$50 million in assets and distributes approximately \$8 million in grants annually. The Foundation focuses its grant-making in four areas: arts and culture, community development, children and youth, and education.

### ***Background:***

In 1996, the East Tennessee Foundation began to convene foundations on a quarterly basis to share information and grantmaking strategies, and to develop opportunities to work together more effectively. They began by sharing information, referring prospective grantees to one another and conducting joint site visits to programs. Through the course of these meetings, they identified their shared commitment to youth development in the Knoxville community.

As the plans for the Knoxville Summit evolved, the foundations decided to create a fund to ensure that resources would be available to implement the activities and initiatives stimulated by the Summit.

### ***The Program:***

The *Alliance for Youth Fund* is a donor-advised fund of the East Tennessee Foundation created to make grants in support of Knoxville's Promise. Knoxville's Promise was adopted as a special project of the East Tennessee Foundation and later was spun off as an independent nonprofit organization. The Knoxville Summit built upon the goals and messages promulgated at the 1997 President's Summit in Philadelphia. The *Alliance for Youth Fund* ensures that resources are available to support programs and services for children in order to encourage their healthy development. Nine foundations contribute to the Fund and each contributing foundation participates on the Board of Knoxville's Promise.

### ***Goal:***

- Ensure that there are resources available for ongoing programs and initiatives aimed at improving the lives of young people in Knoxville and the surrounding area.

### ***Key Partners:***

- East Tennessee Foundation
- Clayton Family Foundation
- Robert and Monica Cole Foundation
- Cornerstone Foundation of Knoxville
- Kate Collins Roddy and J.P. Roddy, Sr. Foundation
- Pilot Corporation/Haslam Family
- Knoxville Christian Community Foundation
- The Knox Children's Foundation
- Lucille S. Thompson Family Foundation

### ***Strategy:***

By establishing a fund dedicated to Knoxville's Promise, the Foundation has highlighted the role that the commitment of time, energy and funding can play in the successful development of a community's youth. The Foundation promotes the value and ethic of service in other ways as well, providing staff for an innovative service program that gives inner city youth the opportunity to perform community service in rural Campbell County and rural youth the opportunity to perform community service in downtown Knoxville. The *Alliance for Youth Fund* remains at the East Tennessee Foundation, and each of the foundations involved in the fund serves as a donor advisor in addition to serving as a member of the Knoxville's Promise Board of Directors.

## *Unique Elements:*

- Foundation leaders work together to create an infrastructure that ensures the continuity of services and programs for local youth.
- The East Tennessee Foundation has combined traditional grantmaking with substantial investments of staff time, organizational resources and leadership to ensure that Knoxville's Promise is a success. The Foundation has also played a key role in energizing, mobilizing and coordinating colleagues in philanthropy who are interested in issues related to children.

## *Results:*

**Creates a focused philanthropic strategy that leverages funds.**

Knoxville's many family foundations and other private foundations have traditionally worked alone. This effort provides a basis for collaboration, the development of common goals and a strategic approach to collective and collaborative grantmaking.

## *Program Costs:*

**Annual Program Budget:** \$160,000

**Financial Partners:**

A total of \$238,000 has been raised from nine contributing foundations.

## *What People Say:*

"We came together in the spirit of building community with a strong commitment to youth. We know that today's youth will be the stewards of our future and we believe that the world can be a better place if every child is given the opportunity to reach her/his full potential."

*Terry Holley, Vice President for Programs and Rural Development, East Tennessee Foundation*

# The Grantmaker Forum on Community and National Service

The Grantmaker Forum on Community and National Service was founded in 1993 to represent the interests of grantmakers nationwide who share a belief in the power of service and volunteerism as community problem-solving strategies. The Grantmaker Forum includes the full spectrum of philanthropy, from corporate foundations to family foundations, from private foundations to community foundations. The Grantmaker Forum is devoted to building awareness of the value and ethic of service and volunteerism and to maximize opportunities for all Americans to give of themselves for purposes greater than themselves. We believe that service rewards not only those who receive it, but also those who give it and that the ethic of service is the foundation of civic responsibility and self-reliance. Though focused primarily on the philanthropic sector, the Grantmaker Forum strives to build broad-based, cross-sector support for our work.

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Ewing Marion Kauffman Foundation  
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The New York Community Trust  
Rockefeller Brothers Fund  
The Surdna Foundation

## Co-Chairs:

Nick Bollman, *The James Irvine Foundation*  
Chris Kwak, *W.K. Kellogg Foundation*

## Task Forces and Work Group:

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*Henry M. Jackson Foundation*

**Research** Sylvia Robinson, Chair  
*Ewing Marion Kauffman Foundation*

**Communications and Policy Work Group**

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