

# Annual Report 2020 Meeting the Moment



# A staggering pandemic; a national uprising for racial justice; a series of increasingly grave threats to our democracy: In so many ways, 2020 upended our lives and our work. But throughout it all, the PEAK community rose to meet the moment.

In short order, you redefined your priorities and adopted new practices to meet the demands of nonprofit partners and the communities we serve—and PEAK rallied to support you. Following the cancellation of our in-person annual conference, you made the move along with us to virtual spaces for learning together and supporting one another. You also tapped into PEAK's online assets at unprecedented levels, activating resources, reports, and insights through your amazing work.

And in tackling the immediate challenges, we were all inspired to imagine how we might transform grantmaking for the long term by developing more equitable, effective, and efficient grantmaking practices, deeply rooted in and supported by our Principles for Peak Grantmaking; by empowering our members to lead change within their organizations; by lifting up the profession and practice of grants management; and by amplifying the unique contribution to philanthropy that PEAK and our members make.

Here, we report on the progress PEAK made toward our strategic goals in 2020, raising up voices from across our community to tell the story of how:

We deepened community engagement and support through volunteerism, contributing memberships, and an expanded network;

We empowered members with the tools, knowledge, and skills to succeed in their roles and lead practice change in organizations and the sector; and

We rallied as a team to meet the unprecedented challenges of the past year, emerging stronger than ever.

In solidarity,

#### Satonya Fair, JD

President and CEO, PEAK Grantmaking

#### Adriana Jimenez

Co-Chair, PEAK Grantmaking Board of Directors Associate Director of International Operations, American Jewish World Service

#### Steven Casey

Co-Chair, PEAK Grantmaking Board of Directors Associate Director, Grants Management, MacArthur Foundation

In 2021, we introduced evolved vision and mission statements, serving as our new North Star—guiding development of a new strategic framework, and inspiring all we do:

#### Our vision

Realizing the full potential of philanthropy to drive equity and opportunity.

#### Our mission

Transforming philanthropy by elevating the field of grants management and empowering grants professionals to lead the way in operationalizing equity-centered, values-driven grantmaking practices.

#### Our values

Community; Diversity, Equity, and Inclusion; Integrity; Learning; Partnership; Transparency

Apropos to the realities of 2020, this report features a series of remote-capture portraits via Zoom. Thank you to our members and partners for sharing where they live and work! Photography by Greg Smith | <u>iMediasmith.com</u>

"PEAK stands in solidarity with the fight against systemic racism, oppression, and police brutality. We stand with those who have peacefully demonstrated in the name of justice and equality across this nation. We stand with those fighting for human dignity and respect, especially where it is denied based on nothing more than the color of someone's skin. As the protestors have demanded, we must turn our aspirations into action.

Our organization works tirelessly to drive change in the practice of philanthropy and provide a framework for equitable grantmaking. I am honored to be part of a community dedicated to bettering our craft and guiding the evolution of philanthropic practice toward inclusivity, equity, and understanding. Join with us in standing with this movement, confronting the plague of systemic racism, and taking action to make real change happen."



Steven Casey
Associate Director, Grants Management, MacArthur Foundation
PEAK Board of Directors Co-Chair

We Stand in Solidarity, June 10, 2020

# How we deepened community engagement and support through volunteerism, contributing memberships, and an expanded network:

# The PEAK community continued to grow

In 2020, our membership set new records for investment in PEAK, thanks to the support of our new and returning contributing Organization Members, including a new tier of Sustaining Organization Members who committed funding above and beyond their annual dues.

We also grew our network by engaging grants professionals from a wider group of funders and expanding participation within contributing member organizations beyond the grants management team.

#### Membership:

**5,562**people in our network
up 25% from 2019
with 1,537 new people

**2,171 organizations in our network**up 13% from 2019

**470 contributing Organization Members**up 28% from 2019

**22**Sustaining Organization Members

with 119 new members

"I am a proud long-time member of PEAK Grantmaking and proud that the Disability Rights Fund supports PEAK as a Sustaining Organization Member. In addition to providing high-quality information, resources, and training opportunities to our team, and access to some of philanthropy's best thought leaders and partners, PEAK has done an amazing job of elevating the roles of grants management professionals as the changemakers that we are.

No longer relegated to the sidelines, PEAK shows that grants management can be at the forefront of driving change within our organizations and communities that we serve. I'm fortunate to live this reality at DRF, where I am a member of the management team and inform decisions about our grantmaking process, policy development, technology, data sharing, accessibility, and grantee communications. I love being involved with and contributing to the PEAK community (my tribe!) and learning from this fantastic group of doers, learners, and leaders."



Arlene Wilson-Grant
Director of Grants Management
Disability Rights Fund

"Throughout 2020, our chapter stayed connected with monthly virtual meetings. Pre-pandemic, we'd shifted to a hybrid model of in-person and call-in participation to connect hubs of grants managers across our region. When we went all-virtual, we were thrilled to maintain so many regulars and welcome new faces to the group. We kept the sessions informal, checking in with each other and sharing the many lessons learned as we navigated working from home, emergency grantmaking, and reducing the burden on our grantees."



**Kelly Costello**Grants Manager, Rose Community Foundation
PEAK Rocky Mountain Chapter Chair

### 241 volunteers stepped up to lead

As a member-led and member-driven organization, PEAK looks to our community to guide our work. Volunteers lead our 14 chapters, collaborate with staff to develop initiatives and programming, and contribute to publications, resources, and events.

Volunteering with PEAK is meaningful: In our annual volunteer satisfaction survey, PEAK garnered consistently high marks for the value of the experience—in building new skills, contributing to peers and the field, and expanding their networks—as well as for supporting volunteer success and appreciating their contributions.

#### Volunteerism:

**22** served on our board of directors

**104** contributed as speakers or writers

**76** served as chapter officers

98% plan to volunteer again

**83** served on committees, working groups, and advisory councils

"2020 was a challenge for all of us, and I don't think I would have met mine as well without the PEAK community. From the community conversations and communities of practice (where we came together to call it as we saw it), to the just-in-time premiere of our new Journal centering on Black Voices in Grants Management (which I shared with all of my colleagues and beyond), to Steve Casey's moving statement of solidarity as the new PEAK board co-chair, a husband of 20 years, a father of two boys, a 54-year old African American male, and a fellow grants manager (it's important to sing all of those out): The people of PEAK held authentic space for us. They saw us. They encouraged us. They showed us how we were changing the world."



Suki O'Kane
Director of Administration, Walter & Elise Haas Fund
PEAK Board of Directors Member

# How we empowered members with the tools, knowledge, and skills to succeed in their roles and lead practice change in organizations and the sector:

### Member engagement soared

Across the year, we saw community participation reach unprecedented levels, including enthusiastic attendance at 93 virtual events—community conversations, chapter meetings, and webinars—and record numbers of PEAK resources downloaded, insights read, and social network connections made.

Connecting is more important than ever: In the PEAK tradition of generous peer-sharing, members supported one another in tackling the urgent issues they each faced using PEAK's CONNECT discussion forums. Members logged nearly 45,000 sessions—with 80 percent starting a new discussion thread—to ask questions, offer help, share experiences, and download peer-contributed templates and sample documents from the CONNECT library.

#### **Event attendance:**

**9,718** total participants up 146% from 2019

**4,013**unique participants
up 116% from 2019

**2,218 chapter meeting participants**up 10% from 2019

#### Online engagement:

**140K**website visits
up 74% from 2019

**45K CONNECT sessions**up 150% from 2019

**11.5K**resource downloads
up 80% from 2019

**8K** social following up 43% from 2019

"The reason for my success as a grants manager is my relationship with PEAK. At every annual conference, it's not just what I learn in the sessions, but in between the sessions. The friendships that I've made sustain me. There are days where I feel like no one understands me, then I go to a chapter meeting, talk about my challenges, and come away feeling I'm being heard. My PEAK colleagues challenge me to think about how I do things and push me to a higher level. The power of PEAK is that members step up to share their knowledge and insights with anyone who asks."



**Lisa Torres**Grants Manager, Coleman Foundation

"Just as the pandemic hit, PEAK led the field of philanthropy by demonstrating how to successfully move to a virtual conference. Many of us were heartbroken after months of preparation for what would have been the most-attended PEAK conference ever. Very PEAK-like, the team was resilient and adaptable, with staff and volunteers doing whatever was needed to move forward with PEAK2020 Online! I was honored to serve alongside conference co-chairs Shonda Barnett and Candy Champion, and I am thankful for a community that helped me learn new processes and adapt to an all-virtual world, while addressing the most urgent needs of our lifetime."



**Sue Fulton**Chief Financial Officer, Endowment for Health
PEAK2020 and PEAK2021 Co-Chair

# PEAK2020: A successful pivot from in-person to virtual

Just days before 975 conference attendees (a record!) were set to arrive in Seattle, the first signs of the pandemic's landfall emerged. With heavy hearts, PEAK's Board of Directors made the decision to cancel, prioritizing the safety of our community and the communities in which we live and work. Attendees didn't just applaud the decision—they rallied to support it. Understanding the position PEAK was in, the majority of registrants converted their conference fees into contributions or new memberships. We offer heartfelt thanks to the 19 foundations and companies who provided generous and unwavering support as we crafted an online experience to bring our community together with purpose and meaning.

Two months later, PEAK2020 Online had brought together more than a thousand attendees for a monthlong learning and networking series centered around the theme of Courage in Practice. Via Zoom, we welcomed the grantmaking community for a kickoff event that combined PEAK's annual meeting with some virtual networking fun, plus three keynotes and 14 breakout sessions, chapter meetings, and an exhibitor expo.

#### PEAK2020 online:

**1,132** attendees

session attendees (on average)

**234 keynote attendees** (on average)

sponsors and exhibitor

"I am from Haiti, and while I faced and fought colorism in my country, it has been very hard grappling with the race struggles of Black Americans. In 2020, PEAK provided a safe space for me to voice my concerns, frustrations, and disappointments. It provided a platform for Black, Indigenous, and People of Color to just be and support racial equity in their workplace. I joined one of PEAK's new affinity groups because I want to enhance Black voices in the philanthropy and grants management worlds, while also learning more about the best community practices on race issues."



Edberte Beauzile
Program and Financial Compliance Officer, Campaign for Tobacco-Free Kids
PEAK Race and Racial Equity Affinity Group Advisory Council Member

### Advancing the practice of Principles for Peak Grantmaking

**Truly, PEAK** is where practice meets principle. With the 2019 launch of our Principles, PEAK issued a clarion call for action to transform the practice of philanthropy into the practice of principled grantmaking, helping grants professionals lead the way with a values-driven, equity-centered, practice-based roadmap for change.

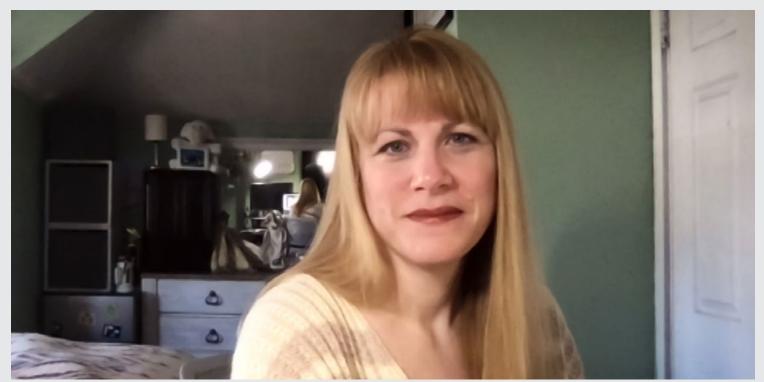
Across 2020, we rolled out suites of resources to support the adoption of two Principles: Narrow the Power Gap and Drive Equity. We published how-to guides and case stories for our members, and webinars and action planners for the broader community; we also highlighted the Principles in programs and other publications, elevating stories of the practice shifts implemented by our members to meet the moment and pave the way for permanent, transformative change.

# We built community in new ways

**It's all about doing it together:** PEAK encourages our members to network with peers and build skills, knowledge, and expertise alongside them; to share effective, equitable grantmaking practices; and to support one another in the non-stop work of changing philanthropy.

In 2020, we launched **communities of practice** to support peer-to-peer learning and build connections among the advocates and change agents who will transform philanthropy. In addition, we began development of volunteer-led **affinity groups** for Small Foundations, Corporate Grantmakers, and groups based around race; a **pilot mentoring program** in partnership with our PEAK Northeast chapter; and two new **virtual cohorts**, *Grants Management 101* and the *Equitable Evaluation Initiative: Making the Case Collaboratory*, co-hosted with Grantmakers for Effective Organizations, Southern California Grantmakers, and Funders Together to End Homelessness.

"As we continuously work to be a better funder and a better partner, I often find myself returning to PEAK's Principles and bringing them into discussions with colleagues. With so many urgent needs coming up for grantees during the COVID-19 crisis, Tie Practices to Values has been particularly meaningful. On our website, we talk about our commitment to 'flexibility and nimbleness' so we can respond to evolving circumstances, center our partners' needs, and avoid rigidity and bureaucracy. The pandemic challenged us to make that commitment real. We realize that there will always be an uneven power dynamic to funding, but doing what we can to mitigate this is imperative. By no means do we have all the answers. This is a work in progress, and we look to other funders doing this work as a model."



**Kerri Hurley**Director of Grants Management, Barr Foundation
PEAK Board of Directors Member

# Our new *Journal* sparked fresh thinking about the best way forward

2020 heralded the launch of a reenvisioned *PEAK Grantmaking Journal*. Our bold new flagship publication, available in print and digital formats, delves into critical areas of practice—inviting thought leadership from across our community (and beyond) that challenges us all to rethink norms and transform practices.

The new Journal debuted in February with the **Black Voices in Grants Management** issue, highlighting the experience, work, and ideas of Black grants management professionals, while covering inclusive cultures, equitable grantmaking practices, allyship, and more. Our fall edition on **Reimagining Grantmaking** issued the challenge, *How do we take to the lessons of this critical time and move beyond short-term, incremental change to truly reimagine grantmaking?* 

## Easier access to PEAK's resources and insights

We responded to members' call to improve our online experience with more intuitive navigation, search, and access features for PEAK's online platforms. Across 2020, we advanced a series of website development projects that consolidated our insights and resources into convenient hubs; streamlined the search, login, and access process for tools and reports, on-demand webinars, and publications; and more, including the launch of a new job board that makes it easy for members to search and post.

"The opportunity to guest-edit the Reimagining Grantmaking issue of PEAK's Journal, alongside Cristina Yoon, gave me the space to look at field-level issues and to bring influential voices—including smaller voices that aren't always amplified—into a necessary conversation. Highlights for me: working across storytelling mediums and narrative techniques, the amazing visual art, member testimony, personal stories, research, and thoughtful discussions.

For so long, grants management professionals have been dreaming of and preparing for this shift, but most of our institutions weren't ready. 2020 showed the old excuses to be irrelevant, and the *Journal* put our aspirations out there and modeled change in a really creative way."



Jane Ward
Grants Director, Meyer Foundation
PEAK Board of Directors Member
Guest Editor, PEAK Grantmaking Journal Fall 2020, "Reimagining Grantmaking" issue

"The purpose of this edition of the Journal is to bring Black voices in grants management into the light and invite the broader PEAK membership and philanthropic community into some of these unheard experiences. We want readers to absorb the variety of these experiences: To see color. To sit with the audacity of Black voices being heard and shaping the narrative. To feel the weight on Black agency and voice, and understand how the possibilities of this sector became damaged under the pressure to assimilate and conform to white-dominant culture. To challenge yourself to be uncomfortable. To discern the lessons from participating white allies. We want the Black grants community to know that your voice matters, and now has a platform to be heard."





Roland Kennedy, Jr.
The Greenwood Initiative at Bloomberg Philanthropies
Guest Editor, PEAK Grantmaking Journal Spring 2020

### We amplified impact through partnerships

Throughout 2020, we collaborated with philanthropy-supporting organizations, funders, and companies to co-create initiatives, co-host workshops, co-author content, and collectively support urgent calls-to-action.

Working alongside **20 strategic partners**, we co-created initiatives that advanced equitable grantmaking practices using demographic data; championing trust-based philanthropy; assessing grants management systems; examining the intersection of philanthropy, technology, and equity; and more. In addition, we presented at 27 partner-hosted events and webinars, and engaged 51 partners as speakers at our events and as contributors to our publications.

"We celebrate our partnership with PEAK, and how it's encouraged best practices across the sector! In 2020, PEAK joined Candid, CHANGE Philanthropy, and D5 Compass on a national tour to encourage foundations to prioritize the use of demographic questions. As the Data Divas—a mythical band!—we helped funders understand how this valuable information equips the sector to examine realities in ways previously unavailable to us, to navigate new considerations in funding, and to center equity in grantmaking. Funders heard us and are increasingly turning to the updated GuideStar by Candid Nonprofit Profiles as the standard for understanding who organizations serve and the demographic makeup of their staff and board."



Carly Hare
National Director/Coalition Catalyst,
CHANGE Philanthropy



**C. Davis Parchment**Director of Partnerships, West, Candid

"2020 brought our needs into stark relief. I don't know a single person who hasn't lost a loved one, endured economic disruption, or taken on a grueling second (or third or fourth) job as educator or caretaker. Meanwhile, our key institutions continue to fail us: fail to combat, or even recognize, the violence that they perpetuate and sometimes commit. But this year has also been marked by accomplishments in many of the areas to which we, as philanthropic professionals, apply our efforts every day. The past year has driven my fury and my love to heights I never imagined. PEAK colleagues and staff have been guiding lights, showing how to mobilize these emotions. To move forward, hand in hand. To call out uncomfortable things. And sometimes, even, to seize a victory."



Rikard Treiber
Senior Director, Grant Operations
Peter G. Peterson Foundation
PEAK Board of Directors Co-Chair, 2020

# How we rallied as a team to meet the unprecedented challenges of the past year, emerging stronger than ever:

# Our board led PEAK through a time of crisis

In the absence of an executive leader, the onset of the pandemic required the executive committee to step in and co-lead over the first half of the year, supporting staff and providing direction. Late 2020 saw a renewed focus on board assessment and plans to strengthen core committee functions and roles, while prioritizing opportunities for good governance practices.

### We strengthened our team's capacity and culture

In a year of uncertainty, the PEAK staff ensured the continuity of our work by demonstrating their collective talent and unflagging dedication. In turn, PEAK is dedicated to maintaining our team's inspiration, dynamism, and diversity, and to supporting their success by fostering innovative ideas, professional growth, and a commitment to excellence.

#### PEAK welcomed a new leader

In June, we were thrilled to announce that Satonya Fair was joining us as PEAK's first president and CEO. A leader in the grantmaking field already known to many of us, Satonya brought with her a decade of engagement with PEAK – from her longtime conference participation as speaker, sponsor, and co-chair to her dynamic service on the board and executive committee. Satonya hit the ground running in August with a "listening tour" that engaged key stakeholders from around the sector, and visioning work to plot the direction for our new strategic plan – and our next 25 years.

"I pledge to be a leader who listens, learns, and inspires. We will only achieve the future we seek, for PEAK and for philanthropy, by taking risks, driving innovation, and persisting undaunted. I look forward to the time when the PEAK community is back together in person—sharing conversations hushed and loud, catching up on all the hugs, fist bumps, and high fives that we're storing up for the occasion. This storm will pass. My hope, and my aim, is that its clearing will reveal a scene of deeper humanity, greater goodwill, and a more enlightened philanthropic sector."

Reflections From Our New President and CEO, August 24, 2020



Satonya Fair, JD
President and CEO, PEAK Grantmaking

"2020 challenged our team to work together and move boldly. The day after we learned that PEAK2020 Seattle would be cancelled, we gathered to mourn, rally, and re-envision what was possible, leading directly to the PEAK2020 Online experience. This scene played itself out again and again as we listened deeply to our community, and to each other, then jumped into response mode.

As a team, we learned to work more seamlessly: stepping in when a colleague had to set something aside, supporting one another through the very real grief of our up-ended lives; jumping on the phone to tackle a new problem and implement the solution in real time. We can't say we got it all right, but we had more hits than misses. And it never failed to bring a smile to our faces when one staff member would Slack #teamwork—and a colleague would reply with #dreamwork."



The PEAK Staff (from upper left): Altinay Cortes, Dolores Estrada, Satonya Fair, Elizabeth Guthrie, Clare Larson, Betsy Reid, Sara Sanders, Melissa Sines, and Carolyn Sosnowski; and, joining in 2021: Chantias Ford, Jesse Rhodes, and Dionne Thompson

# **Financials**

PEAK Grantmaking's audited financial statements are posted <u>here</u>, and a complete copy of our consolidated financial statements is available upon request.

#### **PEAK Grantmaking**

**Total Liability and Net Assets** 

Statements of Financial Position December 31, 2020 and 2019

Assets	2020	2019
Cash and cash equivalents	\$1,197,159	\$503,985
Grants and contributions receiveable	\$25,000	\$211,000
Prepaid expenses and deposit	\$102,567	\$57,220
Investments	\$1,047,863	\$1,052,104
Property and equipment, net	\$2,519	\$7,582
Total Assets	\$2,375,108	\$1,831,891
Liabilities	2020	2019
Accounts payable and accured expenses	\$52,791	\$81,056
Deferred revenue	\$391,442	\$630,087
Loan Payable - Paycheck Protection Program	\$189,873	
Total Current Liabilities	\$634,106	\$711,143
Net (Deficit) Assets	2020	2019
Without donor restrictions:		
Undesignated	\$491,750	-\$498,244
Board-designated operating reserve	\$1,047,863	\$1,052,104
Total without donor restrictions	\$1,539,613	\$553,860
With donor restrictions	\$201,389	\$566,888
Total Net Assets	\$1,741,002	\$1,120,748
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\$2,375,108

#### **PEAK Grantmaking**

Statements of Activities For Year Ended December 31, 2020

Revenue and Support	Without Donor Restrictions	With Donor Restrictions	Total
Grants and contributions	\$1,579,074	\$18,350	\$1,597,424
Annual conference	\$50,720	\$140,605	\$191,325
Other registration fees	\$14,029		\$14,029
Membership dues	\$719,089		\$719,089
Investment income	\$151,664		\$151,664
Product sales	\$1,890		\$1,890
Other income	\$30,385		\$30,385
Released from restrictions	\$524,454	(\$524,454)	-
Total Revenue and Support	\$3,071,305	-\$365,499	\$2,705,806

Expenses	Without Donor Restrictions	With Donor Restrictions	Total
Programs	\$931,373		\$931,373
Member engagement	\$516,838		\$516,838
Total program services	\$1,448,211		\$1,448,211
Management and general	\$585,322		\$585,322
Fundraising	\$52,019		\$52,019
Total supporting services	\$637,341		\$637,341
Total expenses	\$2,085,553		\$2,085,553
Change in Net Assets	\$985,753	(\$365,499)	\$620,254
<b>Net Assets,</b> beginning of year	\$553,860	\$566,888	\$1,120,748
<b>Net Assets,</b> end of the year	\$1,539,613	\$201,389	\$1,741,002

PEAK Grantmaking 2020 Annual Report

\$1,831,891

# **Acknowledgements**

We are grateful for the generosity, enthusiasm, commitment, and invaluable contributions of our members, volunteers, and supporters. Truly, you are the heart of PEAK!

#### Membership

**Sustaining Organization Members** 

Annenberg Foundation
Bill & Melinda Gates Foundation

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Bloomberg Philanthropies

Carnegie Corporation of New York

Chan Zuckerberg Initiative

Charles H. Dater Foundation

Charles Stewart Mott Foundation

Conrad N. Hilton Foundation

Meyer Foundation Fifth Third Foundation

Ford Foundation

Gordon and Betty Moore Foundation

May & Stanley Smith Charitable Trust

MacArthur Foundation

McKnight Foundation

Robert Wood Johnson Foundation

S. D. Bechtel, Jr. Foundation

The California Wellness Foundation

The Kresge Foundation

The Rockefeller Foundation

The Wallace Foundation

The William and Flora Hewlett Foundation

#### **Organization Members**

1892 consulting

3M / 3M Foundation

AARP Foundation

Abbott

Advancing a Healthier Wisconsin Endowment

Agnes M. Lindsay Trust Ahmanson Foundation

AIDS Healthcare Foundation

AIG

Allegany Franciscan Ministries

Alliance for Early Success

Alliance for Justice

Altman Foundation

Amalgamated Bank

America for Bulgaria Foundation American Jewish World Service

American Student Assistance

amfAR (The Foundation for AIDS Research)

Amgen Foundation

Andre Agassi Foundation for Education

Andrew W. Mellon Foundation

Animal Assistance Foundation

Annie E. Casey Foundation

Arabella Advisors

Archstone Foundation

Arcus Foundation

**Argosy Foundation** 

Arnold Ventures

Arthur M. Blank Family Foundation

Ascendium Education Group

Association of American Medical Colleges

Bainbridge Community Foundation

Bainum Family Foundation

Ballmer Group

Bank of Bermuda Foundation

Baptist Community Ministries

Barr Foundation Bessemer Trust

Best Buy

BHHS Legacy Foundation

Blowitz-Ridgeway Foundation

Blue Cross and Blue Shield of Louisiana Blue Cross and Blue Shield of North

Carolina Foundation

Blue Shield of California Foundation

Bohemian Foundation Borealis Philanthropy

Brinson Foundation

Build Up Advisory Group

**Bullitt Foundation** 

Burroughs Wellcome Fund

Burton D. Morgan Foundation

**Bush Foundation** 

C & W Creative Endeavors

C.E. and S. Foundation

California HealthCare Foundation

California Humanities

Campaign for Tobacco-Free Kids Candid

Capital One

Capital One Carlson Family Foundation

Cedarmere Foundation

Center for Cultural Innovation

Center for Effective Philanthropy

Center for Science in the Public Interest

Change Vantage Consulting Charles and Lynn Schusterman

Family Foundation

Charles K Blandin Foundation

CIGNA Foundation

Circle of Service Foundation

Citi Foundation City of Raleigh

Civic Allies Consulting

Claude Worthington Benedum Foundation

Cleveland Foundation ClimateWorks Foundation

Coleman Foundation
College Futures Foundation

Columbus Foundation Comcast Corporation Commonwealth Fund

Community First Foundation

Community Foundation for Greater Atlanta Community Foundation for South Central

New York

Community Foundation for the Ohio Valley Community Foundation of Northern Illinois

Connelly Foundation

Cooper Foundation
Council of Michigan Foundations

Crown Family Philanthropies
Daniels Fund

Dave & Cheryl Duffield Foundation
David and Lucile Packard Foundation

DC Bar Foundation

Delta Dental Community Care Foundation

Disability Rights Fund

Disabled Veterans National Foundation

DMV Collective Giving Network
Doris Duke Charitable Foundation

Dr. Bronner's Family Foundation
Dyson Foundation

East Bay Community Foundation

Edyth Bush Charitable Foundation

ELMA Philanthropies Endowment for Health Enterprise Holdings

Episcopal Health Foundation ESL Charitable Foundation

Evangelical Lutheran Church in America Evelyn and Walter Haas, Jr. Fund Ewing Marion Kauffman Foundation

Fidelity Bank
Fidelity Foundation
Fieldstead & Company
Firelight Foundation

First 5 LA

Fiscal Management Associates

Foellinger Foundation

Foundation for A Just Society
Foundation for Child Development
Foundation for Opioid Response Efforts

Fred & Jean Allegretti Foundation

Frey Foundation Fuller Foundation

Gaylord and Dorothy Donnelley Foundation

Genentech

General Service Foundation George Family Foundation Georgia Power Foundation

Getty Foundation GHR Foundation

Global Greengrants Fund

GlobalGiving

Grace S. and W. Linton Nelson Foundation

Grand Victoria Foundation

Grantbook

Grassi & Co Grays Harbor Community Foundation

Greater Charitable Foundation Greater Milwaukee Foundation

Greater New Orleans Foundation Greater Texas Foundation Group Health Foundation

Grove Foundation

Harold K.L. Castle Foundation

Harry and Jeanette Weinberg Foundation Hartford Foundation for Public Giving

Harvey L. Miller Family Foundation Hau'oli Mau Loa Foundation

Health Care District of Palm Beach County

Health Forward Foundation

Health Foundation for Western and Central

New York

Health Resources in Action Healthcare Georgia Foundation

HealthSpark Foundation
Heckscher Foundation for Children

Heising-Simons Foundation Helios Education Foundation

Henry Luce Foundation Hillspire

Hirsch Philanthropy Partners

HMSA Foundation Houston Endowment HRK Foundation Hudson-Webber Foundation

HumanitiesDC Humanity United Hyams Foundation Hyde Family Foundation

Hypertherm HOPE Foundation

Illinois Clean Energy Community Foundation InFaith Community Foundation Information Age Associates Innovation Process Design

Internet Society Foundation

Iowa West Foundation

Irene E. & George A. Davis Foundation

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James Irvine Foundation

Jay and Rose Phillips Family Foundation

of Minnesota Jessie Ball duPont Fund

Jessie Smith Noves Foundation

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John S. and James L. Knight Foundation John T. Vucurevich Foundation John Templeton Foundation

Johnson & Johnson JPMorgan Chase & Co. JPB Foundation

Kaiser Permanente Kalamazoo Community Foundation

Kalliopeia Foundation
Kansas Health Foundation
Kenneth Rainin Foundation
Kerrie Blevins Consulting
Kessler Foundation
Kim Foster Consulting

Knapp Community Care Foundation

Koret Foundation Laidlaw Foundation Laudes Foundation Lavelle Fund for the Blind

Lippman Kanfer Foundation for Living Torah

Lisa and Douglas Goldman Fund

# Acknowledgements (continued)

Longwood Foundation

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Lucile Packard Foundation for Children's Health

Lumina Foundation

Luminate Maddie's Fund

MADRE

Maine Community Foundation Maine Health Access Foundation Margaret A. Cargill Philanthropies

Margulf Foundation

Marion I. and Henry J. Knott Foundation

Mary Reynolds Babcock Foundation

Maryland Historical Trust

Max and Marian Farash Charitable Foundation

Max M. & Marjorie S. Fisher Foundation

McGregor Fund McNeely Foundation Medica Foundation Medtronic Foundation Mertz Gilmore Foundation

MetroWest Health Foundation

Metta Fund

Meyer Memorial Trust

Mid-America Transplant Foundation Middlesex Savings Charitable Foundation

Minneapolis Foundation

Mission and Ministry (Daughters of Charity)

Missouri Foundation for Health

Mitsubishi Electric America Foundation

Monterey Peninsula Foundation

Morris & Gwendolyn Cafritz Foundation Mortimer & Mimi Levitt Foundation

Moses Taylor Foundation

Mott Philanthropic Murphy GMPM

Mutual of Omaha Foundation Mylan Charitable Foundation

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-African Proverb

