



New York Regional Association *of* Grantmakers

The background of the cover is a teal-tinted aerial photograph of a large hurricane or tropical storm over the ocean. The storm's eye and spiral cloud bands are clearly visible. A vertical grey bar is on the right side of the image.

Best Practices in Disaster Grantmaking

Lessons from the Gulf Coast

Contents

New York Regional Association of Grantmakers (NYRAG)

The New York Regional Association of Grantmakers (NYRAG) is a nonprofit membership organization of more than 285 grantmaking foundations and corporations in the New York metropolitan area. Its members award more than \$3.9 billion annually to more than 20,000 charitable organizations in the New York area and around the globe. Its mission is to promote and support the practice of effective philanthropy for the public good.

Acknowledgements

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We also thank all those who responded to requests for information regarding philanthropy's response to Hurricanes Katrina and Rita, and most importantly, to those who took time out of their busy schedules to talk with the authors of this report.

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Introduction

The Gulf Coast region is an area rich in culture, tradition, and resources. It is also an area in which many communities grapple with vast social, racial, and economic inequities. Despite these inequalities, or perhaps because of them, the community leadership in the Gulf Coast region has a depth and breadth equal to that in any other part of the country. Local leaders are passionate, dedicated, and highly skilled community members who are committed to working for the betterment of their neighborhoods, towns, and states—but many lack the resources necessary to support their efforts and to further develop their skills.

While local leaders in the Gulf Coast have long fought the systemic injustices in their communities, many people across the country, including many in the philanthropic sector, were unaware of the severity of the inequities until Hurricanes Katrina and Rita so violently revealed the truth. The news reports and photographs that depicted the loss of life, the desperation, and the isolation of so many communities across the Gulf Coast region underscored the need for national attention and a national response to the region. This report, which highlights the work of the New York philanthropic community, presents some of these responses.

In order to ensure the compilation of a report that recognizes the many outstanding philanthropic practices that were instituted in the wake of Hurricanes Katrina and Rita, the New York Regional Association of Grantmakers (NYRAG) gathered information from more than 370 individuals—from 287 NYRAG members via survey, and, via

telephone and face-to-face interviews, from 86 individuals representing community foundations from the hurricane affected areas; local governmental agencies developed to respond to the hurricanes; nonprofit organizations from Mississippi and Louisiana; members of the *NYRAG Gulf Coast Recovery Task Force*; and affinity groups from across the country.¹ In addition to this research, a review was undertaken of existing publications and reports regarding the philanthropic response to Hurricanes Katrina and Rita, and to other national disasters.²

The primary purpose of this report is to share knowledge about philanthropic responses to Hurricanes Katrina and Rita that were deemed, by both funders and grant recipients, to be “successful,” and to glean recommended practices that donors can apply to future disasters. While creating this report, the authors were made aware of a Ghanaian word that captures perfectly the purpose of this report—*Sankofa*.³ In the Akan language of Ghana, *Sankofa* translates to “go back and take” (*Sanko*:go back, *fa*:take). The Asante of Ghana use a symbol to represent this same idea—that of a bird with its head turned backwards taking an egg off its back. It symbolizes one taking from the past what is good and bringing it into the present in order to make positive progress through the benevolent use of knowledge. It is hoped that this report will do just that—provide some of the knowledge necessary to generate positive progress and ensure continued investment by the philanthropic community in the transformative recovery of the Gulf Coast region.

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Executive Summary

BEST PRACTICES: STRATEGIES IDENTIFIED BY NONPROFITS, COMMUNITY FOUNDATIONS, AND GOVERNMENTAL AGENCIES

- ▲ **Utilize key people in the affected communities.** Recognize, respect, and utilize the skills and knowledge of key people and local leaders in the affected communities.
- ▲ **Utilize existing relationships to gather information.** Leverage existing relationships with both nonprofit partners in the local community and philanthropic peers who are funding in the region to learn of needs, opportunities, and potential funding relationships in affected areas.
- ▲ **Be willing to take risks.** Overcome the inherent cautiousness of foundations and invest in nonprofit organizations that have not previously received significant support from the philanthropic community.
- ▲ **Share information with other funders and with nonprofits.** Foster collaborative relationships with peers, share ideas and funding opportunities, and encourage direct communication with nonprofit organizations in the affected communities.
- ▲ **Create a dynamic funder collaborative.** Partner with other funders to create a flexible, adaptable information-sharing method that has the ability to adapt its purpose and function to the changing needs of its membership through all stages of the recovery process.
- ▲ **Create a nationally relevant information resource.** Collaborate with other funders to develop a practical, user-friendly resource that distills information about community needs and grantmaking opportunities into a referenced document that encourages communication among funders.
- ▲ **Put staff “on the ground.”** Use staff to develop relationships in the affected communities, to garner knowledge about the ever-changing needs of the communities as they move through the recovery process, and to provide practical, skills-based support to nonprofit organizations in the days immediately following a disaster.
- ▲ **Be proactive.** Don’t wait for nonprofit organizations in the affected communities to request assistance—make phone calls and offer support.
- ▲ **Create collaborative funding efforts.** Work with peers to pool funds and maximize financial resources available to the affected areas.
- ▲ **Strengthen local philanthropy.** Use financial resources, and staff expertise and time to invest in and develop local philanthropic organizations. Stronger local philanthropic organizations will yield stronger nonprofit organizations.
- ▲ **Defer a portion of grant dispersal.** Rather than providing only short-term funding to the affected communities, wait to see what “gaps” need to be filled and provide medium- and long-term funding in those areas.
- ▲ **Expand funding focus.** Recognize the extraordinary circumstances that arise following disasters and look for opportunities to fund outside traditional funding guidelines.
- ▲ **Simplify the application process.** Modify the grant application process to minimize demands made on nonprofits in the weeks and months following a disaster, and utilize common application forms whenever possible.

PRACTICES TO AVOID: PROCESSES THAT PROVED DETRIMENTAL TO RECOVERY

- ▲ **Failing to respect time of nonprofit leaders.** Many nonprofit leaders reported that foundation representatives expected nonprofit practitioners to arrange tours, participate in meetings, and introduce them to other nonprofit providers and then failed to provide funding to the organization. Visits should not be made to a nonprofit organization unless funding for that organization is almost certain.
- ▲ **Failing to recognize the role of faith-based organizations in the immediate disaster recovery process.** As cornerstones of many communities in the Gulf Coast, many faith-based organizations had existing structures in place to meet community needs; however, they were often overlooked when funding was distributed.
- ▲ **Using a “philanthropic lens” rather than a “community lens” when looking at recovery.** Foundations are often very paternalistic in the wake of disaster. It is imperative that affected communities be allowed to determine what they need for recovery. Trust those on the ground to make the decisions and listen to what they need.
- ▲ **Failing to modify application and reporting requirements.** Following a disaster, loss of data, lack of basic equipment, and decreased staffing may make it impossible for nonprofit organizations to submit traditional applications and collect data typically required for reporting. Foundations must recognize these very real limitations and adjust expectations accordingly.
- ▲ **Failing to recognize recovery time required following a disaster.** Funders need to recognize that it may take years, not weeks or months, for communities to return to their pre-disaster levels of operation.
- ▲ **Investing quickly rather than well.** If funders do not have existing relationships in a region, they should talk to other funders and learn. Do not give money to the largest institutions in the region in the hope it will trickle down to those that are actually serving the communities in need.

- ▲ **Forcing nonprofit collaboration.** Disaster recovery is not the time for nonprofit organizations to be developing radically new programs. Collaboration between nonprofits must occur organically and should not be forced.
- ▲ **Failing to respond to requests for funding.** If requests for funding are received from organizations in disaster-affected areas, foundations should respond in a timely and respectful manner. If funding is not possible, use peer networks to introduce nonprofit organization to other potential funders.
- ▲ **Lacking awareness of federal policies that impact disaster recovery.** When funding in disaster recovery, foundations should have a basic understanding of Federal policies that directly impact the recovery process (e.g. the Stafford Act). Do not “waste” philanthropic funding on actions that should be funded by the federal government.

FUTURE INVESTMENT OPPORTUNITIES: STRATEGIES TO CONSIDER

- ▲ **Support and empower local philanthropy.** Increase the capacity, influence, and power of local philanthropy by developing partnerships and collaborative funding opportunities.
- ▲ **Affect change in local and state policy.** Support nonprofit organizations that are working to change legislative policies that propagate racial, social, and economic inequity in the Gulf Coast region.
- ▲ **Develop opportunities for funder cooperation and collaboration.** Maximize resources flowing to the Gulf Coast by sharing information and developing strategic funding responses.

NYRAG Member Response to Hurricanes Katrina and Rita

NYRAG GULF COAST RECOVERY TASK FORCE

The Mission of the Task Force is to support the individual and collective efforts of foundations, corporations, and individual donors to meet the immediate and long-term needs of displaced persons and survivors, and help ensure an equitable rebuilding and transformation of all communities affected by Hurricanes Katrina and Rita.

To advance this Mission, the Task Force gathers and distills information to inform existing and effective philanthropic practices and opportunities in the hurricane-affected areas, disseminate the information to current and prospective donors, and facilitate cooperative efforts.

■ History

In response to NYRAG's identified priorities of expanding donor opportunities, promoting information sharing and collaboration between NYRAG members and key audiences, and building a learning community among its members, NYRAG convened a Members Briefing on September 15th, 2005, to discuss how best to respond to the needs of the communities affected by Hurricanes Katrina and Rita. The high attendance figures at the briefing—45 in-person attendees and 32 teleconference attendees—demonstrated the interest of the New York philanthropic community in addressing the devastation caused by the hurricanes and led to the immediate creation of the NYRAG Gulf Coast Initiative. The objectives of the initiative are: to equip foundations, corporations, and individual donors with information and resources necessary to most effectively respond to both the immediate and long-term needs of the communities affected by Hurricanes Katrina and Rita; to facilitate collaboration among grant-makers; to share knowledge about the benefits of collaboration; and to glean recommended practices that donors can apply to other natural disasters in the future.

The driving force behind the NYRAG Gulf Coast Initiative is the 50-plus member NYRAG Gulf Coast Recovery Task Force⁴. The Task Force, co-chaired by Mary Jo Mullan of The F.B. Heron Foundation and Erica Hunt of The Twenty-First Century Foundation, is comprised of representatives from private, public, and corporate philanthropic organizations, as well as representatives from national and local business and philanthropic organizations such as the Committee to Encourage Corporate Philanthropy, the Council on Foundations, the Foundation Center, the U.S. Chamber of Commerce, and AmeriCares.

The Gulf Coast Recovery Task Force is staffed by consultants employed by NYRAG and is funded through grants from NYRAG member organizations⁵.

■ Achievements

Since the creation of the Gulf Coast Initiative, NYRAG has worked diligently to focus and maintain national and regional attention upon equitable rebuilding and transformation in the Gulf Coast. To this end, the NYRAG Gulf Coast Recovery Task Force created three vehicles for information dissemination, learning, and the exchange of ideas:

DONORS' GUIDE TO GULF COAST RELIEF & RECOVERY

Immediately following the hurricanes, the majority of Task Force members identified the sheer immensity of the task at hand as the primary obstacle to providing effective philanthropic support to the hurricane-affected area. The hurdles, both immediate and long-term, appeared insurmountable yet the opportunities to invest in the recovery of devastated communities were myriad and, in many cases, unfamiliar. In order to address these barriers, Task Force members determined that the Task Force should focus its attentions upon gathering, distilling, and making accessible the immense quantities of information around the relief, recovery, and rebuilding efforts in the Gulf Coast. As a result of this directive, the *Donors' Guide to Gulf Coast Relief & Recovery* was developed.

The first edition of the *Donors' Guide* was printed in July 2006, and was originally designed as an internal document for dissemination among members of the Task Force and the wider NYRAG membership. However, with the assistance of "word of mouth" endorsements, and in the absence of other resources regarding philanthropic responses to the hurricanes, it has become a definitive national guide for foundations and nonprofit organizations. Of the 20 organizations interviewed in New Orleans in preparation for this report, more than 75 percent were aware of the *Donors' Guide*, had used the guide, or had referred another organization to the guide. Of the 18 organizations interviewed in Mississippi, approximately 33 percent were aware of the *Donors' Guide*. Representatives from two community foundations in the hurricane-affected region stated that they had received phone calls, emails and grants from a number of funders as a direct result of their inclusion in the *Donors' Guide*. NYRAG has also received feedback from businesses, philan-

thropic organizations, and affinity groups from across the country praising the value and importance of the *Guide*.

In an effort to ensure it accurately reflects past and current hurricane-related grantmaking activity by the New York philanthropic community, a second edition of the *Donors' Guide to Gulf Coast Relief & Recovery* was printed in December 2007. This latest publication provides information on the more than \$325 million the New York philanthropic community has contributed for rescue, recovery, and rebuilding efforts since the landfall of hurricanes Katrina and Rita.

According to the data received for the *Donors' Guide*, 145 New York area philanthropic organizations have responded to the devastation in the Gulf Coast since September 2005, providing funding to 950 nonprofit organizations in 196 communities across 38 American states and four countries. Grants were distributed to organizations across the programmatic spectrum—from those that work with infants and toddlers, to those that provide services to the elderly; from emergency response organizations that provided food and clothing in the days immediately following the storms, to those that are working to promote economic growth in long underserved communities; and from those helping to preserve the region's rich cultural heritage, to those working to address the many environmental hazards the region is facing. For a breakdown of data according to geographic and programmatic distribution, please see Appendix 1 of this report.

INFORMAL BREAKFAST SERIES

In an effort to provide grantmakers with relevant, topical information about grassroots activities in the hurricane-affected areas, the NYRAG Gulf Coast Recovery Task Force developed a series of informal breakfast meetings with nonprofit leaders from the Gulf Coast region. Through the informal presentation and discussion format of these meetings, grantmakers have the opportunity to hear first-hand of the myriad challenges faced by those in the hurricane-affected areas, of the work that has been undertaken, and of the need for a long-term commitment to the region.

The informal breakfast series—which has featured speakers from ACORN, Contemporary Arts Center (New Orleans), the RAND Gulf Coast Policy Institute, the Greater New Orleans Foundation, marketumbrella.org, Seedco, Times Picayune, Women of the Storm, Institute for Sustainable Communities, United Way for the Greater New Orleans Area, The Fertel and Ruth U. Fertel Foundations, the Samuel J. Green Charter School, Libraries for the Future, and the Federation of Southern Cooperatives/Land Assistance Fund—is an integral part of NYRAG's efforts to keep the needs of those affected by the hurricanes at the forefront of the collective “mind” of the philanthropic community.

The opportunistic model used for the breakfast meetings has enabled NYRAG to meet the identified needs of mem-

bers of the Task Force while limiting the expenses associated with implementing such events. Breakfast meetings, which are held at either the NYRAG office or at offices of NYRAG members, have been initiated only when a nonprofit practitioner from the Gulf Coast region has indicated he/she would be in New York City and has volunteered to share time, knowledge, and expertise with members of the Task Force. This model has proved beneficial to both the New York philanthropic community and to visiting nonprofit leaders—NYRAG is aware of a number of organization, including at least one community foundation, that have received funding as a direct result of information presented at a NYRAG breakfast meeting.

LEARNING FORUM SERIES

In an effort to provide up-to-date, relevant information about relief, recovery, and rebuilding efforts in the areas devastated by Hurricanes Katrina and Rita, and to broaden the discussion beyond NYRAG member organizations, NYRAG implemented a series of Learning Forums to discuss effective long-term reinvestment strategies in the Gulf Coast.⁶

The first in the series—*Voices of the Gulf Coast: Strategies for Hope and Change*—was held in July 2006. This event, which was hosted by UJA-Federation of New York and co-sponsored by 14 additional organizations,⁷ was attended by more than 160 members of the national and local philanthropic, business and nonprofit communities and focused upon housing, civic participation, and infrastructure rebuilding in New Orleans and Louisiana.

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The second event, held in January 2007, attracted an audience of approximately 65 members of the wider New York philanthropic community and focused upon the mental health needs of individuals and communities affected by Hurricanes Katrina and Rita. In response to Task Force member requests, presenters for the second Learning Forum were drawn from Mississippi, Louisiana, and Texas, and represented the mental health, nonprofit, and governmental sectors.

In September 2007, days after the second anniversary of Hurricane Katrina, NYRAG co-sponsored the *Funders Forum on Sustainable Gulf Coast Transformation*. This event, which was organized in collaboration with the Initiative for

Regional and Community Transformation, and co-sponsored by eleven other philanthropic organizations⁸, was held in New Orleans and was attended by 111 representatives from local, regional, and national philanthropic organizations, as well as approximately 80 representatives from the nonprofit community.

The NYRAG Gulf Coast Recovery Task Force is currently planning the fourth event in the Learning Forum Series. This event will be held in New York City in March of 2008 and will focus upon the role of the media in disaster response and recovery.

■ Challenges

As with most long-term collaborative projects, the Task Force has faced hurdles at various stages of its existence. As could be expected, these challenges changed with the tenure of the Task Force.

IMMEDIATE CHALLENGES

In its initial weeks, the primary challenges confronting the Task Force were associated with its purpose and relevance: What did the Task Force hope to achieve? How could the Task Force help its members reach their goals in the Gulf Coast? How could the Task Force best meet the needs of those affected by the storms? And, finally, how could the Task Force encourage a long-term philanthropic commitment to the region?

At the first meeting of the Task Force, attendees presented information on their funding history in the South, a brief overview of their foundation's response to the hurricanes, and their long-term plans for funding in the Gulf Coast. The vast majority of funders in attendance had very little or no history of funding in the region and were looking for guidance in this area. Many of those funders who did have pre-existing funding relationships in the hurricane-affected areas were looking at opportunities to fund outside their traditional funding guidelines, or to expand their funding to include a greater number or range of nonprofit organizations.

While some meeting attendees (primarily those representing corporate foundations) had made grants to the American Red Cross immediately following the hurricanes, many had sought alternative avenues to provide emergency assistance to the region, or had determined that they would not make grants to the region in the immediate aftermath of the storms. Of those who had already committed funds to the region, very few were confident that additional funding would be approved by their Boards of Directors and were seeking advice and information from their peers to bolster their advocacy efforts.

Most of those who attended this first meeting had experienced the aftermath of September 11th and recognized that the recovery process in the Gulf Coast would be long and difficult and would require significant funding from the philanthropic sector. That said, many funders stated that

they were overwhelmed by the needs of the region and did not know how to respond most effectively and efficiently.

Following this introductory process, Mary Jo Mullan and Erica Hunt, Task Force co-chairs, questioned meeting attendees about what they wanted the Task Force to provide. The overwhelming response was that members wanted a practical, user-friendly resource that distilled information regarding Gulf Coast needs and grantmaking opportunities into a referenced document that encouraged communication and collaboration among Task Force members. As a result of this discussion, work began on the *Donors' Guide to Gulf Coast Relief & Recovery*.

Information for the *Donors' Guide* was gathered directly from Task Force members and also, via emailed surveys, from the wider NYRAG membership. This information was combined with web-based information on potential funding opportunities, statistical information regarding the havoc wrought by the hurricanes, and "advocacy points" that could be used when discussing with boards possible long-term funding in the Gulf Coast. A unique feature of the *Donors' Guide* was the inclusion of contact information for program officers responsible for making each grant. The purpose of including such information was to encourage communication and reduce the need for replicated due diligence. At a time when nonprofit organizations required immediate funding, enabling program officers to share information about nonprofit organizations, eliminate red tape, and reduce the time needed to process a grant application was seen as vitally important, and highlights the Task Force's commitment to funder collaboration and cooperation.

The *Donors' Guide to Gulf Coast Relief & Recovery* was widely praised by members of the Task Force as an essential tool that informed their philanthropic practices in the Gulf Coast. In addition, funders from across the country have used the *Donors' Guide* to gather information about funding opportunities in the Gulf Coast, and to share information with their peers. In response to requests from grantmakers, NYRAG has created and printed a second edition of the *Donors' Guide* that includes information on the more than \$325 million the New York philanthropic community has invested in the Gulf Coast for rescue, recovery, and rebuilding efforts.

MEETING CHANGING NEEDS

Approximately twelve months after Hurricane Katrina made landfall, the Task Force experienced a precipitous decrease in meeting attendance figures. Many Task Force members no longer had funds to commit to the region, media attention had diminished, and the time commitment that people had previously been willing to make to the Task Force became more than they could continue. Additionally, by this time the Task Force had achieved many of its initial goals: the *Donors' Guide to Gulf Coast Relief & Recovery* had been printed and distributed widely throughout the philan-

thropic community; *Voices of the Gulf Coast: Strategies for Hope and Change*, the first in the Learning Forum series, had been presented; and Task Force meetings were continuing to be held every six weeks.

While attendance at meetings was waning, a core group of Task Force members identified the need to continue the activities of the Task Force and investigated ways to adapt the Task Force model to the changing needs of its membership.

To address the issue of decreased attendance at meetings, the Task Force co-chairs revisited one of the guiding principles of the Task Force—that members wished to learn from experts in the hurricane-affected region. To this end, the nature of the Task Force meetings was refocused upon topical content rather than process, and Task Force staff redoubled their efforts to identify nonprofit leaders from the Gulf Coast who were visiting New York and who would be interested in presenting to NYRAG members. Through this action, there was something of a merging of the informal breakfast meetings and the traditional Task Force meetings. Meetings were now used principally for the purpose of presenting guest speakers to meeting attendees, with only a portion of the meeting time used for process-related issues.

In addition to ensuring the Task Force returned more fully to its original purpose of providing relevant, topical information to current and prospective donors, Task Force meetings were now promoted not just among Task Force members, but to the wider NYRAG membership. This action resulted from the recognition that the Task Force was no longer relevant to some of its original membership. Many early members no longer had funding to contribute to the Gulf Coast recovery and rebuilding process and, as a result, could no longer justify continued attendance at meetings. At the same time, however, other NYRAG members were only just beginning their foray into Gulf Coast funding and were looking for venues to access resources and information. As a result of promoting Task Force meetings to the wider NYRAG audience, attendance is now at a level comparable to attendance figures in early 2006, with approximately 33 percent of recent meeting participants being first-time attendees at a Task Force meeting.

ONGOING CHALLENGES

Since its inception in September 2005, the NYRAG Gulf Coast Recovery Task Force has been staffed by a team of three consultants contracted by NYRAG to assume all functions associated with the Task Force. This staffing model was originally utilized due to the overwhelming workload already assumed by senior NYRAG staff, and the uncertainty surrounding the expected lifespan of the Task Force. The use of this model has continued due both to its success, and to the transition in NYRAG leadership that occurred between September 2006 and September 2007.

The Task Force consultants have been responsible for organizing and implementing all aspects of the Task Force's activities—planning and staffing meetings, identifying

speakers, creating resource materials, implementing all components of the Learning Forum series, creating the *Donors' Guide to Gulf Coast Relief & Recovery*, and writing proposals for funding to support the activities of the Task Force. While the NYRAG president has worked diligently to advance the mission of the Task Force and NYRAG staff has fully supported the Task Force's activities, it has been the consultants who have been responsible for the bulk of the work.

The consultants, who have worked an average of approximately 50 hours per week since their employment began in October 2005, have extensive experience in the New York philanthropic community, a thorough knowledge of local and national philanthropic practices, and exceptional organizational, writing, and technical skills. These skills, combined with a deep familiarity of NYRAG and its members, have ensured that Task Force staff is able to respond to the needs and demands of both Task Force members and the wider NYRAG community. Additionally, the use of consultant staff has allowed a more intensive use of staff time than had NYRAG staff time been utilized. Whereas the man-hours NYRAG staff could commit to the project would have been constrained by their existing duties and responsibilities to the organization's membership, consultant staff has greater flexibility in managing their workloads. While this operating model has been extremely successful and beneficial to both NYRAG and the Task Force members, it has resulted in greater expense than would have been incurred had NYRAG staff assumed the duties related to the Task Force.

As more disasters—both natural and man-made—occur throughout the nation and the world, and as national interest in Gulf Coast recovery wanes, funding to support this project is becoming more challenging to access. Fewer foundations have the ability to allocate Gulf Coast-focused resources to non-programmatic activities such as the Task Force, and many foundations have discontinued all grant-making activity in the area. In the coming months, as funding becomes an increasingly challenging hurdle to overcome, the NYRAG Gulf Coast Recovery Task Force must determine if its concentrated focus of maintaining national and regional attention upon equitable rebuilding and transformation in the Gulf Coast should be continued, or if the activities of the Task Force should be broadened to address additional issues.

■ Lessons Learned

FOCUS

A vitally important component of the success of the NYRAG Gulf Coast Recovery Task Force was the very early creation and adoption of a statement of “core values”—or Mission statement—by the Task Force.

The NYRAG Gulf Coast Recovery Task Force Mission statement⁹ was developed by Task Force members through group discussion and debate at three meetings, with modifi-

cations, editing, and rewrites being completed by Task Force staff between meetings. When developing the statement, Task Force co-chairs, who characterized the development process as “tough, but well worth the effort,” encouraged the members to look beyond the immediate function and activities of the group and to consider the long-term implications of the Mission statement—an action that has been essential in ensuring the Task Force has maintained its focus and remained true to its original goal. The long-term success of this strategy has been recognized by many members of the Task Force, including one who stated, “time and again when decisions regarding the direction of the Task Force needed to be made, we returned to the Mission statement for guidance.” For a group with a revolving membership comprised of representatives from a variety of sectors and with a variety of expectations, the early creation of a statement of core values has been essential to its success.

FLEXIBILITY

While adherence to a Mission statement has been indispensable in ensuring the Task Force maintains its focus, the flexibility of meeting type presented by the group has also been vital to its continued success.

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The three distinct, but complementary, meeting structures provided by the Task Force—the opportunistic informal breakfast meetings that address issues of relevance to small, but passionately interested, groups of funders; the Task Force meetings devoted to topical issues that are of immediate importance to a wider range of funders; and the Learning Forums that allow a deeper and more thorough investigation of a single issue of fundamental importance—has enabled the Task Force to continue to attract the interest and attention of members of the philanthropic community long after the needs of those in the Gulf Coast have begun to fade from the public conscience.

Over the past two years, the Task Force has seen the roster of philanthropic organizations funding in the Gulf Coast change dramatically. Initial involvement by a wide variety of funding groups during the “rescue” and “recovery” phases

has ceased, leaving a core group of public, private, and family foundations that are committed to long-term transformative reconstruction of the area. In addition to this “core group,” a new group of funders has joined the Task Force—those who have not previously funded in Gulf Coast, but who now recognize the need for long-term philanthropic investment in the region. The recognition by the Task Force that a flexibility of meeting type is necessary to respond to the changing composition of its membership has enabled the Task Force to successfully continue its advocacy on behalf of those affected by Hurricanes Katrina and Rita far beyond its initial expectations.

FUNDING

The cost of staffing the NYRAG Gulf Coast Initiative has, since its implementation, been covered by grants from NYRAG member organizations. Seed funding for Task Force operations were initially secured from five member foundations that were active in the Gulf Coast and who recognized the need for a forum that promoted the sharing of information and ideas. In the early months of the Initiative, however, additional funding streams to cover costs *other* than staffing were not aggressively pursued.

Due to initial uncertainty regarding the lifespan and direction of the Gulf Coast Initiative, funding to cover the cost of activities such as producing resource materials, implementing conference type meetings, or bringing practitioners from the Gulf Coast to New York, were not pursued. As a result, a premium was placed on utilizing in-kind contributions from Task Force members wherever possible. This practice, while successful from a budgeting perspective, was detrimental to the escalation of the activities of the Task Force and caused a significant delay in the production one of the Task Force’s most widely recognized resource materials—the *Donors’ Guide to Gulf Coast Relief & Recovery*.

While it is acknowledged that the use of in-kind contributions to produce this resource would have resulted in significant savings, the reliance upon an in-kind contribution as the sole source of funding for this project was unwise. In the early months of the Task Force, it was important for its members, and the wider philanthropic community, to observe concrete examples of the work being undertaken by the Task Force, and a delay in the production of this valuable resource could have severely impacted its ongoing success.

In recognition of this funding oversight, in mid-2006 the Task Force became more aggressive and focused in its pursuit of funding for ongoing activities—an approach which, while requiring more structured planning, has enabled an exponential increase in the scope of activities that can be undertaken by the Task Force.

Snapshots of Innovative Grantmaking

As Reported by Nonprofit Organizations, Governmental Agencies, and Community Foundations

Without exception, the 86 representatives of the nonprofit organizations, governmental agencies, and community foundations interviewed for this report recognized the generosity, efficacy, and commitment of philanthropic organizations from across the country following the devastation caused by Hurricanes Katrina and Rita. Foundations were recognized for their flexibility in funding, for their ability to “fill in the gaps” left by governmental funding sources, and for their commitment to long-term recovery and transformation in the region. While philanthropic organizations from all across America responded to the disasters, and continue their response to this day, it is the purpose of this report to focus upon the efforts of *New York area funders* that demonstrated grantmaking strategies and practices that were most beneficial in the aftermath of the hurricanes. For this reason, only New York area organizations are listed in the section below.

For ease of reporting, the following section has been arranged into five categories: funders that responded to the hurricanes by developing peer collaborations/collectives; public foundations; private foundations; corporate foundations; and disaster relief organizations. Within each of these categories, the organizations most regularly cited as demonstrating the best examples of innovative grantmaking are listed.

COLLABORATIVE/COLLECTIVE RESPONSES

■ Gulf Coast Fund for Community Renewal & Ecological Health

The Gulf Coast Fund for Community Renewal & Ecological Health (“The Gulf Coast Fund”) is a collaborative grantmaking fund housed at Rockefeller Philanthropy Advisors and supported by more than 25 public and private foundations¹⁰. The Gulf Coast Fund was established by a core group of 13 funders with histories of investing in environmental, social, and economic justice programs, and is staffed by one full-time staff member who is responsible for all aspects of the fund’s administration and grant dispersal.

The Gulf Coast Fund supports projects that address the underlying causes that contributed to the severity of the disasters in the Gulf Coast, and that strengthen and amplify local organizing, social justice concerns, and movement-building, with an emphasis on communities that have been historically disenfranchised due to race, class, gender, and/or immigration status. The Gulf Coast Fund supports community, state,

and regional efforts that engage, empower, and benefit displaced and returning residents, and that promote the sustainable and just rebuilding of neighborhoods, cities, and ecosystems throughout the Gulf Coast. The majority of fund grantees are organizations led by people of color and/or historically disenfranchised constituencies that reflect and are grounded in the communities in which they work.¹¹

The Gulf Coast Fund, which supports organizations throughout Alabama, Louisiana, Mississippi, and Texas, was created specifically to respond to the wider environmental, economic, and social justice issues that contributed to the severity of the damage caused by Hurricanes Katrina and Rita. For many years, the Gulf Coast region has experienced political disenfranchisement, has been exposed to destructive environmental practices, and has suffered from significant economic disinvestment—all of which have prevented many communities from protecting their rights and their land. All too often it has been low-income communities and communities of color that have borne the brunt of these issues. In order to ensure that the Gulf Coast has the necessary protections in place to cultivate economic, social, and cultural revitalization in the region and to assure the survival of sustainable communities, the Gulf Coast Fund believes support of coastal restoration, environmental protection, and social and economic justice programs is vital.

EFFECTIVE PRACTICES

Over half of the nonprofit organizations interviewed for this report cited The Gulf Coast Fund for Community Renewal & Ecological Health as a philanthropic organization that responded most effectively to the needs of hurricane-affected communities following Hurricanes Katrina and Rita. The primary reasons given for the perceived success of the Gulf Coast Fund were: its identification and utilization of key people in the region; its utilization of, and expansion upon, existing relationships in the hurricane-affected areas; and its willingness to “take risks” in its grantmaking activities.

Identification of Key People

The Gulf Coast Fund is committed to an open and transparent decision-making process that is led by the communities most affected by Hurricanes Katrina and Rita. To achieve this, the fund operates in partnership with an Advisory Group,¹² which informs the grantmaking process of the Gulf Coast Fund and identifies needs on an ongoing

basis. The Advisory Group is comprised of community leaders from across the Gulf Coast—people with their “ears to the ground” who are aware of local grassroots organizations working in innovative, creative, and effective ways. Members of the Advisory Group represent a variety of fields—from workers rights to healthcare, from the environment to housing—and were invited to serve on the Advisory Group because of their knowledge, experience, and influence in their local communities. This use of “on the ground experts” who are aware of the ever-changing landscape of the recovery and rebuilding process has not only garnered the appreciation of many members of the Gulf Coast community but has ensured that the fund’s investment dollars are reaching effective, efficient nonprofit organizations that are grounded in, and supported by, communities throughout the Gulf Coast region.

Utilization of Existing Relationships

In the weeks immediately following the landfall of the hurricanes, funding efforts of many philanthropic organizations were hindered by a lack of knowledge about effective nonprofit organizations in the region.

Anecdotal evidence suggests that prior to 2005, philanthropic investment in Mississippi, Louisiana and Alabama by New York area grantmakers had been in decline for many years. This decrease in involvement in the Gulf Coast region led to a decrease in relationships with, and knowledge about, nonprofit organizations working in the area. As many funders were not familiar with organizations in the region and did not have established networks from which to request information, some funders undertook lengthy investigations before making recovery and rebuilding grants.

During interviews conducted in preparation for this report, the primary criticism expressed regarding philanthropy’s response to the storms was the time nonprofit leaders were required to devote to meetings, “disaster tours,” and information sharing sessions with potential funders. Almost 100 percent of nonprofit practitioners interviewed reported that the time spent meeting with grantmakers, showing them the damage caused by the hurricanes, and introducing them to members of the community, was detrimental to the health of the nonprofit organization, and indeed to the nonprofit leader him/herself. At a time when people were struggling to rebuild all aspects of their personal and professional lives, when leaders in the nonprofit community were working twelve hours a day, six or seven days a week, the need to again stop work to show yet another potential funder the damage caused by the hurricanes led to feelings of frustration and resentment. While members of the nonprofit community recognized the need for funders to diligently and thoroughly investigate the activities of nonprofit organizations prior to making an investment, it was believed that in

times of disaster recovery, funders should use tools other than traditional “site visits” to meet these goals.

Due to its collaborative nature, the Gulf Coast Fund was able to develop other such “tools.” By drawing on the institutional intelligence of its members and by utilizing the knowledge of the “key” community people that comprise the Advisory Group, the Gulf Coast Fund was able to bypass, or at least defer, the need for traditional site visits. The collaborative nature of the fund enabled grantmakers to share knowledge about effective nonprofit practitioners in the region and use local networks established by their philanthropic peers to gain awareness of organizations in the area. This sharing of information and resources reduced the need for multiple visits to nonprofit organizations, and reduced the time demands placed on potential grantees—a practice that received overwhelming support and gratitude from nonprofit organizations in the region.

Willingness to “Take Risks”

The final practice undertaken by the Gulf Coast Fund that was widely lauded by nonprofit organizations, governmental agencies, and community foundations, was the fund’s willingness to trust those who were on the ground delivering services in the aftermath of the hurricanes.

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 The acceptance by the Gulf Coast Fund that it was the people from the hurricane-affected area who best knew their communities’ needs was a significant factor in their success. Their willingness to ask communities and nonprofit organizations, “What do you need?” rather than stating, “These are our guidelines and here’s what we can do,” led the fund to provide financial support to organizations that traditionally have not received significant support from the philanthropic community. An example of such a practice is the Gulf Coast Fund’s support of faith-based organizations. It is widely acknowledged that faith-based organizations were instrumental in providing food, shelter, and emergency services to many non-urban communities and communities of color in the immediate aftermath of

the storms. These faith-based organizations, primarily local churches, have for many years been the cornerstones of their communities and have worked diligently on social, economic, and racial justice issues on behalf of their congregations. They have not, however, traditionally been the recipients of funding from national and out-of-region philanthropic organizations. The Gulf Coast Fund's willingness to "take the risk" in investing with such organizations, and its willingness to overcome the inherent cautiousness of foundations and pursue investment opportunities that do not fit the traditional mold of grantmaking, resulted in the discovery and support of many grassroots organizations that are now leading the recovery process.

■ Gulf Coast Funders for Equity

Gulf Coast Funders for Equity (GCFE) is a coalition of institutional and individual funders that, over the past two years, has involved more than 100 members. Formed within days of landfall by Hurricane Katrina and originally conceived by The Twenty-First Century Foundation and the Southern Partners Fund as an ad hoc information-sharing resource, GCFE is now co-chaired by Bernadette Orr of Oxfam America and the Rev. John Vaughn of The Twenty-First Century Foundation, and has developed into a highly-valued collaborative effort that provides a platform for strategically focused advocacy and policy work in the Gulf Coast Region.

GCFE's mission is to promote a just, equitable, and sustainable rebuilding of the Gulf Coast communities ravaged by hurricanes, with a special emphasis on those impacted by Hurricanes Katrina and Rita. Its goal is to ensure that all residents (particularly those with the least access to resources), their allies, and others from the impacted areas, are central to the decision-making and implementation of the rebuilding efforts. Towards this goal, GCFE participants share information, identify opportunities for cooperative funding across issues and strategies, and encourage other funders to prioritize support for systemic change and advocacy efforts in the affected regions.

After operating as a wholly volunteer-driven collaborative for more than 18 months, GCFE hired its first staff person (a consultant) in April 2007. The employment of a staff person to undertake the primary operations of GCFE has enabled the collaborative to develop a small grants and technical assistance fund, participate in building regional capacity to advocate nationally, and to further concentrate its efforts on building collaborative and cooperative strategies between funders and grantees to support equitable transformation in the Gulf Coast region.

EFFECTIVE PRACTICES

As with the Gulf Coast Fund for Community Renewal & Ecological Health, GCFE was highly praised for its post-Katrina activities by the majority of those interviewed in the

Gulf Coast, and for its utilization of existing networks and faith-based organizations. The primary cause for the acclaim for GCFE, however, was its willingness and ability to share and disseminate information among both its membership and nonprofit organizations in the hurricane-affected areas.

Information Sharing Between Funders and Nonprofits

Immediately following Hurricane Katrina, The Twenty-First Century Foundation and Southern Partners Fund, two public foundations with significant experience funding in the Gulf Coast region and in communities of color, began receiving phone calls and requests for advice from foundations from across the country. Many funders wishing to make effective, responsive contributions to the immediate relief and recovery efforts in the Gulf Coast lacked the necessary information about nonprofit organizations in the region and sought assistance from more experienced funders.

To address this influx of requests, weekly conference calls were established within days of Hurricane Katrina, during which funders discussed information and funding opportunities in the Gulf Coast. It soon became apparent, however, that there was more information than could be shared in weekly phone calls. While the weekly conference calls continued, a website was also developed where grantee lists could be posted, events occurring in the Gulf Coast region could be highlighted, and information could be requested from fellow funders. Members used both the phone conversations and the website to secure information about possible funding prospects, to introduce previous grantees to potential funders in the group, and to help nonprofits in the region develop new relationships with each other. Essentially, GCFE helped philanthropy and nonprofits "connect."

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By relying on information gathered by trusted peers and grantees who were equally committed to equitable transformation in the Gulf Coast, members of GCFE were able to reduce the number of "hoops" through which nonprofits were required to jump in order to secure funding at a time when their ability to cope with such demands was extremely low. Time and again, nonprofit organizations relayed stories

of how, immediately following the storms, they were required to provide only two-page proposals in order to request funding from GCFE members—site visits had been conducted by other GCFE members and the information had been shared, or a formal proposal had been submitted to one organization and passed onto other potential funders within GCFE, or the nonprofit organization had an existing relationship with another GCFE funder and their recommendation had been sufficient to secure funding for the nonprofit organization. While, over time, the collaborative and information sharing role of GCFE has moved away from ensuring the immediacy of funding, this practice was essential in the days and weeks of immediate disaster relief and recovery.

■ NYRAG Gulf Coast Recovery Task Force

The NYRAG Gulf Coast Recovery Task Force is comprised of 50-plus members representing private, public and corporate philanthropic organizations, as well as national and local business organizations. The Task Force was formed in September 2005, specifically to respond to the devastation wrought by Hurricanes Katrina and Rita. For more information on the Task Force, please see the first section of this report.

EFFECTIVE PRACTICES

The work of the NYRAG Gulf Coast Recovery Task Force has been cited by philanthropic organizations, business groups, and nonprofit organizations across the country as an exemplary model of a collaborative philanthropic response to a specific issue or need. While many issue-related collaborations tend to “wind down” once initial enthusiasm has waned, the Task Force is still relevant, active and widely supported more than two and a half years after its creation. Some of the reasons for the success, efficacy, and longevity of the Task Force are related to the efforts of individual Task Force members. However, the dynamic nature of the Task Force and the resources created by the group have also been vital to its success.

Creation of a Dynamic Funder Collaborative

Throughout the two and a half years the Task Force has existed, it has made a concerted effort to adapt its purpose and function to the changing needs of its membership and to the ever changing landscape in the hurricane-affected areas. At each meeting, Task Force members are asked to nominate specific areas of interest or concern they wish the Task Force to address in future meetings; feedback—both formal and informal—is actively solicited from Task Force members and from nonprofit and philanthropic organizations in the Gulf Coast; and information regarding trends and funding opportunities in the region is gathered from a wide range of sources. This effort to gather and assemble data, glean expertise from a variety of sources, and provide

a flexible and adaptable resource to Task Force members, has resulted in an initiative that has the ability to respond rapidly to fluctuations in the often unpredictable recovery process and to keep Task Force members, who are geographically removed from the hurricane-affected areas, abreast of important changes, developments, and legislative and political decisions that affect the region.

The flexibility of the Task Force in responding to the needs of its members is complemented by the flexibility of its information delivery systems. As discussed in the first section of this report, the Task Force utilizes three distinct but complementary systems for disseminating information to its members: opportunistic informal breakfast meetings that address issues of relevance to small, but passionately interested, groups of funders; Task Force meetings devoted to topical issues that are of immediate importance to a wider range of funders; and Learning Forums that allow a deeper and more thorough investigation of a single issue of fundamental importance. The dynamic nature of the Task Force and its information delivery systems, combined with the monthly e-newsletter distributed by the Task Force and the printed resource materials that have been developed, has ensured the Task Force has continued to attract the interest and attention of members of the national philanthropic community long after the needs of those in the Gulf Coast have begun to fade from the public conscience.

Creation of a Nationally Relevant Resource

One of the most widely acclaimed achievements of the Task Force has been the creation and distribution (to philanthropic and nonprofit organizations across the country) of the *Donors' Guide to Gulf Coast Relief & Recovery*—the second edition of which was printed in December 2007. This document, which provides information regarding the more than \$325 million the New York area philanthropic community has contributed for rescue, recovery, and rebuilding efforts since the landfall of hurricanes Katrina and Rita as well as information on the nonprofit organizations that have been the recipients of this investment, has become a definite national resource on philanthropic investment in the Gulf Coast and has provided the wider philanthropic community with an authoritative guide to nonprofit organizations that are leading the recovery process in the Gulf Coast.

The *Donors' Guide* was originally created by the NYRAG Gulf Coast Recovery Task Force as an internal text to be used to guide the investment activities of Task Force members who had little grantmaking experience in the Gulf Coast region. In the meetings of the Task Force immediately following the hurricanes, members expressed the desire for a document that distilled the overwhelming amount of information regarding Gulf Coast needs and grantmaking opportunities into a referenced document that encouraged communication and collaboration among Task Force members. In response to this expressed need, and seeking to

maximize the resources available to its members, the Task Force created a document that not only provided information on nonprofit organizations working with hurricane-affected communities, but also the names and contact information of New York area program officers who had previous experience in the region. This strategy of maximizing the opportunity for information sharing among Task Force members resulted in a document of national relevance that has had a significant impact in informing philanthropic activity in the Gulf Coast region and has encouraged cooperation, networking, and collaborative grantmaking activity between members of the wider, national philanthropic community.

PUBLIC FOUNDATIONS

Ms. Foundation for Women — Katrina Women’s Response Fund

As the country’s first national, multi-issue women’s fund, the Ms. Foundation directs resources of all kinds to cutting-edge projects that nurture girls’ leadership skills, protect the health and safety of women, and provide low-income women with the tools to lift themselves and their families out of poverty. As a public foundation, the Ms. Foundation for Women relies upon contributions from individuals, companies, foundations and other entities for its grantmaking capital.

Formed in the immediate aftermath of Hurricanes Katrina and Rita, the Katrina Women’s Response Fund provides strategic support to meet the immediate needs of women of color and low-income women in the Gulf Coast region and ensure that their leadership and priorities are central in both short and long-term recovery and rebuilding efforts. By making grants to organizations throughout the region, the Katrina Women’s Response Fund invests in the crucial infrastructure that promotes the health, safety, and economic well-being of women, their families, and communities. The goal of the fund has been to offer critical, ongoing support for women’s grassroots leadership and to increase the participation of low-income women and women of color in policy-making decisions—all to ensure a truly equitable transformation of people’s lives in the region across the spectrum of gender, race, and class.¹³

EFFECTIVE PRACTICES

As with Gulf Cost Funders for Equity, the Ms. Foundation for Women was recognized by those in the Gulf Coast for its use of existing networks and relationships to facilitate its grantmaking activities in the wake of Hurricanes Katrina and Rita, and for its sharing of information with other funders. The method used by the Ms. Foundation for information-sharing was, however, significantly different from that used by GCFE.

Several nonprofit practitioners and community foundation representatives interviewed for this report stated that they had found telling their hurricane survival stories again and again to be an incredibly traumatic experience. Having to relive the events that so nearly destroyed their homes, places of work, and neighborhoods, caused significant anguish and distress at a time when they were trying to heal both themselves and their communities. To help reduce the need for this repeated recounting of events, the Ms. Foundation placed on their website the stories of several of the organizations they had funded with details of the devastation they faced in the aftermath of the hurricanes. As a result of this action, representatives from nonprofit organizations were able to avoid some of the many requests for information by referring those curious about the impact of the storms to the Ms. Foundation website. While anecdotal evidence suggests that this method of information sharing resulted in significant amounts of additional funding reaching the featured nonprofits, the gratitude expressed by many nonprofit practitioners indicated that these actions were also enormously beneficial in many other ways.

Another practice for which the Ms. Foundation was widely recognized was its decision to put staff “on the ground” in the hurricane-affected areas in the days and weeks immediately following the storms.

Putting Staff “On the Ground”

In the days and weeks immediately following the hurricanes, the Ms. Foundation for Women sent staff to the Gulf Coast region to acquire first-hand knowledge about what was happening on the ground and where resources could best be invested. The personal contacts made, and the resulting conversations held with those working to rebuild their communities, were the basis of the Ms. Foundation’s information gathering process for their grantmaking activities in the immediate aftermath of the storms.

Many nonprofit organizations in the areas worst hit by Hurricanes Katrina and Rita were physically unable to generate traditional requests for funding in the weeks following the hurricanes. As an executive director of a nonprofit organization in New Orleans explained, “When you no longer have an office, a desk, or a computer, let alone financial records, writing a grant application can be an impossible task.” While requesting funding in the traditional manner was not feasible, the need for funding to help rebuild facilities and services was extreme.

Many staff members from nonprofit organizations in the Gulf Coast reported receiving both visits and phone calls from Ms. Foundation staff asking, “What do you need?” and “How can we help?” From these seemingly informal conversations that made minimal demands on the time and resources of those trying to rebuild their lives and organizations, Ms. Foundation staff crafted simple grant applications on behalf of the nonprofit practitioners. As a result of this extremely

atypical grant application process, the Ms. Foundation was able to provide timely funds to nonprofit organizations that were in desperate need of financial support, but lacked the resources to hew to the traditional application process.

While all of the interviewed nonprofit organizations and community foundations recognized that a process such as the one utilized by the Ms. Foundation would be untenable under normal grantmaking situations, the use of on-the-ground staff who simplified the grant application process in the immediate aftermath of the hurricanes was perceived as an excellent example of how philanthropic organizations can best respond to the needs of nonprofits in the aftermath of a disaster.

The Twenty-First Century Foundation

The mission of The Twenty-First Century Foundation (21CF) is to facilitate strategic giving for black community change. Specifically, 21CF works with donors to invest in institutions and leaders that solve problems within black communities nationally.

Formed within days of the disaster, The Twenty-First Century Foundation's Hurricane Katrina Recovery Fund provides targeted support to help rebuild the lives of black and low-income people and communities directly impacted by the hurricanes. Due to the widespread devastation and immediate need for relief, the fund's initial efforts were focused on meeting the basic needs of those affected while also supporting community change organizations seeking long-term solutions to the many challenges communities encountered. The priority of the fund was, and continues to be, making strategic grants for relief, recovery, and advocacy efforts that provide a voice for all people in the rebuilding plans for the region, and that promote long-term equitable solutions.¹⁴

EFFECTIVE PRACTICES

The Twenty-First Century Foundation employed many of the effective grantmaking practices already cited in this report when dispersing funds from its Hurricane Katrina Recovery Fund, including:

- Utilizing existing relationships with nonprofit organizations in the Gulf Coast;
- Sharing information with other funders;
- Bypassing traditional grant application procedures to reduce demands on nonprofit practitioners in the immediate aftermath of the storms;
- Dispatching staff to the hurricane-affected areas to gather information;
- Funding the faith-based organizations that were so vital in the period of relief after the disasters.

The primary practice, however, that set 21CF apart from the actions of its funding peers was its active solicitation of funding opportunities immediately following the storms.

Proactive Grantmaking

Many of the nonprofit organizations and community foundations interviewed for this report stated that prior to Hurricanes Katrina and Rita they believed their organizations and programs were not of significant merit to warrant attention from philanthropic organizations outside their immediate geographical location. Few nonprofit organizations, especially in Mississippi, had existing relationships with the philanthropic community and reported that they relied primarily upon contributions from local government and small, community fundraising activities to support their programmatic goals. Consequently, following the hurricanes, many nonprofit practitioners reported that they did not know how to go about contacting potential national and out-of-region funders to assist them in their recovery and rebuilding efforts.

As a funder with a significant history in the Gulf Coast region, 21CF was in an optimal position following the hurricanes to utilize existing networks to immediately impact recovery efforts. The nonprofit leaders and community organizations with whom the foundation had relationships knew who to contact to request funding—however, more often than not, it was 21CF that attempted the first communications following the storms.

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Time and again, the actions of Rev. John Vaughn, Program Director at The Twenty-First Century Foundation, were raised by members of the nonprofit community as an example of an optimal post-disaster response from a philanthropic professional. The day after Hurricane Katrina made landfall, Rev. Vaughn attempted to contact grantees via phone and email to gauge their safety and to assure them that, when they were ready to assess the needs of their organization, 21CF would be there to help support their efforts. Within two or three days of landfall, his phone calls were reaching nonprofit leaders who did not have a relationship with the foundation. One practitioner, whose organization had not previously received funding from 21CF, recounted the story of receiving a phone call from Rev. Vaughn while she was standing in Wal-Mart shopping for underwear three days after having evacuated her home in New Orleans. The gratitude and appreciation expressed by nonprofit practitioners for such proactive offers of sup-

port was still palpable more than twelve months after the phone calls were made.

The acts of proactive philanthropic support demonstrated by The Twenty-First Century Foundation were not only greatly appreciated by those in the hurricane-affected communities, but were also enormously effective in ensuring immediate relief grants were reaching those who needs were unmet by relief organizations in the area. Through such actions, 21CF was able to provide vital support to many non-urban communities, low-income communities, and communities of color in the days immediately following the hurricane when such services for these communities were scarce.

PRIVATE FOUNDATIONS

Rockefeller Foundation

The Rockefeller Foundation was established to “promote the well-being” of humanity by addressing the root causes of serious problems. The foundation supports work around the world to expand opportunities for poor or vulnerable people and to help ensure that globalization’s benefits are more widely shared¹⁵.

EFFECTIVE PRACTICES

Within days of Hurricane Katrina, the Rockefeller Foundation announced that it would provide financial support to leading nonprofit organizations working to address both immediate human service needs and the longer-term rebuilding of housing and economic development infrastructure in New Orleans and the region. In the summer of 2006, the Rockefeller Foundation further demonstrated its commitment to the redevelopment of New Orleans through its placement of a senior program officer in New Orleans to help galvanize and accelerate planning and rebuilding efforts in the region.

The Unified New Orleans Plan, or UNOP as it quickly became known, was developed to address specific actions necessary to facilitate the recovery and rebuilding of New Orleans¹⁶. An earlier plan developed for the Mayor’s office was widely criticized for its treatment of some low-lying neighborhoods, and throughout the city there was little or no agreement about how such a comprehensive recovery plan could satisfy all constituencies. In an effort to defeat this stalemate and to deliver a recovery plan that unified the city, the Louisiana Recovery Authority, the body established by the state to oversee the distribution of federal rebuilding funds, requested the involvement of the Rockefeller Foundation. The foundation was able to contribute to the UNOP process the services of a Senior Program Officer, Carey Shea, who had more than two decades of experience in housing and community development. Shea, who was housed at the Greater New Orleans

Foundation (GNOF) and who helped guide this contentious project to a successful outcome, has also taken a leading role in another of the Rockefeller Foundation’s commitments to the region—the establishment of a Community Revitalization Fund at GNOF. The Community Revitalization Fund is a collaborative funding effort that will provide money to a wide range of rebuilding projects in New Orleans over the next five years.

Collaborative Funding Efforts

GNOF’s Community Revitalization Fund is a funding collaboration between ten local, national, and community foundations¹⁷ which aims to raise a total of \$25 million over five years. It is designed to support revitalization activities in New Orleans that generate housing and community development through the creation of housing units; improve the capacity of the local housing production systems; and promote government accountability and citizen engagement. While the Rockefeller Foundation played a leading role in the conception and development of the Fund, it has contributed only approximately ten percent of fund’s total dollar amount. By utilizing non-monetary resources that are at its disposal (i.e., the skills and experience of its staff, its reputational capital, and its relationships with its philanthropic peers) the Rockefeller Foundation has ensured that financial resources *that exceed its own capacity* have flowed to the region to aid recovery and revitalization. By relocating a senior program officer to the region, developing close ties with a local community foundation, and encouraging its philanthropic peers to invest in the recovery of New Orleans, the Rockefeller Foundation has brought more to the Gulf Coast region than it could with funding alone. In addition, it has created a laudable prototype of a funding collaborative that is working to maximize its impact in the region.

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While some other foundations have contributed greater sums of money to recovery and rebuilding efforts in the Gulf Coast region, the Rockefeller Foundation has led by example—using its grantmaking dollars to invest in the region, and its name, the skills of its staff, and its reputation to encourage others to do the same.

Ford Foundation

For more than fifty years, the Ford Foundation has supported innovative efforts by individuals and organizations in every state, and around the world, to find solutions to the most challenging problems facing communities today. Following Hurricanes Katrina and Rita, the Ford Foundation made an immediate grant to a national disaster relief organization and committed significant additional funding to support long-term recovery, with particular focus on the most disadvantaged communities. Ford continues to be active in the Gulf Coast region, making grants designed to help ensure that low-income families are empowered to be active participants in the rebuilding of their homes, small businesses, and neighborhoods.¹⁸

EFFECTIVE PRACTICES

The Ford Foundation has been actively involved in the Gulf Coast for many years and substantially increased its investment in the region following the hurricanes. While Ford has contributed significant grant monies to many nonprofit organizations in the region, Ford's peers, as well as community foundations and governmental agencies in the Gulf Coast, provide Ford with its greatest accolades for its work in strengthening, transforming, and revitalizing the philanthropic community in the region.

Strengthening Local Philanthropy

Even prior to Hurricanes Katrina and Rita, the Ford Foundation had identified as a priority the need to assist local foundations in the Gulf Coast region strengthen, transform, and redirect their activities in their local communities. For many years, the Ford Foundation has supported community leaders in their efforts to develop strategies for increasing the power of philanthropy in the Gulf Coast, and for increasing the pool of philanthropic dollars that could be used to promote racial, social, and economic equity in the region.¹⁹ In the aftermath of Hurricane Katrina, the need to support such transformative practices became even more evident.

Immediately after Hurricane Katrina, the Ford Foundation was instrumental in the creation of the Louisiana Disaster Recovery Foundation (LDRF)—a wholly independent, Baton Rouge-based foundation established to “provide resources for the relief, recovery, and betterment of Louisiana’s people and communities.... (and) support (to) nonprofit organizations engaged in economic development, housing, land use planning, education, and healthcare.”²⁰ LDRF, which was originally created as an agent for the collection and distribution of funds donated to the Louisiana state government from individuals, companies, and philanthropic organizations across the country and throughout the world, is supported by the Ford Foundation, both through grants and through the presence of a senior Ford staff member on its Board of Directors.

The mission of the LDRF is to promote strategies that result in a better, more equitable Louisiana that offers all people—regardless of race, economic status, and gender—the opportunity for full participation in its economy and society.²¹ While the work of LDRF itself is exemplary, it is Ford’s strategy of supporting the development and growth of a local philanthropic organization that utilizes the skills, knowledge, and commitment of local community leaders that should be recognized.

As has been stated previously in this report, prior to the summer of 2005, philanthropic investment in the Gulf Coast had been dwindling for many years. And, while there is a significant local philanthropic presence in the Gulf Coast, the focus of many of these organizations’ grantmaking strategies precludes the funding of issues surrounding social, racial, and economic justice. As Hurricane Katrina so graphically demonstrated to the nation and the world, these are issues that desperately require attention in the Gulf Coast, and they are issues that can and should be addressed by a robust local philanthropic community. The Ford Foundation’s assistance in the creation of LDRF, in addition to its historical support of community foundations in the region, is helping develop such a community—a philanthropic network that can provide resources for the betterment of all, and help revitalize and transform the entire Gulf Coast region.

CORPORATE FOUNDATIONS

Toshiba America Foundation

Toshiba America Foundation is a private foundation created with support from Toshiba Corporation, Toshiba America Inc., and the six Toshiba America group companies operating in the United States. The foundation’s mission is to promote quality science and mathematics education in U.S. schools, which it does by providing grants for science and mathematics programs and activities for grades K–12.²²

EFFECTIVE PRACTICES

Immediately following Hurricane Katrina, Toshiba, along with numerous other corporations throughout the country, recognized the need to support relief, recovery, and rebuilding efforts in the region. While many corporations and private and family foundations elected to make immediate, one-time gifts to large national organizations that provide emergency relief operations, Toshiba enlisted the skills and knowledge of its foundation staff and made a decision atypical for a corporation—to make an immediate pledge of support to the region, but to defer the disbursement of grant monies until foundation staff had the opportunity to review the needs and opportunities in the region. This decision, which was highly unusual in the world of corporate

philanthropy, resulted in Toshiba making grant allocations to nonprofit organizations in the Gulf Coast region at a time when the influx of philanthropic dollars was in decline.

Deferring Grant Dispersal

It is human nature to reach out to those in need in times of disaster. It is therefore common for foundations with funding guidelines that precisely focus their grantmaking activities to respond to disasters by making significant, one-time contributions to disaster response organizations. While such grants are essential to relief efforts following disasters, the medium and long-term needs of affected communities should not be forgotten.

The timing of grant assistance to nonprofit organizations recovering from disaster was a topic of much debate and some contention among those interviewed in preparation for this report. Many organizations involved in immediate disaster relief efforts (e.g., those providing food, clothing and shelter to displaced persons) believed funding should be provided in the immediate aftermath of the disaster; those whose services are called into play in the weeks and months following the disaster (e.g., those who provide services around housing or education) advocated for funding to be delayed until “the dust has settled” and unmet needs became more obvious; and those whose primary function is to focus upon the longer-term needs of communities (e.g., community development, advocacy) stressed the need for a long-term view to be taken when considering funding opportunities. When considering its response to the disasters in the Gulf Coast, the Toshiba America Foundation took all these points of view into account.

Based on the post-disaster contribution patterns typically demonstrated by corporate foundations, and through discussion with their corporate foundation peers following Hurricane Katrina, staff at the Toshiba America Foundation determined that the majority of New York-based corporate foundations responding to the disasters would be making an immediate, one-time contribution to a national disaster-response organization. While the Toshiba America Foundation recognized the merit of such action, they also recognized the need for the flow of funding to the Gulf Coast to continue long after organizations such as the American Red Cross had departed, and after many private, family, and public foundations had ceased their activity in the region. Based on this awareness, the Toshiba America Foundation took the unusual step of making an immediate pledge of financial support to the hurricane affected areas, but announced that funds would not be dispersed for up to twelve months. Staff used this twelve-month period to develop relationships with nonprofit organizations in the Gulf Coast region, to discuss “funding gaps” with their funding peers, and to investigate ways in which the foundation’s grantmaking dollars could have the greatest impact on those communities affected by the storms.

As a result of the decision to make an immediate pledge, but to delay funding to the region, the Toshiba America Foundation was able to “fill in the gaps” left by other philanthropic and governmental programs and direct its funding efforts towards assisting displaced students attending Houston public schools and organizations in the Gulf Coast working to rebuild schools and youth organizations—needs and opportunities that would not have been apparent in the immediate aftermath of the storms.

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New York Life Foundation

The New York Life Foundation is dedicated to helping young people fulfill their potential and grow into productive adults. To achieve these goals, the foundation established the *Nurturing the Children* initiative which provides resources to organizations and programs that offer educational enhancement and mentoring, and provide children with safe places to learn and grow.²³

EFFECTIVE PRACTICES

Following Hurricane Katrina, the New York Life Foundation was another corporate foundation that employed a grantmaking approach that was atypical among its peers. Recognizing the need for funding to support *both* emergency relief activities *and* programs that promote longer-term recovery, the New York Life Foundation made the innovative decision to make grants to the region throughout the rebuilding process—immediately following the hurricanes when funding was desperately needed to support displaced residents, and later in the recovery process when the influx of philanthropic dollars was in decline. By extending its grantmaking activity beyond the immediate-response timeframe typically employed by corporate foundations, the New York Life Foundation was able to not only support the work of national emergency relief organizations, but also provide more specific, targeted grants for recovery and rebuilding programs in the region—a practice that has resulted in the New York Life Foundation continuing its involvement in the Gulf Coast region long after the vast majority of its peers have ceased their hurricane-related grantmaking.

While the practice of extending grantmaking across all phases of disaster recovery sets the New York Life Foundation apart from many of its corporate foundation peers, its willingness to expand its funding focus beyond its traditional boundaries was what truly made it unique.

Expansion of Funding Focus

As with many other corporate foundations, the New York Life Foundation has a precise funding strategy that incorporates geographical requirements in its guidelines—typically, the New York Life Foundation provides grants only to organizations headquartered in New York City/Westchester County, or a few key cities where New York Life has facilities. Following Hurricanes Katrina and Rita, however, the New York Life Foundation recognized the opportunity to address the needs of the hurricane-affected communities by maintaining the *programmatically* focus of its grantmaking program, but expanding its geographical restrictions to allow disaster-related grants to be awarded to nonprofit organizations outside its traditional geographic grantmaking area. While it would have been possible for the New York Life Foundation to adhere to its geographical boundaries when responding to the disasters, the foundation decided that it wished to support not only the needs of those displaced by the storms, but also the rebuilding and recovery efforts of those communities directly affected by Hurricanes Katrina and Rita.

To achieve this goal, and to open the door to broader funding opportunities, the Board of Directors of the New York Life Foundation made the strategic decision to allow for the expansion of the foundation's geographical focus *while maintaining the foundation's traditional funding focus*. This exception to the foundation's typical funding activities resulted in significant, long-term funding to support the activities of organizations in Mississippi and Louisiana that provide children with safe places to learn and grow.

DISASTER RELIEF ORGANIZATIONS

While many disaster relief organizations mobilized in the Gulf Coast region immediately following Hurricanes Katrina and Rita, the majority left the region in the weeks and months following the storms. Several organizations, however, recognized the need for a long-term commitment to the region and moved beyond their traditional disaster response practices.

AmeriCares

AmeriCares is an international relief organization whose passion to help is matched by an ability to deliver. Whether it is an epic disaster or a daily struggle, AmeriCares goes to extraordinary lengths to ensure that medicines, medical supplies, and aid reaches individuals in need wherever they

are, whenever they need it.²⁴ Immediately after Hurricane Katrina ravaged the Gulf Coast in 2005, AmeriCares delivered in-kind aid such as medicines, hospital supplies and other materials to Louisiana, Mississippi, Texas and Alabama. Recognizing the ongoing needs of the region, AmeriCares has continued to work with local partners to support primary healthcare and mental health needs, and help communities deal with other pressing recovery issues such as shelter and disaster preparedness.

EFFECTIVE PRACTICES

Prior to Hurricane Katrina, AmeriCares did not have a grantmaking program. Its exceedingly successful and highly regarded disaster response activities were restricted to the delivery and coordination of in-kind medical aid to regions throughout the world that had been hit by natural or man-made disasters. Following Hurricane Katrina, however, the influx of cash contributions to AmeriCares from individuals across the country and throughout the world demanded the creation of a vehicle for the dissemination of these resources. In order to ensure the donations reached those most profoundly affected by the storms, AmeriCares created a grantmaking program that targeted the immediate emergency needs of rural areas, smaller municipalities, and traditionally underserved communities, and the longer-term health and mental health needs of all communities in the Gulf Coast region.

The AmeriCares post-hurricane grantmaking program created in the wake of Hurricanes Katrina and Rita utilizes many of the practices already cited in this report:

- putting staff “on the ground” to facilitate the development of relationships and allow for an increased understanding of communities’ ever-changing needs during the recovery process
- identifying and utilizing “key people” in the affected communities
- a willingness to take risks in its grantmaking practices
- a willingness to ask those directly affected by the disasters, “what do you need?”

In addition to these practices, however, AmeriCares was also recognized for its straightforward grant application process—a process that was lauded by many nonprofit organizations interviewed for its simplicity and practicality.

Straightforward Application Process

The focus of the AmeriCares grantmaking program is upon immediate recovery needs such as food and shelter, as well as longer term primary and mental healthcare for those in the communities affected by Hurricanes Katrina and Rita. The bulk of grants made through the program have typically been distributed to small, grassroots organizations, with funds also going to intermediaries (such as local community

foundations), and established national organizations with local chapters (e.g., Boys and Girls Clubs). Many of the grassroots organizations that received funding through the AmeriCares grant program had never before received funding from an out-of-region philanthropic organization.

As AmeriCares grantmaking program was developed specifically to respond to the disasters in the Gulf Coast, AmeriCares had the “luxury” of designing an application form that gathered the information required, but made minimal demands upon nonprofit practitioners. The resulting application form is a simple, six- to eight-page document (depending upon the purpose of the grant) that requires enough basic supporting information and historical records to meet due diligence and auditing requirements, without being overly burdensome to the applicant. The wording in the document is straightforward, the document does not have to be completed online, and funding was available for both programmatic and operational costs. For many of the small, less experienced grassroots organiza-

tions interviewed in preparation for this report, such an application process provided them the opportunity to access funding that was sorely needed to support their work in their local communities.

As was mentioned previously, many nonprofit practitioners, especially those in Mississippi, reported that they did not know how to go about accessing funding from out-of-region philanthropic organizations and found approaching funders extremely intimidating. This, combined with the fact that many foundations have particularly rigorous grant application processes, meant that many smaller nonprofit organizations did not pursue funding opportunities following the hurricanes. The example provided by AmeriCares of a straightforward grant application for use under exceptional circumstances, demonstrates that foundations can gather the information for their reporting requirements while also being sympathetic to the conditions under which nonprofit organizations are operating in times of disaster.

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Future Investment in the Gulf Coast

Opportunities for Promoting Recovery, Transformation, and Revitalization

The disasters across the Gulf Coast triggered by Hurricanes Katrina and Rita graphically revealed the need for ongoing effective and responsive investment in the region. Whether the destruction of houses, businesses, and whole communities was the result of high winds and storm surges as it was along the Mississippi coast, or environmental degradation and the failure to maintain the complex levee system as it was in New Orleans, the storms exposed the poverty, injustice, and inequities that many in the region battle on a daily basis.

The community leaders and nonprofit practitioners in the region who are working to address these issues are as committed, skilled, and proficient as those anywhere in the country—but they need resources, information, and peer support to continue their work. For too long many in the philanthropic community have ignored the “bigger picture” and focused their investment in the region primarily upon individual programs and organizations. Investment in leadership and leadership development has been largely ignored, funding to support those working to change inequitable legislative practices and policies has been minimal, and the opinions of community leaders who are invested in, and committed to, their communities have often gone unheeded. If the Gulf Coast is to emerge from the devastation of the 2005 hurricane season economically robust, socially cohesive, and culturally intact, it is essential that the philanthropic community invest in long-term rebuilding initiatives that address these issues and promote transformation and revitalization in the region.

Even prior to the 2005 hurricanes many areas of the Gulf Coast were in dire need of ongoing, committed philanthropic, private, and governmental investment in affordable housing, economic development, healthcare, mental health services, environmental justice, childcare services, and many, many other areas. The devastation wrought by the hurricanes only amplified these needs.

The decimation by Hurricanes Katrina and Rita of rental and low- and middle-income housing stock in Mississippi and Louisiana only exacerbated existing issues surrounding inadequacies in affordable housing and inequitable housing practices in the region. The closure of Charity Hospital in New Orleans due to flooding only revealed more vividly the existing deficits in healthcare services throughout that city and the entire state. The permanent departure of many mental health professionals and closure of all of the private psychiatric clinics in New Orleans following Hurricane Katrina pushed an already tenuous mental healthcare sys-

tem to the brink of collapse. The region’s continued reliance upon non-unionized, low-paying service industry jobs as the basis for economic growth in the region has further segregated the population in many areas. These issues—combined with decades of environmental degradation that have resulted in the destruction of the wetlands so vital to the protection of the coastline and coastal cities, an education system that has failed to give generations of Gulf Coast residents an education equal to that of their peers in other regions of the nation, and systemic injustices that deny people of color, women, and those living in poverty an equal opportunity for economic security—have produced a region of the country whose needs are vast and where opportunities for funding are myriad.

While long-term, committed philanthropic investment is urgently needed in the programmatic areas listed above, investment is also required to support broader activities that affect change *across program areas and throughout the region*.

Discussion with those listed in Appendix Two of this report revealed three fundamental but far-reaching and expansive areas to which long-term philanthropic investment should be directed to help achieve economic growth, social cohesion, and racial and economic parity: 1) supporting and empowering local philanthropy; 2) affecting change in local and state policy; and 3) developing cooperative and collaborative opportunities for funding in the Gulf Coast.

This section provides an overview of each of these areas, citing examples of existing effective philanthropic practices.

SUPPORTING AND EMPOWERING LOCAL PHILANTHROPY

When interviewed by the *Chronicle of Philanthropy* on the role of the Greater New Orleans Foundation in the development of the Unified New Orleans Plan (UNOP), Carey Shea, Senior Program Officer, stated, “Wealth is not loud here in New Orleans. Wealth is quiet and dignified.”²⁵

For many years, local philanthropic activity in the Gulf Coast region has indeed been quiet and dignified—with little fanfare, local families, businesses, and individuals of wealth have contributed to the well-being of their communities by generously creating foundations, establishing donor advised funds at local community foundations, or developing other avenues for the distribution of their phil-

anthropic dollars. This somewhat low-key approach to community and nonprofit support is often at odds with the bolder and more overt philanthropy practiced by some of the national charitable organizations that have become more active in the Gulf Coast since 2005, and, as a result, the contributions of local philanthropy to the recovery and rebuilding efforts in the region have often been overlooked. As the national philanthropic community continues its involvement in the Gulf Coast, it should be remembered that while local philanthropy may be “quiet and dignified,” it possesses experience, knowledge, and a passion for its community that should be drawn upon and utilized when making investment decisions in the Gulf Coast.

As stated earlier in this report, prior to Hurricane Katrina, the majority of grassroots nonprofit organizations in the Gulf Coast relied solely upon the support of local philanthropic and governmental organizations for their financial resources. Most typically, these governmental and philanthropic contributions have been directed to support the programmatic activities or general operating costs of nonprofit organizations working with specific populations (e.g., children, the elderly, the disabled), or providing a specific service (e.g., healthcare, cultural resources, education) to the community. While this system of funding has been adequate to support the operating and programmatic activities of many nonprofit organizations, those nonprofits whose work may be seen as divisive or controversial have struggled for many years to identify revenue streams. A graphic example of this is the field of environmental activism. Those interviewed for this report who work for nonprofit organizations active in the environmental arena stated that their organizations receive no funding from the Gulf Coast philanthropic community—100 percent of their funding comes from states other than Louisiana, Mississippi, and Arkansas, with the vast majority of funding coming from New York and California. Additionally, presenters at a philanthropic conference held in New Orleans in September 2007²⁶ stated that they estimate there are less than 25 environmental activists in the entire state of Mississippi, with the vast majority of these activists being volunteer workers. Given the widely acknowledged environmental destruction and degradation that has occurred along the Gulf Coast in past decades, and the direct relationship between this degradation and the impact of the 2005 storms, this is clearly a situation that needs to be changed. This need for change, however, also presents an opportunity—the opportunity for national and out-of-state philanthropic organizations to support and empower the local philanthropic community.

Perhaps the best example of utilizing the need for change as a means for empowering and increasing the capacity of local philanthropy is the successful collaborative partnership developed by the Rockefeller Foundation and the Greater New Orleans Foundation (GNOF). The collabora-

tion between these two vastly dissimilar philanthropic organizations on the Unified New Orleans Plan (UNOP) demonstrates how the relationship between out-of-state and local philanthropy can be eminently successful if the skills, resources, and knowledge of each partner are recognized and utilized.

According to Ben Johnson, President and CEO of GNOF: “Taking on such a high-profile and contentious project (as the UNOP) was new territory for the Greater New Orleans Foundation. Sixteen months ago the planning process wasn’t even on the foundation’s radar screen....when all of a sudden that became our largest priority, because that was the next most-important thing that had to happen for the recovery of this city.”²⁷

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While Mr. Johnson, and many others in New Orleans, recognized the vital importance of developing a blueprint for the rebuilding of the city, it is highly unlikely that GNOF would have played such a pivotal role in the development of the UNOP without the support and assistance of the Rockefeller Foundation. As stated earlier in this report, Carey Shea, a Senior Program Officer at Rockefeller with more than two decades of experience in housing and community development, relocated to New Orleans in the summer of 2006 with the specific objective of working with GNOF to guide the UNOP process to a successful outcome. Ms. Shea’s skills in the areas of housing and community development, combined with the institutional memory of GNOF, the community and governmental contacts developed over many years by Mr. Johnson, and the relationships of several board members with the Mayor and Governor, resulted in the successful completion of a process that had previously seemed doomed to failure.

As stated by Mr. Johnson, tackling the UNOP process was new territory for GNOF—territory into which they had not previously ventured due to insufficient financial resources and a lack of staff with the specific skill-set required to undertake such an endeavor. The financial support of the Rockefeller Foundation, combined with the skills of the loaned senior program officer, enabled GNOF to build its capacity, expand its focus, and become involved in a programmatic area in which it had little previous experience. Since its involvement in the development of the UNOP, the Greater New Orleans Foundation has continued its expansion—both of its philan-

thropic focus and, through its involvement in initiatives such as the collaborative Community Revitalization Fund, its role as a leader in the community.

By investing in the Greater New Orleans Foundation, Rockefeller not only assisted in the development of a vitally important rebuilding tool, but also increased the capacity, influence, and power of philanthropy in New Orleans. While such intensive investment in a community foundation may not be viable for many national or out-of-state charitable organizations, the collaborative relationship between Rockefeller and the Greater New Orleans Foundation serves as an example of how the support and empowerment of local philanthropy benefits not only the local philanthropic organization, but also the wider nonprofit community. As the capacity, skills, and focus of local philanthropy expand, it can be expected that this expansion will translate into increased funding opportunities for local nonprofit organizations—including those nonprofits that have not traditionally been the recipients of local philanthropic dollars.

AFFECTING CHANGE IN LOCAL AND STATE POLICY

According to the most recent U.S. census, prior to Hurricane Katrina:

- 28 percent of families with children under the age of 18 who were living in New Orleans were living in poverty
- New Orleans was the sixth poorest out of the 100 largest metropolitan areas nationwide
- 33 percent of black residents in New Orleans did not own cars
- only 66 percent of black residents had successfully completed a high school education
- 6 percent of the total population aged 25 years and older had less than a ninth-grade education.²⁸

While these statistics are specific to New Orleans, some of the information can be extrapolated to the wider Gulf Coast area region. The South, as a region, is the poorest constituency in the country with a long history of rural poverty, racial polarization, lower than national average educational attainment, and an undercapitalized nonprofit infrastructure.²⁹ To overcome these obstacles and move towards a society in which resources are fairly distributed, opportunities to create wealth are available to all, and quality education can be accessed by every child regardless of where he or she lives, vulnerable communities must be given the opportunity to participate in civic and political processes and have a voice in the development of policies that directly affect their lives.

The second edition of the *NYRAG Donors' Guide to Gulf Coast Relief & Recovery*, a document that provides informa-

tion on the more than \$325 million invested in the Gulf Coast by New York area philanthropy since the landfall of Hurricanes Katrina and Rita, lists more than 120 nonprofit service providers working in the areas of advocacy, social justice, and equity. While many of the organizations listed in the guide focus on issues directly related to their local communities, many other organizations are working to empower Gulf Coast residents to impact state and national policy. One of these organizations, the Mississippi Conference of the NAACP, is striving to identify inequitable and unjust state policies that negatively impact vulnerable members of their community, and, through the legislative system, are fighting to have these policies changed. Another such organization, the Advancement Project, a democracy and justice action group based in Washington D.C., has for almost two years been a powerful voice on behalf of tenants who have been unable to return to public housing units in New Orleans due to discriminatory state and federal policies and decisions. New Orleans ACORN, an organization that has been a powerful community organizer and advocate for citizens' rights for many years, began its advocacy work on behalf of hurricane survivors the day after the levees broke and has been a tireless voice for the people of New Orleans ever since. And Advocates for Environmental Human Rights, a nonprofit public interest law firm whose mission is to provide legal services, community organizing support, public education, and campaigns focused on defending and advancing the human right to a healthy environment, has been an unflinching voice for residents across the Gulf Coast region.

While the above organizations, and indeed all of the nonprofit service providers listed in the *Donors' Guide*, have received funding from New York area grantmakers, past investment is not enough. In order to address the inequities rife in the recovery and rebuilding process and to tackle the many systemic injustices that have existed at a local, state, and federal level since long before the storms hit, philanthropy must direct its financial support not only to nonprofits that focus upon programmatic issues, but also to those addressing policy and legislation. While it is undeniable that nonprofits working, for example, in the area of housing access and development warrant substantial long-term support from the philanthropic sector, the efforts of such direct service organizations would be significantly enhanced if the issues of discriminatory and inequitable state and federal policies were ameliorated. For example, a recent publication by the Center for Social Inclusion reports that "Mississippi is one of the few states without a Fair Housing Act and limited anti-predatory mortgage lending statutes, but that still allows non-judicial foreclosures. Additionally, the state provides very few resources to support...affordable housing developers in their efforts to facilitate the construction of affordable homes. Even the state's landlord-tenant laws favor landlords, giving them the right

to evict, in some cases, without ever going to court.”³⁰ Should the current efforts of the Mississippi State Conference of the NAACP be successful in changing these discriminatory legislative policies, not only will direct service providers in the affordable housing sector receive a vitally important resource to add to their direct service toolboxes, but all renters and lower-income homeowners in Mississippi will gain protection for one of their most fundamentally important resources—their homes.

As we well know, the wheels of political change turn slowly, and those nonprofit organizations endeavoring to impact public policy and influence political decision-making must invest substantial time, resources, and energy into this process. If the philanthropic community wishes to address and impact existing policies that propagate racial, social, and economic inequity in the Gulf Coast region, then it must be equally committed to the long-term nature of this work and invest its funds accordingly.

DEVELOPING COLLABORATIVE AND COOPERATIVE OPPORTUNITIES FOR FUNDING

The devastation in the Gulf Coast during the 2005 hurricane season brought with it many changes—changes to peoples’ lives, changes to entire communities, changes to the way Americans view their elected officials, and changes to the way the philanthropic sector responds to catastrophic events. The ineffective response by government at all levels to the devastation across the Gulf Coast revealed to a national audience the social, racial, and economic inequities that exist throughout the country and accentuated the need for significant strategic long-term involvement by the philanthropic sector in the transformative rebuilding process. Due to the extent of the destruction, and to the magnitude of the inequities revealed by the storms, many in the philanthropic community recognized the need for a response that maximized the resources invested in the Gulf Coast region while ensuring that those directly affected by the hurricanes had a voice in all stages of the recovery process. As a result of this realization, the New York philanthropic community created an unprecedented number of innovative and highly successful collaborative and cooperative initiatives that addressed the myriad issues and needs that arose following the storms.

The responses undertaken by New York area funders that are highlighted in this report use a variety of collaborative activities to support recovery and transformation in the

Gulf Coast region—the Gulf Coast Fund for Community Renewal & Ecological Health uses collaboration to pool financial resources and distribute funds; Gulf Coast Funders for Equity uses collaboration as a means of disseminating information among its membership and among nonprofit organizations in the hurricane-affected areas; the NYRAG Gulf Coast Recovery Task Force uses collaboration as a means of developing resources that are relevant to the wider philanthropic community and that encourage ongoing investment in the Gulf Coast; and the Rockefeller Foundation uses collaboration as a means of addressing vital needs of a specific community while also building the capacity and empowering a local philanthropic organization. The one commonality among the four collaborative efforts described above is the use of collaboration as a means of maximizing the efficacy of resources. None of these initiatives could have had the impact, or indeed the lifespan, they have were they reliant upon a single philanthropic organization for their survival. Had the 25 public and private foundations that support the activities of the Gulf Coast Fund for Community Renewal & Ecological Health decided to invest in the region independently rather than through the fund, their impact would have been minimal. Had members of the Gulf Coast Fund for Equity individually sought to gather and disseminate information about recovery initiatives, their efforts would be far less comprehensive. Had NYRAG sought to create resources independently of a collaborative Task Force, the resulting documents would have minimal relevance to the wider philanthropic community, and had the Rockefeller Foundation sought to develop the Unified New Orleans Plan independent of the Greater New Orleans Foundation, it would have required a significantly greater financial investment and would have been unlikely to succeed.

The utilization of collaborative partnerships to respond to the catastrophic devastation in the Gulf Coast has enabled funders to share information, maximize resources, and develop strategic responses in a way that has previously been rare in the wider philanthropic community. The success of these collaborative initiatives, as perceived by both the philanthropic organizations involved in the collaborations and the nonprofit community in the hurricane-affected areas, has demonstrated the efficacy of such initiatives and should encourage the development of further collaborative partnerships as the wider philanthropic community continues its involvement in the transformative rebuilding of the Gulf Coast region.

ENDNOTES

1. For a list of those interviewed, see Appendix 2
2. For a list of reports reviewed, see Appendix 3
3. Thank you to Raymond Jetson, CEO of the Louisiana Family Recovery Corp.
4. For the Task Force member list, see Appendix 4
5. Funding received from: Altman Foundation; The F.B. Heron Foundation; The Ford Foundation; The New York Community Trust; Open Society Institute; Pfizer Inc.; Rockefeller Foundation; and The Twenty-First Century Foundation
6. For Learning Forum presenters, see Appendix 5
7. Co-sponsors of 1st Learning Forum: Asian Americans/Pacific Islanders in Philanthropy; Association of Black Foundation Executives; The Center for Corporate Citizenship at Boston College; Council on Foundations; Disability Funders Network; Environmental Grantmakers Association; Forum of Regional Associations of Grantmakers; Grantmakers for Children, Youth & Families; Grantmakers in Aging; Hispanics in Philanthropy; Native Americans in Philanthropy; Neighborhood Funders Group; Philanthropy for Active Civic Engagement; UJA-Federation of New York; Women's Funding Network
8. Co-sponsors of Funders Forum: The Ford Foundation; JP Morgan Chase Foundation; W.K. Kellogg Foundation; John S. and James L. Knight Foundation; The Rockefeller Foundation; The Community Foundation of South Alabama; Foundation for the Mid South; Greater New Orleans Foundation; Louisiana Disaster Recovery Foundation; Foundation Center; New York Regional Association of Grantmakers
9. The Mission Statement of the NYRAG Gulf Coast Recovery Task Force can be found in the section of this report titled "NYRAG's Response to Hurricanes Katrina and Rita"
10. Funding received from: AB Fund; Agua Fund; Barbara Smith Fund; Beldon Fund; Dome Fund; Durst Family Foundation; Estelle Friedman Gervis Foundation; Ford Foundation; Jenifer Altman Foundation; Jessie Smith Noyes Foundation; Johnson Family Foundation; John Merck Fund; Kite Fund; Louisiana Disaster Recovery Foundation; Marisla Foundation; Mitchell Kapur Foundation; Nathan Cummings Foundation; Mustard Seed Fund New World Foundation; New York Community Trust; Park Foundation; Richard King Mellon Family Foundation; Rockefeller Brothers Fund; Singing Field Foundation; Starry Night Fund at Tides Foundation; The Community Foundation for the National Capital Region; Two Trees Foundation; Walter & Elise Haas Fund
11. RPA website
12. For a list of Advisory Group Members and their affiliations, see Appendix 5
13. Ms. Foundation for Women website
14. The Twenty-First Century Foundation website
15. Rockefeller Foundation website
16. unifiedneworleansplan.com
17. Contributors to the Community Revitalization Fund: the blue moon fund; The Capital Group Companies Charitable Foundation; Conrad N. Hilton Foundation; Gates Foundation; Goldring Family Foundation; Greater New Orleans Foundation; W.K. Kellogg Foundation; The Rockefeller Foundation; Surdna Foundation; Patrick F. Taylor Foundation; and the Woldenberg Foundation
18. Ford Foundation website
19. *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, Mid South Commission to Build Philanthropy, December 2004
20. Louisiana Disaster Recovery Foundation website
21. Louisiana Disaster Recovery Foundation website
22. Toshiba America Foundation website
23. New York Life Foundation website
24. AmeriCares website
25. The Chronicle of Philanthropy, Volume XIX, No. 21, August 23, 2007
26. Funders Forum on Sustainable Gulf Coast Transformation, New Orleans, LA, September 5th–7th 2007
27. The Chronicle of Philanthropy, Volume XIX, No. 21, August 23, 2007
28. 2000 U.S. census, www.census.gov
29. Population Reference Bureau, www.prb.org
30. M. Wiley, *Triumph Over Tragedy: Leadership, Capacity and Needs in Arkansas, Alabama, Georgia, Louisiana and Mississippi After Hurricanes Katrina and Rita*, The Center for Social Inclusion: A Project of the Tides Center, August 2007

APPENDIX ONE

Presentation of resource distribution by NYRAG members in response to Hurricanes Katrina and Rita

The information in this section reflects data gathered via survey and phone conversations with 287 NYRAG members. All information was received as a result of direct communication between NYRAG staff and the member organizations with no information being garnered from third parties or previously released reports.

The information is presented both geographically and programmatically. When reviewing the data, two factors should be considered: 1) all nonprofit organizations located in Georgia, Florida, Arkansas, Alabama, Mississippi, Louisiana, and Texas are classified as being located “in the Gulf Coast region”; 2) while the listed nonprofit organiza-

tions have been sorted into eleven programmatic categories, in some instances an organization may appear in more than one category (e.g., ACORN appears in both the “Advocacy, Social Justice, and Equity” category and the “Community and Economic Development” category).

For more information regarding grants made by the New York area philanthropic community in response to Hurricanes Katrina and Rita, please refer to the second edition of the *NYRAG Donors’ Guide to Gulf Coast Relief & Recovery* which can be downloaded from the NYRAG website (www.nyrag.org).

GEOGRAPHIC FOCUS

Ten states in which the greatest number of grant recipients are located:

State	Number of Grant Recipients
Louisiana	323
Mississippi	106
New York	102
Texas	94
Washington, DC	55
Georgia	45
Alabama	30
California	25
Virginia	20
Florida	15

Ten Gulf Coast cities* in which the greatest number of grant recipients are located:

City	Number of Grant Recipients
New Orleans, LA	169
Baton Rouge, LA	58
Houston, TX	51
Jackson, MS	29
Biloxi, MS	17
Lake Charles, LA	13
Gulfport, MS	13
Lafayette, LA	11
Austin, TX	10
San Antonio, TX	9

105

Total number of Gulf Coast cities/towns* in which NYRAG-member grant recipients are located

612

Total number of Gulf Coast-based* nonprofit organizations that were the recipients of grants from NYRAG members

Countries other than the U.S. in which grant recipients are located:

Country	Number of Grant Recipients
Germany	1
Italy	1
Mexico	1

* Located in Georgia, Florida, Arkansas, Alabama, Mississippi, Louisiana, or Texas

Communities in which grant recipients are located:

Bayou La Barte	AL	Peoria	IL	Baltimore	MD	Bronx	NY
Birmingham	AL	Rolling Meadow	IL	Bethesda	MD	Brooklyn	NY
Coden	AL	Elkhart	IN	Rockville	MD	New York	NY
Daphne	AL	Olathe	KS	Silver Springs	MD	Rochester	NY
Fairhope	AL	Lexington	KY	Ann Arbor	MI	Tarrytown	NY
Fowl River	AL	London	KY	Auburn Hills	MI	Cincinnati	OH
Grand Bay	AL	Alexandria	LA	Detroit	MI	Columbus	OH
Mobile	AL	Angie	LA	Minneapolis	MN	Dayton	OH
Montgomery	AL	Arcadiana	LA	Saint Paul	MN	Redwood	OR
Selma	AL	Avondale	LA	Bridgeton	MO	Philadelphia	PA
Sylacauga	AL	Barataria	LA	St. Louis	MO	Springfield	PA
Tuscaloosa	AL	Baton Rouge	LA	Bay St. Louis	MS	Providence	RI
Tuskegee	AL	Beauregard	LA	Biloxi	MS	Clemson	SC
Conway	AR	Clinton	LA	D'Iberville	MS	Columbia	SC
Little Rock	AR	Columbia	LA	Duck Hills	MS	Brentwood	TN
Phoenix	AZ	Covington	LA	Greenville	MS	Chattanooga	TN
Berkeley	CA	Cut Off	LA	Gulfport	MS	Memphis	TN
Irvine	CA	Franklin	LA	Hattiesburg	MS	Nashville	TN
Los Angeles	CA	Franklinton	LA	Jackson	MS	Allen	TX
Oakland	CA	Golden Meadow	LA	Leakesville	MS	Austin	TX
San Diego	CA	Grambling	LA	Lexington	MS	Beaumont	TX
San Francisco	CA	Greenwell Springs	LA	Long Beach	MS	Bellaire	TX
Santa Barbara	CA	Hammond	LA	Marks	MS	Dallas	TX
Santa Monica	CA	Harahan	LA	McComb	MS	Fort Worth	TX
Aspen	CO	Houma	LA	Moss Point	MS	Garland	TX
Danbury	CT	Kenner	LA	Ocean Springs	MS	Georgetown	TX
Stamford	CT	La Place	LA	Pascagoula	MS	Houston	TX
Washington	DC	Lafayette	LA	Pass Christian	MS	Humble	TX
Newark	DE	Lake Charles	LA	Picayune	MS	Katy	TX
Gainesville	FL	Luling	LA	Poplarville	MS	Kirbyville	TX
Jacksonville	FL	Mandeville	LA	Ridgeland	MS	League City	TX
Miami	FL	Metairie	LA	Tougaloo	MS	McKinney	TX
Ponte Vedra Beach	FL	Monroe	LA	Tunica	MS	Plano	TX
Sanford	FL	New Iberia	LA	Tupelo	MS	Port Arthur	TX
Tallahassee	FL	New Orleans	LA	University	MS	San Antonio	TX
Tampa	FL	New Roads	LA	Vicksburg	MS	Stafford	TX
West Palm Beach	FL	Opelousas	LA	West Point	MS	Tomball	TX
Winter Park	FL	Plaquemines	LA	Wiggins	MS	Arlington	VA
Alpharetta	GA	Shreveport	LA	Chapel Hill	NC	Burke	VA
Americus	GA	Slidell	LA	Durham	NC	Charlottesville	VA
Atlanta	GA	Sulphur	LA	Pittsboro	NC	Fairfax	VA
Brunswick	GA	Thibodaux	LA	Raleigh	NC	Falls Church	VA
Cornelia	GA	Tickfaw	LA	Lincoln	NE	Reston	VA
Decatur	GA	Belchertown	MA	Amherst	NH	Richmond	VA
East Point	GA	Boston	MA	Bridgewater	NJ	Cochester	VT
Iowa City	IA	Cambridge	MA	New Brunswick	NJ	Montpelier	VT
Chicago	IL	Carlisle	MA	Newark	NJ	Madison	WI
Elk Grove Village	IL	Needham	MA	Sante Fe	NM	Milwaukee	WI
Lisle	IL	Somerville	MA	Albany	NY	New Holstein	WI

All states in which grant recipients are located:

State	Number of Grant Recipients
Alabama	30
Arizona	1
Arkansas	5
California	25
Colorado	2
Connecticut	3
Delaware	1
Florida	15
Georgia	45
Illinois	15
Indiana	1
Iowa	1
Kansas	1
Kentucky	2
Louisiana	323
Maryland	11
Massachusetts	14
Michigan	3
Minnesota	3

State	Number of Grant Recipients
Mississippi	106
Missouri	4
Nebraska	1
New Hampshire	1
New Jersey	5
New Mexico	1
New York	102
North Carolina	5
Ohio	5
Oregon	1
Pennsylvania	6
Rhode Island	1
South Carolina	3
Tennessee	9
Texas	94
Vermont	2
Virginia	20
Washington, DC	55
Wisconsin	3

PROGRAMMATIC FOCUS

Ten nonprofit organizations that received the greatest number of grants:

Nonprofit Organization	Number of Grants Received
American Red Cross (national)	49
ACORN (New Orleans, LA)	18
Gulf Coast Fund for Community Renewal & Ecological Health (New York, NY)	18
Habitat for Humanity (national)	18
Baton Rouge Area Foundation (Baton Rouge, LA)	14
New Orleans Museum of Art (New Orleans, LA)	13
Salvation Army (national)	12
Southern Mutual Help Association (New Iberia, LA)	12
United Way (national)	12
Children's Health Fund (national)	11

Ten Gulf Coast-based nonprofit organizations that received the greatest number of grants:

Nonprofit Organization	Number of Grants Received
ACORN (New Orleans, LA)	18
Baton Rouge Area Foundation (Baton Rouge, LA)	14
New Orleans Museum of Art (New Orleans, LA)	13
Southern Mutual Help Association (New Iberia, LA)	12
Dillard University (New Orleans, LA)	10
Enterprise Corporation of the Delta (Jackson, MS)	10
Foundation for the Mid South (Jackson, MS)	9
Greater New Orleans Foundation (New Orleans, LA)	9
Xavier University (New Orleans, LA)	9
Mississippi Workers Center for Human Rights (Greenville, MS)	8

All grants awarded, arranged by programmatic focus:

Programmatic Focus	Number of Grants
Arts, Culture, and Education	234
Intermediaries	148
Health and Mental Health	127
Advocacy, Social Justice, and Equity	125
Immediate Disaster Relief	97
Women, Children, and Families	88
Community and Economic Development	75
Housing	27
Hunger and Poverty	27
Environment	25
Aging and Disabled Populations	21

COMPLETE LIST OF GRANTS AWARDED BY NYRAG MEMBERS ARRANGED BY PROGRAMMATIC FOCUS:

Advocacy, Social Justice, and Equity

100 Black Men of Lake Charles
21st Century Youth Leadership Movement
ACORN (Association of Community Organizations for Reform Now)
Action Communication and Education Reform
Advancement Project
Advocates for Environmental Human Rights
African-American Leadership Project
Agenda for Children
AJAMM Ministries
Alabama Coalition on Black Civic Participation
All Congregations Together
American Civil Liberties Union of Mississippi
American Federation of Musicians of the U.S. and Canada
American Friends Service Committee
American Institute for Social Justice (formerly the Arkansas Institute for Social Justice)
AmericaSpeaks
AMOS Network
Antioch Urban Ministries
Applied Research Center
Bayou Interfaith Shared Community Organizing
Cascade Center for Community Governance
Catholic Charities of Central Texas
Catholic Legal Immigration Network
CBNO-Mac Foundation
Center for Environmental and Economic Justice
Center for Nonprofit Resources & Community Data/New Orleans Community Network
Center for Social Inclusion
Centro por la Justicia (Center for Justice and International Law)
Citizens Against Widening the Industrial Canal
Citizens United for Economic Equity
Coalition for Citizens with Disabilities
Coalition to Restore Coastal Louisiana
ColorLines Magazine
Common Ground Worker Education Project
Community Labor United/The People's Hurricane Fund
Community Policy, Research and Training Institute
Concerned Citizens for a Better Tunica County
Concerned Citizens of Agriculture Street Landfill
Critical Resistance/Justice Now
Deep South Center for Environmental Justice at Dillard University
Detroiters Working for Environmental Justice

Faith Partnerships Incorporated
Families & Friends of Louisiana's Incarcerated Children
Families Helping Families of Greater New Orleans
Family and Youth Counseling Agency
Farmers' Legal Action Group
Farmworker Association of Florida
Foundation for Jewish Camping
Free Speech Radio New KPFA Radio # 73
Grace Harbor Community Ministries
Greater Birmingham Ministries
Gulf Coast Fund for Community Renewal & Ecological Health
Gulf Coast Funders for Equity
Gulf Coast Latin American Association
Heartland Alliance for Human Needs and Human Rights
Houston Area Urban League
Houston Interfaith Sponsoring Committee
Innocence Project New Orleans
Institute for Southern Studies
Institute of Community Development
Interfaith Worker Justice
Jeremiah Group
Jewish Community Relations Council
Jewish Funds for Justice
JFA Institute
Junebug Productions (JPI)
Juvenile Justice Project of Louisiana
Kirwan Institute for the Study of Race and Ethnicity
Lawyers' Committee for Civil Rights Under Law
League of United Latin American Citizens
Living Cities: The National Community Development Initiative
Louisiana Bucket Brigade
Lower Ninth Ward Neighborhood Empowerment Network Association
Malcolm X Grassroots Movement
Meaningful Minds of Louisiana
Media Justice Fund
Metropolitan Organization
Mission African Strong Shoulders
Mississippi Center for Justice
Mississippi Coalition Against Domestic Violence
Mississippi Immigrant Rights Alliance
Mississippi Workers Center for Human Rights
MoveOn.org
NAACP
NAACP Legal Defense & Education Fund
National Alliance of Vietnamese-American Service Agencies
National Center for Human Rights Education
National Immigration Law Center
National Network of Abortion Funds
National Youth Advocacy Coalition
New Orleans Bar Foundation

New Orleans International Human Rights Film Festival
New Orleans Survivor Council
New Orleans Women's Health and Justice Initiative
New Orleans Workers Center for Racial Justice
New Orleans Workers Justice Coalition Opportunity Agenda
Pacific News Service
Physicians for Social Responsibility
PICO (Pacific Institute for Community Organizations)
PICO-LIFT (Louisiana Interfaiths Together)
Planned Parenthood Federation of America
PolicyLink
Power U Center for Social Change
Praxis Project
Project South: Institute for the Elimination of Poverty and Genocide
Puentes New Orleans
Resurrection After Exoneration
Safe Streets/Strong Communities Coalition & Campaign
Saving Our Selves Coalition
Service Employees International Union
Southeast Louisiana Legal Services
Southern Center for Human Rights
Southern Echo
Southwest Workers Union
St. Mary's Community Action Association
United Church of Christ Justice and Witness Ministries
United Houma Nation
Urban Institute
Urban League of Greater Dallas and North Central Texas
Urban League of Greater New Orleans
U.S. Human Rights Network
Vietnamese American Young Leaders Association of New Orleans
Youth Empowerment Project

Aging and Disabled Populations

Coalition for Citizens with Disabilities E.E.G.S.
Families Helping Families of Greater New Orleans
Grantmakers in Aging
Hancock County Human Resources Agency
Hurricane Fund for the Elderly
Institute for Disability Studies of the University of Southern Mississippi
Jewish Community Federation Greater Chattanooga
Jewish Family Service of Greater New Orleans
Lafayette Restoration Center
Little Sisters of the Poor
Loaves and Fishes
Lutheran Social Service of the South

Manna Ministries
Mississippi Methodist Senior Services
National Council on Aging
New Orleans Council on Aging
REJOICE
Sheltering Arms
United Methodist Senior Services of Mississippi
Wider Opportunities for Women (WOW)

Arts, Culture, and Education

21st Century School Fund
A Better Chance
A Studio in the Woods
Acadiana Arts Council
Action Communication and Education Reform
Agenda for Children
Algebra Project
Alternate Roots
Alumni Society of School of Visual Arts
American Federation of Musicians of the U.S. and Canada
American Jewish Committee
Artists for Life
Arts Council of New Orleans
ArtSpot Productions
Ascension of Our Lord School
Ashé Cultural Arts Center
Association of Art Museum Curators Foundation
Atlanta Jewish Federation
Austin Independent School District
BAC Education Foundation
Bay Catholic Elementary
Benjamin Franklin High School
Beth Israel Congregation
Beth Shalom Synagogue
Beulah Baptist Church
Big Apple to Big Easy Concert
Birmingham Jewish Federation
Bishop Perry Middle School
Blackout Arts Collective
Laura Bush Foundation Gulf Coast School Library Recovery Initiative
Centenary College of Louisiana
Center for American Progress
Center for New American Media
Chabad
Chez Panisse Foundation
Clark Atlanta University
Columbia University Mailman School of Public Health
Columbia University Hillel
Columbia University Medical Center
Columbia University Trustees
Communities in Schools and its local affiliates
Congregation Beth Israel
Consumer Credit Counseling Services
Contemporary Art Museum
Contemporary Arts Center
Craft Emergency Relief Fund
Creative Time

- Dallas Independent School District
 Dillard University
 Downtown Community Television Center
 Duke University
 East Central Independent School District
 Editorial Projects in Education
 Educational Video Center
 Efforts of Grace
 Faith Project
 Family and Youth Counseling Agency
 Finding Our Folks Tour
 FirstBook.org
 Fort Worth Independent School District
 Foundation for Jewish Camping
 Franklin W. Olin College of Engineering
 Frederick Douglass Community Coalition
 Free Speech Radio New KPFA Radio # 73
 French American Cultural Exchange
 Friends of Atlantik-Brücke
 George Mason University
 Georgia Southwestern State University
 Georgia Tech Research Corporation
 God's Way Christian Academy
 Good Shepherd Nativity Mission School
 Greater New Orleans Education Foundation
 Greater New Orleans Youth Orchestra
 Gulf Coast Symphony Orchestra
 Hadassah Ministries
 Heart of America Foundation
 Hendrix College
 Heritage Preservation
 Hillel: The Foundation for Jewish Campus Life
 Holy Cross High School
 Houston Independent School District
 Interfaith Education Fund
 International Foundation for Art Research
 Isidore Newman School
 Jazz at Lincoln Center
 Jazz Foundation of America
 Jesuit High School
 Jewish Children's Regional Service of New Orleans
 Jewish Community Center on the Hudson
 Jewish Community Federation Greater Chattanooga
 Jewish Federation of Baton Rouge
 Jewish Federation of Cincinnati
 Jewish Federation of Danbury
 Jewish Federation of Greater Houston
 Jewish Federation of Greater New Orleans
 Jewish Federation of Peoria
 Junebug Productions (JPI)
 Junior Achievement
 Kamoinge
 KID smART
 Kids Rethinking New Orleans' Schools
 Knowledge is Power Program (KIPP)
 Lafayette Restoration Center
 Lake Charles Symphony Orchestra
 Levee Broke
 Louisiana Community and Technical College System
 Louisiana Cultural Economy Foundation
 Louisiana Landmarks Society
 Louisiana Philharmonic Orchestra
 Louisiana Resource Centers for Educators
 Louisiana Restaurant Association Education Foundation
 Louisiana State Department of Education
 Louisiana State University
 Louisiana State University School of Social Work
 Louisiana State University Veterinary Medical Association
 Lower Manhattan Cultural Council
 Loyola University
 Loyola University Chicago, Stritch School of Medicine
 Massachusetts Institute of Technology
 Mazon
 McKinney Independent School District
 Millsaps College
 Mississippi Arts Commission
 Mississippi Heritage Trust
 Mississippi State University College of Veterinary Medicine
 MusiCares Hurricane Relief Fund
 National Association for Equal Opportunity in Higher Education
 National Performance Network
 National Performing Arts Network
 National Trust for Historic Preservation
 National Trust for Historic Preservation Emergency Stabilization of Historic Properties
 Neighborhood Story Project
 New Orleans Arts and Cultural Host Committee
 New Orleans Center for Creative Arts Institute
 New Orleans Center for Science and Math
 New Orleans Charter Middle School
 New Orleans Creative Glass Institute
 New Orleans Film and Video Festival
 New Orleans International Human Rights Film Festival
 New Orleans Jazz Heritage Foundation
 New Orleans Jazz Orchestra (NOJO)
 New Orleans Museum of Art
 New Orleans Musicians Clinic
 New Orleans Musicians Hurricane Relief Fund/Renew Our Music Fund
 New Orleans Philharmonic Orchestra
 New Orleans Public Library
 New Orleans Science and Math Charter High School
 New Orleans West College Prep
 New School
 New Schools for New Orleans
 New York Foundation for Architecture (Center for Architecture Foundation)
 New York University College of Nursing
 Newman Day School
 Nicholls State University
 NOLA 180
 North American Midway Entertainment Educational Foundation
 North East Independent School District
 North Louisiana Jewish Federation
 Northside Independent School District
 Ogden Museum of Southern Art
 Ohr-O'Keefe Museum of Art
 Operation Reach
 Our Lady of Perpetual Help
 PACE Head Start
 Parents for Public Schools
 Pass Christian Public Library (Library Recovery Fund)
 Pearson Charitable Foundation/Bay Waveland Schools
 People Left Behind
 Performing Arts Society of Acadiana
 Plano Independent School District
 Pomegranate Productions, LLC
 Portersville Revival Group
 Preservation Resource Center
 Preservation Trades Network
 Project Row Houses
 Public Education Network
 Renew Our Music Fund
 Resurrection Catholic School Elementary Campus
 Resurrection Middle High School
 River Oaks Square Arts Center
 Samuel J. Green Charter School
 San Antonio Independent School District
 Santa Fe Art Institute
 Serendipity Films, LLC
 Sisters of Charity of St. Elizabeth
 Sound Portraits Productions
 South San Antonio Independent School District
 Southeastern Library Network (SOLINET)
 Southeastern Museum Conference
 Southern Atlantic Corporation
 Southern Institute for Education and Research
 Southern University and A&M College
 Southwestern University
 Spelman College
 St. Bernard Unified School
 St. James Episcopal Day School
 St. Joan of Arc School
 St. Martin's Episcopal School
 St. Mary's Dominican High School
 Start the Adventure in Reading (STAIR)
 Students at the Center
 Summerbridge New Orleans
 Taglit—Birthright Israel
 Teach for America
 Teachers College at Columbia University
 Temple University
 Tennessee Williams Festival
 Third World Majority (TWM)
 Thurgood Marshall Scholarship Fund
 Tougaloo College
 Tulane University Health Sciences Center
 Tulane University of Louisiana
 Tulane University School of Medicine
 Tulane University School of Public Health and Tropical Medicine
 Tuskegee University
 United Negro College Fund (UNCF)
 University of Delaware
 University of Florida College of Medicine
 University of Iowa
 University of Nebraska Medical Center
 University of Pennsylvania
 University of Rochester Medical Center
 University of Virginia
 University of Wisconsin School of Medicine and Public Health
 Vanderbilt University
 William Winter Institute for Racial Reconciliation at the University of Mississippi
 Women Make Movies
 World Media Foundation
 World Monuments Fund
 WYES Channel 12
 Xavier University
 YA/YA (Young Aspirations/Young Artists)
 Young Audiences/Arts for Learning
 Young People's Project

Community and Economic Development

- 100 Black Men of Lake Charles
 5th Ward Community Redevelopment Corporation
 ACORN (Association of Community Organizations for Reform Now)
 Affordable Housing Resources
 African-American Leadership Project
 Alabama Coalition on Black Civic Participation
 All Congregations Together (ACT)
 Alliance of Artists Communities
 AmeriCares
 ASII (A Shared Initiative)
 Atlanta Mutual Housing Association
 Avenue Community Development Corporation
 Boat People SOS
 Bonita Street House of Hope
 Broadmoor Development Corporation
 Café Reconcile
 Center for Community Initiatives of Greater Houston Community
 COFFEE (Community of Faith for Economic Empowerment)
 Corporation for Enterprise Development
 Corporation to Develop Communities
 Crescent City Peace Alliance
 Desire Street Ministries
 Dryades Saving Bank
 Echoing Green Foundation
 Enterprise Community Partners
 Enterprise Corporation of the Delta
 Faith Center for Community Development
 Farmworker Association of Florida
 Federation of Southern Cooperatives

Focusing Our Community Upon Sustainability
 Frederick Douglass Community Coalition
 Fulton Atlanta Community Action Authority
 Gert Town Revival Initiative
 Grace Harbor Community Ministries
 Gulf Coast Fund for Community Renewal & Ecological Health
 Hispanic Business Resources and Technology Center
 Hope Community Credit Union
 Houston Area Urban League
 Houston Department of Economic Development
 Houston Hope
 Institute for Sustainable Communities
 Jewish Funds for Justice
 Julia C. Hester House
 Liberty Bank & Trust
 Lighthouse Community Development Corporation
 Living Cities: The National Community Development Initiative
 Local Initiatives Support Coalition
 Louisiana Loan Fund
 Louisiana Minority Business Council
 Lower Ninth Ward Neighborhood Empowerment Network Association
 Mary Queen of Vietnam Community Development Corporation
 Mississippi Action for Community Education
 Mississippi Association of Cooperatives
 National Community Investment Fund
 National Community Reinvestment Coalition
 National Federation of Community Development Credit Unions
 National Urban League
 Neighborhood Centers
 New Orleans Business Council
 New Orleans Redevelopment Authority
 North Gulfport Community Land Trust
 North Midtown Community Development Corporation
 People's Organizing Committee
 People's Institute for Survival and Beyond
 Project for Public Spaces (PPS)
 Quitman County Community Development Organization
 Redemption Community Development Corporation
 Rural Advancement Foundation International—U.S.A.
 Save Middle East Action Committee
 Seedco/Seedco Financial Services
 South Plaquemines Parish United Fishermen Cooperative
 Southern Mutual Help Association
 Turkey Creek Community Initiatives
 United Church of Christ Justice and Witness Ministries
 United Houma Nation

Environment

Advocates for Environmental Human Rights (AEHR)
 Alliance for Affordable Energy
 America the Beautiful Fund
 American Institute for Conservation of Historic and Artistic Works
 Audubon Nature Institute
 Center for Environmental and Economic Justice
 Citizens League for Environmental Action Now
 Coalition to Restore Coastal Louisiana
 Deep South Center for Environmental Justice at Dillard University
 Detroiters Working for Environmental Justice
 Environmental Defense
 Grand Bayou Community United
 Gulf Coast Fund for Community Renewal & Ecological Health
 Gulf Restoration Network
 Louisiana Bayoukeeper
 Louisiana Bucket Brigade
 Louisiana Environmental Action Network
 Louisiana State Department of Environmental Quality
 Mississippi River Basin Alliance
 Mobile Baykeeper
 Natural Resources Defense Council
 New Orleans Women's Health and Justice Initiative
 People's Environmental Center
 Texas Environmental Justice and Advocacy Services
 Trust for Coastal Stewardship

Health and Mental Health

Agenda for Children
 AIDS Services Coalition and 1-2-1 Haven House
 All Saints Free Medical and Dental Clinic
 Alzheimer's Association
 American Academy of Pediatrics
 American Kidney Fund
 American Lung Association of Louisiana
 American Medical Students Association
 Angie Medical Clinic
 Baton Rouge AIDS Society
 Baton Rouge Crisis Intervention Center
 Bayou Clinic
 Bayou La Batre Rural Health Clinic
 Bethel Lutheran Church Hurricane Katrina Ministry Free Medical Clinic
 Blood Center
 C.G. Jung Society of New Orleans
 Calcasieu Cameron Hospital Service District
 Calcasieu Community Clinic
 Capital Area Human Services District
 Carter Place
 Children's Health Fund
 Children's Hospital
 Christian Health Ministries
 Coastal Family Health

Columbia University Medical Center
 Common Ground Health Clinic
 Council for the Advancement of Social Services and Education
 Covenant House New Orleans
 Crisis Intervention of Houston
 Direct Relief International
 Emergency Medicine Foundation
 EXCELth (Community Health Center)
 F.E.G.S.
 Family Road of Greater Baton Rouge Community Clinic
 Family Service of Greater New Orleans
 Florida Health Care Association
 Franklin Primary Health Center
 God's Love We Deliver
 Greater Baton Rouge Community Clinic
 Greene Area Medical Extenders
 Gulf Coast Health Center
 Hancock Medical Center Foundation
 Health and Hospitals Corporation
 Foundation of New York City
 Health Care Centers in Schools
 Heart to Heart International
 Helping Everyone Receive Ongoing Effective Support (HEROES)
 Houston Galveston Institute
 Iberia Comprehensive Community Health Center
 In This Together
 Jefferson Community Health Care Centers
 Jewish Community Federation
 Greater Chattanooga
 Jewish Family Service of Greater New Orleans
 Jewish Federation of Baton Rouge
 Jewish Healthcare International
 Julia C. Hester House
 Katrina Medical Volunteers Association (D'Iberville Free Clinic)
 Kids in Crisis Project
 Lady of the Sea General Hospital
 Lafayette Community Health Care Clinic
 Lafayette Restoration Center
 Larry King Cardiac Foundation
 Literacy Alliance of Greater New Orleans
 Little Rock Missionary Baptist Church
 Living Bank
 Long Beach Substance Abuse Task Force
 Louisiana Association for the Education of Homeless Children and Youth
 Louisiana Public Health Institute
 Louisiana Rural Health Services Corporation
 Louisiana State Department of Health and Hospitals
 Markle Foundation Direct Charitable Activity
 Memorial Hospital Gulfport Development Foundation
 Mental Health America
 Mental Health Association in Louisiana
 Mental Health Association of Mississippi

Mercy Family Center
 Mobile AIDS Support Services
 Mobile Baykeeper
 Montrose Clinic
 Morehouse School of Medicine
 Mt. Sinai Medical Center
 Mt. Sinai School of Medicine
 National AIDS Fund
 National Alliance for Health Information Technology Foundation
 National Alliance for the Mentally Ill
 National Alliance on Mental Illness, Southwest Louisiana
 National Association of Community Health Centers
 National Association of County and City Health Officials
 National Association of School Nurses
 National Cancer Coalition
 National Council for Community Behavioral Healthcare
 National Foundation for the Centers for Disease Control & Prevention
 National Mental Health Association of Georgia
 National Network of Public Health Institutes
 Natural Resources for Preparing, Educating and Changing Environments
 New Orleans Kid Camera Project
 New Orleans Outreach
 New Orleans Re-Think Project
 NO/AIDS Task Force
 NOAA's Friends
 North Shore—Long Island Jewish Health System Foundation
 One Love Outreach
 Physicians for Social Responsibility
 Pointe Coupee Better Access Community Health
 Primary Care Providers for a Healthy Feliciana
 Project Hope
 Rainbows
 Region 13 Mental Health/Mental Retardation Commission
 Rosie's For All Kids Foundation
 Project Katrina Art Therapy Projects and Children's Events
 Samaritan Counseling Center of Imperial Calcasieu
 Sophie Davis School of Biomedical Education
 South Mississippi AIDS Task Force
 Southeast Texas Community Health Clinic
 Southern Law Enforcement Foundation
 Southwest Louisiana AIDS Council
 Southwest Louisiana Area Health Education Center
 Southwest Louisiana Center for Health Services
 St. Bernard Parish Healthcare Recovery Project
 St. Charles Community Health Center
 St. Landry Parish Rural Health Network
 St. Thomas Health Services
 State Associations of Addiction Services

State of Louisiana Department of
Department of Health and
Hospitals
Student Osteopathic Medical
Association
Ubi Caritas
United Cerebral Palsy (UCP)
Association of Texas
West Alabama AIDS Outreach

Housing

Affordable Housing Resources
Atlanta Mutual Housing Association
Center for Affordable Housing
Circle of Love Outreach
Common Ground Community HDFO
Family Promise Interfaith Hospitality
Networks
Greater New Orleans Fair Housing
Action Center
Gulf Coast Housing Partnership
Habitat for Humanity
Homeownership Education Program
Initiation for Affordable Housing
Jericho Road Episcopal Housing
Initiative (JREHI)
Louisiana Housing Alliance/
St. Mary's Community Agency
Louisiana Loan Fund
Mercy Housing and Human
Development
National Fair Housing Alliance
Neighborhood Development
Foundation
Neighborhood Housing Services
(NHS)
NeighborWorksAmerica
New Orleans Neighborhood
Development Collaborative
NYC Department of Housing,
Preservation & Development
Operation Home Delivery
Providence House
Re-Ward Third Ward
San Antonio Metropolitan Ministries
Southwestern Louisiana Homeless
Coalition
Star of Hope Mission

Hunger and Poverty

America's Second Harvest
Atlanta Community Food Bank
Back Bay Mission
Bayou Interfaith Shared Community
Organizing (BISCO)
Benevolent and Protective Order of
Elks of the U.S.A.
Brother's Keeper Ministries
Capital Area Alliance for Homeless
Capital Area Food Bank of Texas
City Harvest
Faith Partnerships Incorporated
Greater Birmingham Ministries
Hancock County Food Pantry
Hancock County Human Resources
Agency
Heartland Alliance for Human Needs
and Human Rights
Houston Food Bank and Endowment
Katy Christian Ministries

Marshall Faulk Foundation
Mazon
Mississippi Coastal Plains Resources
Conservation & Development
Council
National Policy and Advocacy
Council on Homelessness
North Texas Food Bank
Order of Malta
San Antonio Food Bank
San Francisco Food Bank
Sisters of Charity of St. Elizabeth
Tarant Area Food Bank
Target Hunger

Immediate Disaster Relief

8th District AMEC Disaster Relief
Center
Acadia Long-Term Recovery
Coalition
American Red Cross
AmeriCares
Austin People's Action Center
Back Bay Mission
Calling all Christians Church
Camp Coast Care
Caritas of Austin
Catholic Charities Archdiocese of
New Orleans
Citizens Organized for Rita
Restoration
Committee for Plaquemines
Recovery
Common Ground Collective
Community Relief Foundation
Crescent Alliance Recovery Effort
Direct Relief International
Disaster Recovery Services of George
County
East Biloxi Relief and Coordination
Center
Emmitt Spurlock Memorial
Foundation
Episcopal Relief and Development
FaithShare Outreach Ministries
Gateway Community Church
Gethsemane Missionary Baptist
Church
Good Hope Missionary Baptist
Church
Greater Grambling Community
Relief Effort
Greater New Hope Missionary
Baptist Church
Greater New Orleans Disaster
Recovery Partnership
Greater St. Mary Baptist Church
Greater St. Matthews Baptist Church
Hancock County Long-Term
Recovery Committee
HANDS (Helping Americans
Needing Disaster Support)
Hands On Gulf Coast
Hands On Network
Hands On USA
Hands On Worldwide
Harrison County Long Term
Recovery Coalition
Heifer Project International
Hope Crisis Response Network
Hope Force International
Hope Haven Children's Shelter

Household of Faith Family Worship
Church International
Houston Katrina/Rita Fund
Hurricane Fund for the Elderly
Hurricane Katrina Displaced
Residents Fund
Hurricane Katrina Good Neighbor
Fund
International Relief and
Development
International Relief Teams
International Rescue Committee
Israel Trauma Coalition
Jefferson Disaster Recovery
Committee
Johnson & Johnson Retirees Club
Joy Fellowship Church
Kentucky Coalition
Kids In Distressed Situations (K.I.D.S.)
Lafayette/St. Martin Parish Long-
Term Recovery Coalition
Lewis Temple CME Church
Louisiana Interchurch Conference
Metropolitan Council on Jewish
Poverty
Mexican Red Cross
Mohammad Mosque 65
Montgomery County Disaster
Recovery Task Force
Moving Forward Gulf Coast
Mt. Hebron Missionary Baptist
Church
Mt. Hebron Baptist Church
National Association of Police
Organizations Relief Fund
National Council of La Raza (NCLR)
National Urban League
Nechama Jewish Response to Disaster
New Beginnings Mission
New Hope Missionary Baptist Church
Newark Emergency Services for
Families
Northern and Central Louisiana
Interfaith and Sponsoring
Committee
Northwest Assistance Ministries
Partnership for Youth
Pass Christian Recovery Programs
Pastors for Peace
People's Hurricane Relief Fund and
Oversight Committee
Points of Light Foundation and
Volunteer Center National
Network
Project K.I.D.
Rebuild Jackson County
Rebuilding Pearl River County
Together
Rebuilding Together
Rebuilding Together, Southern
California Council
Rescue & Recovery Search Dogs
St. Bernard Long Term Recovery
Committee
Stone County Long Term Recovery
Committee
Texas Asset Building Coalition
Tomball Emergency Assistance
Ministries
Tri-Coastal Community Outreach in
South Alabama
Union Privilege Relief Fund

United Methodist Church Committee
on Relief
Unmet Needs Committee of
Tangipahoa
Volunteers of America in Central
Louisiana
Volunteers of America of Greater
Baton Rouge
Volunteers of America of Greater
New Orleans
Volunteers of America of North
Louisiana
Washington Emergency Recovery
Ongoing Cadre
Wheeler Avenue Baptist Church

Intermediaries

Archdiocese of New Orleans
Arkansas Community Foundation
ASPCA
Associated Colleges of the South
Atlanta Regional Commission
Atlanta Women's Foundation
Baton Rouge Area Foundation
Bush Clinton Katrina Fund
Catholic Relief Services of the U.S.
Catholic Conference
Chicago Foundation for Women
Children's Defense Fund Southern
Regional Office
Children's Defense Fund Southern
Black Women's Initiative
City of Pass Christian Recovery
City of Perth Amboy
City of Poplarville
Clinton Presidential Foundation
Dallas Mayor's Disaster Relief Fund
DeKalb County Government
Diocese of Louisiana
ETV Endowment of South Carolina
Family Foundation of Southwest
Louisiana
Florida Community Partners
Foundation Center
Foundation for the Louisiana State
University Health Sciences Center
Foundation for the Mid South
Friends of New Orleans Fire
Department
Gifts In Kind International
Governor's Emergency Relief Fund
Grantmakers in Aging
Greater Alexandria Economic
Development Authority/
Alexandria Metropolitan
Foundation
Greater Houston Community
Foundation
Greater New Orleans Foundation
Greater New Orleans Nonprofit
Knowledge Works
Gulf Coast Community Foundation
Gulf Coast Policy Forum
Henry W. Grady Foundation
Hope Haven Children's Shelter
Houston Department of Economic
Development
Houston SPCA
Human Services Council of New
York City
Humane Society of the United States

- IFCO (Interreligious Foundation for Community Organizing)/People's Organizing Committee
 Jewish Board Family & Children's Services
 Jewish Center of the Hamptons
 Jewish Community Relations Council
 Jewish Federation of Arkansas
 Jewish Federation of Greater Washington
 Jewish Federation of Nashville
 Latin American Association
 Louisiana Association of Nonprofit Organizations Louisiana Disaster Recovery Foundation
 Louisiana Family Recovery Corps
 Louisiana SPCA
 Louisiana State University Foundation
 Louisiana Veterinary Referral Center
 Lundy Foundation
 March of Dimes
 Markle Foundation Direct Charitable Activity
 Marshall Faulk Foundation
 Medical Center of Louisiana Foundation
 Medical Foundation of South Mississippi
 Middle School Advocates
 Mid-South Community Development Corporation
 Millennium Fund
 Mississippi Hurricane Recovery Fund
 Mississippi State Department of Finance and Administration
 Mountains to Mississippi
 Ms. Foundation for Women
 National Association of Vietnamese American Service Agencies
 National Baptists Layman's Movement
 National Center for Construction Education and Research
 National Coalition on Black Civic Participation
 National Conference of Commissioners on Uniform State Laws
 New Orleans Community Network
 New Orleans Fire Department
 New Orleans Firehouse Restoration Project
 New Orleans Police Department
 New Orleans Police Foundation
 New Orleans Public Library Foundation
 New York Board of Rabbis
 New York Disaster Interfaith Services
 New York Regional Association of Grantmakers
 New Yorkers for the Gulf Coast (NY4GC)
 NHP Foundation
 Norman Dixon, Sr. Annual Second Line Parade Fund
 Office of Recovery Management, City of New Orleans
 OMG Center for Collaborative Learning
 Operation HOPE
 Ortho Biotech
 Oxfam America
- Partnership for Advanced Technology Training
 Partnership for Public Service
 PetSmart Charities
 ProQuest
 Public/Private Ventures
 RAND Corporation and The RAND Gulf States Policy Institute
 Recover, Rebuild, Restore Southeast Mississippi Rectors & Visitors of The University of Virginia
 Renaissance Project/Students at the Center
 Research Foundation of State University of New York
 Rockefeller Philanthropy Advisors
 Rotary Club of Baton Rouge Foundation
 Rutgers University
 Salvation Army and its local affiliates
 Salvatorian Mission Warehouse
 Samuel DeWitt Proctor Conference
 Save the Children
 School of the Arts Foundation
 Seamen's Church Institute
 Social Science Research Council
 Social Work Access Network (SWAN)
 Southern Education Foundation
 Southern Foodways Alliance
 Southern Governors' Association
 Southern Partners Fund
 Spring Branch Education Foundation
 St. Vincent de Paul Society
 State of Louisiana
 STEPS Coalition
 Technical Assistance Collaborative
 Technology For All
 Terrebonne Readiness & Assistance Coalition
 Texas State Department of Health and Human Services
 Third Sector New England
 Tides Center
 Tipitina's Foundation
 Touro Infirmary Foundation
 TRIOS Consulting Partners, LLC
 Tulane Educational Fund
 Twenty-First Century Foundation
 UJA/Federation of Jewish Philanthropies of New York
 UNICEF
 Union Community Fund (of AFL-CIO)
 Union of American Hebrew Congregations
 Union Privilege Relief Fund
 Unitarian Universalist Association
 United Jewish Communities (UJC)
 United Methodist Church
 Hispanic/Latino Ministries
 United States Equestrian Federation
 United Way of America and local United Way chapters
 University of Louisiana at Lafayette Foundation
 U.S. Chamber of Commerce/Business Coalition
 Leadership Council
 Vanguard Public Foundation
 Vermont Public Radio
 Volunteer Florida
 Volunteer Houston
 Volunteer Mobile
- Watchtower Bible & Tract Society of New York
 We Care for America Foundation
-
- Women, Children, and Families**
- AJAMM Ministries
 Allen County Community Outreach
 Alliance for Children and Families
 America's Promise
 Atlanta Women's Foundation
 Beauregard Area Ministerial Alliance Disaster Relief Network
 Big Brothers Big Sisters of America
 Big Brothers Big Sisters Southeast Louisiana
 Big Buddy Program
 Boys and Girls Club of America and its local affiliates
 Boys Hope Girls Hope
 Casa Atabex Ache
 Center for Families
 Chez Panisse Foundation
 Children's Defense Fund
 Children's Health Fund
 Coalition for Citizens with Disabilities
 Coastal Women for Change
 DC Children & Youth Investment Trust Corporation
 DePelchin Children's Center
 Dignity U Wear
 East Fort Bend Human Needs Ministry
 East Tuscaloosa Family Resource Center
 Essential 2 Life
 F.E.G.S.
 Families & Friends of Louisiana's Incarcerated Children
 Family Guidance Center of Alabama
 Family Promise Interfaith Hospitality Networks
 Family Road of Greater Baton Rouge Community Clinic
 Family Services of Greater Baton Rouge
 Family Services of Greater New Orleans
 Federation of Childcare Centers of Alabama (FOCAL)
 Foundation for Jewish Camping
 Freedom
 Global Fund for Children
 Gulf Coast Community Services Association
 Gulf Coast Women's Center for Nonviolence
 Hadassah Ministries
 Institute for Women's Policy Research
 Institute of Women and Ethnic Studies
 Jewish Children's Regional Service of New Orleans
 Jewish Community Federation
 Greater Chattanooga
 Jewish Family Service
 KaBOOM!
 KID smART
 Kids in Crisis Project
 Kids In Distressed Situations (K.I.D.S.)
- Kids Rethinking New Orleans' Schools
 Lena Pope Home
 Louisiana Association for the Education of Homeless Children and Youth
 Louisiana Coalition Against Domestic Violence
 Louisiana Foundation Against Sexual Assault
 Lutheran Social Service of the South
 Mary Hall Freedom House
 Metropolitan Battered Women's Program
 Mississippi Children's Home Society
 Mississippi Families for Kids
 Mississippi Gulf Coast YMCA
 Mississippi Low Income Childcare Initiative
 Moore Community House (see also Children's Defense Fund)
 National Center for Missing and Exploited Children
 National Domestic Violence Hotline
 National Head Start Association
 National Network of Abortion Funds
 New Orleans Kid Camera Project
 New Orleans Women's Health and Justice Initiative
 NOLA Queer Women's Project
 Prevent Child Abuse Louisiana
 Rosie's For All Kids Foundation
 Project Katrina Art Therapy
 Projects and Children's Events
 Safe Horizon
 State of Louisiana Department of Social Services
 Sylacauga Alliance for Family Enhancement (SAFE)
 UNICEF
 University of California, Los Angeles
 National Child Traumatic Stress Network
 V-Day/V to the 10th
 Wider Opportunities for Women (WOW)
 Women Make Movies
 Women's Business Enterprise National Council
 Women's Foundation for Greater Memphis
 Women's Fund of Greater Birmingham
 Women's Fund of the Community
 Foundation of Greater Jackson
 Women's Funding Network
 YK Coalition
 Young Audiences/Arts for Learning
 Youth Empowerment Project
 Youth Inspirational Connection
 Youth Radio
 YWCA of Baton Rouge
 Zero to Three: National Center for Infants, Toddlers and Families

GEOGRAPHIC AND PROGRAMMATIC FOCUS

Grants arranged by programmatic focus in the ten Gulf Coast cities* in which the greatest numbers of grant recipients are located:

New Orleans

Programmatic Focus	Number of Grants
Arts, Culture, and Education	54
Advocacy, Social Justice, and Equity	18
Community and Economic Development	18
Intermediaries	16
Health and Mental Health	15
Women, Children, and Families	10
Immediate Disaster Relief	7
Housing	7
Environment	4
Hunger and Poverty	2
Aging and Disabled Populations	1

Baton Rouge

Programmatic Focus	Number of Grants
Arts, Culture, and Education	13
Intermediaries	12
Women, Children, and Families	9
Health and Mental Health	7
Immediate Disaster Relief	5
Environment	5
Advocacy, Social Justice, and Equity	3
Community and Economic Development	2
Hunger and Poverty	2
Housing	0
Aging and Disabled Populations	0

Houston

Programmatic Focus	Number of Grants
Immediate Disaster Relief	10
Community and Economic Development	10
Intermediaries	6
Arts, Culture, and Education	5
Women, Children, and Families	5
Advocacy, Social Justice, and Equity	5
Health and Mental Health	4
Environment	2
Housing	2
Aging and Disabled Populations	1
Hunger and Poverty	0

Jackson

Programmatic Focus	Number of Grants
Intermediaries	8
Arts, Culture, and Education	6
Women, Children, and Families	6
Advocacy, Social Justice, and Equity	6
Community and Economic Development	3
Immediate Disaster Relief	1
Aging and Disabled Populations	1
Health and Mental Health	0
Environment	0
Housing	0
Hunger and Poverty	0

Biloxi

Programmatic Focus	Number of Grants
Immediate Disaster Relief	4
Arts, Culture, and Education	3
Women, Children, and Families	3
Health and Mental Health	3
Advocacy, Social Justice, and Equity	2
Community and Economic Development	1
Aging and Disabled Populations	1
Environment	1
Intermediaries	0
Housing	0
Hunger and Poverty	0

Lake Charles

Programmatic Focus	Number of Grants
Health and Mental Health	6
Immediate Disaster Relief	2
Arts, Culture, and Education	1
Advocacy, Social Justice, and Equity	1
Intermediaries	1
Hunger and Poverty	1
Women, Children, and Families	0
Community and Economic Development	0
Aging and Disabled Populations	0
Environment	0
Housing	0

* Located in Georgia, Florida, Arkansas, Alabama, Mississippi, Louisiana, or Texas

Gulfport

Programmatic Focus	Number of Grants
Health and Mental Health	4
Intermediaries	3
Immediate Disaster Relief	2
Community and Economic Development	2
Women, Children, and Families	1
Housing	1
Arts, Culture, and Education	0
Advocacy, Social Justice, and Equity	0
Hunger and Poverty	0
Aging and Disabled Populations	0
Environment	0

Austin

Programmatic Focus	Number of Grants
Arts, Culture, and Education	3
Health and Mental Health	2
Immediate Disaster Relief	2
Women, Children, and Families	2
Hunger and Poverty	1
Intermediaries	0
Community and Economic Development	0
Housing	0
Advocacy, Social Justice, and Equity	0
Aging and Disabled Populations	0
Environment	0

San Antonio

Programmatic Focus	Number of Grants
Arts, Culture, and Education	5
Hunger and Poverty	2
Intermediaries	1
Advocacy, Social Justice, and Equity	1
Health and Mental Health	0
Immediate Disaster Relief	0
Women, Children, and Families	0
Community and Economic Development	0
Housing	0
Aging and Disabled Populations	0
Environment	0

APPENDIX TWO

List of those interviewed

Nonprofit Organizations

ACORN
 Advocates for Environmental Human Rights
 AmeriCares
 Boys & Girls Clubs of the Gulf Coast
 Center for Environmental and Economic Justice
 Coastal Family Health
 Enterprise Corporation of the Delta
 Families & Friends of Louisiana's Incarcerated Children
 Federation of Southern Cooperatives
 Galilee Housing Initiative & CDC
 Gulf Restoration Network
 Marketumbrella.org
 Mary Queen of Vietnam Community Development Corporation
 Memorial Hospital Foundation
 Mental Health Association of Mississippi
 Mercy Housing and Human Development
 Mississippi Center for Justice
 Mississippi Immigrant Rights Alliance
 Mississippi Low-Income Childcare Initiative
 Mississippi Workers Center for Human Rights
 Moore Community Health Center
 Neighborhood Housing Association of New Orleans
 Neighborhood Housing Services
 New Orleans Neighborhood Development Collaborative
 Oxfam
 Seedco
 Southern Mutual Help Association
 STEPS Coalition
 Turkey Creek Community Initiatives
 United Way of South Mississippi
 Women of the Storm

Community Foundations

Baton Rouge Area Foundation
 Community Foundation of Greater Jackson
 Family Foundation of Southwest Louisiana
 Foundation for the Mid South
 Greater Jackson Community Foundation
 Greater New Orleans Foundation
 Gulf Coast Community Foundation
 Louisiana Disaster Recovery Foundation

Affinity Groups

Asian Americans/Pacific Islanders in Philanthropy
 Grantmakers for Children, Youth & Families
 Grantmakers for Education
 Grantmakers in Aging
 Grantmakers In Health
 Hispanics in Philanthropy
 Native Americans in Philanthropy
 Neighborhood Funders Group
 PACE: Philanthropy for Active Civic Engagement
 Women's Funding Network

Collaborative/Collective Efforts

Gulf Coast Fund for Community Renewal & Ecological Health
 Gulf Coast Funders for Equity
 NYRAG Gulf Coast Recovery Task Force

Others

Accenture
 American Red Cross
 Council on Foundations
 Forum of Regional Associations of Grantmakers
 Foundation Center
 Louisiana Association of Nonprofit Organizations (LANO)
 Louisiana Family Recovery Corps
 McKinsey & Company
 Mississippi Governor's Office on Recovery & Renewal
 Mississippi Hurricane Recovery Fund
 RAND Gulf States Policy Institute
 South Coast Consulting

NYRAG Gulf Coast Recovery Task Force Executive Group

Ronna Brown, President, NYRAG
 Erica Hunt, Co-Chair, Gulf Coast Recovery Task Force
 Tamara Kreinin, Interim Executive Director, NYRAG
 Mary Jo Mullan, Co-Chair, Gulf Coast Recovery Task Force

NYRAG Gulf Coast Recovery Task Force Funder List

Altman Foundation
 E.B. Heron Foundation
 Ford Foundation
 New York Community Trust
 Open Society Institute
 Rockefeller Foundation
 The Twenty-First Century Foundation

NYRAG Gulf Coast Recovery Task Force Members

AmeriCares
 The John A. Hartford Foundation
 JP Morgan Private Bank
 New York Life Foundation
 Rockefeller Philanthropy Advisors
 Rosie's For All Kids Foundation
 UJA Federation of NY
 UJA Philanthropy Advisors

APPENDIX THREE

Publications and Reports

D. Abramson, R. Garfield, and I. Redlener, *The Recovery Divide: Poverty and the Widening Gap Among Mississippi Children and Families Affected by Hurricane Katrina*, National Center for Disaster Preparedness & The Children's Health Fund, February 2007.

L. Bernholz in collaboration with G. Kasper and K. Fulton, *Future Matters: Philanthropy Marketplaces: Inventing the Future of Community Philanthropy*," Blueprint Research & Design, Inc. and the Monitor Group, Fall 2006.

European Foundation Center and the Council on Foundations, *Disaster Grantmaking: A Practical Guide for Foundations and Corporations*, 2007 Edition.

Foundation Center, *Giving in the Aftermath of the Gulf Coast Hurricanes: Report on the Foundation and Corporate Response*, August 2006.

Foundation Center, *Giving in the Aftermath of the Gulf Coast Hurricanes: Update on the Foundation and Corporate Response*, August 2007.

Louisiana Disaster Recovery Foundation, *Policy Papers*, September 2006.

Mid South Commission to Build Philanthropy, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, February 2005.

New York Regional Association of Grantmakers, *Second Edition of the Donors' Guide to Gulf Coast Relief & Recovery*, December 2007. PolicyLink, *Issue Brief: Building a Better New Orleans*, August 2007.

S. Vail, *The Calm in the Storm: Women Leaders in Gulf Coast Recovery*, Women's Funding Network and the Ms. Foundation, 2006.

M. Wiley, *New Orleans Recovery Report Card – October, 2007*, The Center for Social Inclusion: A Project of the Tides Center, October 2007.

M. Wiley, *Triumph Over Tragedy: Leadership, Capacity and Needs in Arkansas, Alabama, Georgia, Louisiana and Mississippi After Hurricanes Katrina and Rita*, The Center for Social Inclusion: A Project of the Tides Center, August 2007.

APPENDIX FOUR

NYRAG Gulf Coast Recovery Task Force Members

Roland V. Anglin

Initiative for Regional and
Community Transformation

Kenneth W. Austin

Association of Black Foundation
Executives (ABFE)

Jessica Bailey

Rockefeller Brothers Fund

Julia Beatty

The Twenty-First Century
Foundation

Charles Bergman

The Pollock-Krasner Foundation, Inc

Ronna Brown

NYRAG

Alan Cohen

UJA-Federation of New York

Ligia Cravo

The William Randolph Hearst
Foundations

Laura Cronin

Toshiba America Foundation

Rita Domnitz

Children's Health Fund

Gary Doran

United Way of America

Annie Ducmanis

Rockefeller Philanthropy Advisors

Randy Fertel

The Fertel Foundation

Kim Frawley

Pfizer Inc.

Rebecca Freyvogel

U.S. Chamber of Commerce

Penny Fujiko Willgerodt

Rockefeller Philanthropy Advisors

Linetta J. Gilbert

The Ford Foundation

Ellen Greeley

Philanthropy Advisors

Colin Greer

The New World Foundation

Erica Hunt

The Twenty-First Century
Foundation

Erlin Ibreck

Open Society Institute

Namalie Jayasinghe

Ms. Foundation for Women

Billy E. Jones

Black Equity Alliance

Michele Kahane

Clinton Global Initiative

Steven Lawrence

Foundation Center

Paula Madrid

Mailman School of Public Health,
Columbia University

Jim Metzinger

The F.B. Heron Foundation

Ricardo Millett

Association of Black Foundation
Executives (ABFE)

Mary Jo Mullan

The F.B. Heron Foundation

Rev. Benjamin
Musoke-Lubega

Parish of Trinity Church
in the City of New York

Amita Nagaraja

The McGraw-Hill Companies, Inc.

Jim O'Sullivan

The John A. Hartford Foundation, Inc.

Pat Ostrander

U.S. Trust, Bank of America
Philanthropic Management

Chris Park

New York Life Foundation

Cari Parsons

Committee to Encourage
Corporate Philanthropy

Wendy Pedowitz

New York Life

Alicin Reidy-Williamson

MTV Networks

Stefanie Rhodes

Jewish Funders Network

Walter Sweet

Rockefeller Philanthropy Advisors

Marlo Tablante

Goldman, Sachs & Co.

Jasmine Thomas

The New York Community Trust

Lena Townsend

The Robert Bowne Foundation

Trish Tweedley

AmeriCares

Rev. John H. Vaughn

The Twenty-First Century
Foundation

Sarita Venkat

Council on Foundations

Amber Vernon

Rosie's For All Kids Foundation

David J. Vidal

The Conference Board

Megan Watkins

JPMorgan Private Bank

Mia White

Consultant

Cheryle Wills

Black Equity Alliance

Task Force Staff

Michael Barrett
Diana Crawford
Emily MacKenzie
Lynn Stekas

APPENDIX FIVE

The NYRAG Gulf Coast Recovery Task Force Learning Forum Series Speakers

LEARNING FORUM 1:

Voices of the Gulf Coast: Strategies for Hope & Change

Lauren Anderson

Executive Director
Neighborhood Housing Services of
New Orleans

Lorna Bourg

President/Executive Director
Southern Mutual Help Association

Stephen Bradberry

Head Organizer
New Orleans ACORN

Judith A. Browne

Co-Director
Advancement Project

Ambassador James A. Joseph

Chairman of the Board
Louisiana Disaster Recovery
Foundation

Lionel C. McIntyre

Associate Professor of Urban Planning
Columbia University

LEARNING FORUM 2:

Opportunities & Challenges: Mental Health Needs in the Gulf Coast

Raymond Jetson

Chief Executive Officer
Louisiana Family Recovery Corps

Jerome Gibbs

Executive Director
Metropolitan Human Services District

Gerri Hobby

Director of Grantmaking
Baton Rouge Area Foundation

Susan Levin

Executive Director
Houston Galveston Institute

Grayson Norquist

Professor and Chairman of the
Department of Psychiatry
and Human Behavior
University of Mississippi
Medical Center

LEARNING FORUM 3:

Funders Forum on Sustainable Gulf Coast Transformation

Ivye L. Allen

President
Foundation for the Mid South

Dr. Roland V. Anglin

Executive Director
Initiative for Regional and
Community Transformation

Julia Beatty

Program Officer
Twenty-First Century Foundation

Steven Bingler

President
Concordia Architecture and Planning

Xavier Bishop

Mayor
Moss Point, Mississippi

Dr. Edward J. Blakely

Executive Director for
Recovery Management
City of New Orleans

Gretchen Bonfert

Director, Environmental Program
McKnight Foundation

Lorna Bourg

Executive Director and President
Southern Mutual Help Association

K.C. Burton

Senior Associate, Annie E.
Casey Foundation
Interim Executive Director, Louisiana
Disaster Recovery Foundation

William J. (Bill) Bynum

President and CEO
Enterprise Corporation of the Delta/
Hope Community Credit Union

Victoria Cintra

Outreach Organizer
Mississippi Immigrants Rights Alliance

Rosana Cruz

Field Coordinator
National Immigration Law Center

Pam Dashiell

President
Holy Cross Neighborhood Association

Mark S. Davis

Director
Institute on Water Resources Law
and Policy, Tulane Law School

Thomas H. Davis Jr.

Executive Director
Community Foundation
of South Alabama

Michelle DePass

Program Officer
Ford Foundation

Annie Ducmanis

Project Manager
Rockefeller Philanthropy Advisors

Rev. Tyrone Edwards

Executive Director
Zion Traveler Cooperative Center of
Plaquemines Parish, Louisiana

Ashleigh A. Gilbert

Vice President
JP Morgan Chase

Linetta J. Gilbert

Program Officer
Ford Foundation

Monique Harden

Co-director and Attorney
Advocates for Environmental
Human Rights

Sharon Hanshaw

Executive Director
Coastal Women for Change

Erica Hunt

President
Twenty-First Century Foundation

Erlin Ibreck

Director of Grantmaking Strategies
Open Society Institute

Alisha Johnson

Mississippi Immigrants Rights Alliance

Sam Jones

Mayor
Mobile, Alabama

Steven Lawrence

Senior Director of Research
Foundation Center

Adele Lyons

Program Director for
Mississippi Gulf Coast
John S. & James L. Knight Foundation

Jason Mackenzie

Executive Director
North Gulfport Community
Land Trust

Richard McCarthy

Executive Director
marketumbrella.org

C. Ray Nagin

Mayor
New Orleans, Louisiana

M. von Nkosi

Senior Advisor for Equitable
Development
City of New Orleans Office of
Planning & Development

Bernadette Orr

Program Manager
Oxfam America

Juliet Page

Interim Program Officer
Greater New Orleans Foundation

Paul Pastorek

Superintendent of Education
State of Louisiana

Sandra Reed

Co-chair
Central City Renaissance Alliance

Randy Roach

Mayor
Lake Charles, Louisiana

Brenda Dardar-Robichaux

Principal Chief
United Houma Nation

Cynthia M. Sarthou

Executive Director
Gulf Restoration Network

Warren Simmons

Director
Annenberg Institute for School
Reform, Brown University

Pam Stevens

President
Consulting NOLA LLC

Ashley Kennedy Shelton

Director of Policy Initiatives
Louisiana Disaster
Recovery Foundation

Ed Sivak

Director of Policy and Evaluation
Enterprise Corporation of the Delta

Alta Starr

Program Officer
Ford Foundation

Tony Tran

Lead Project Coordinator
Louisiana Boat People SOS

Linda Usdin

Project Director
Initiative for Regional and
Community Transformation

Rev. John H. Vaughn

Program Director
Twenty-First Century Foundation

Reverend Father

Vien Thé Nguyen
Mary Queen of Vietnam
Catholic Church

Alandra L. Washington

Program Director Philanthropy
and Volunteerism
W.K. Kellogg Foundation

Orlando C. Watkins

Vice President
Greater New Orleans Foundation

David J. Utter

Former Director
Juvenile Justice Project of Louisiana

Betty Weiss

Director
Community Initiatives

Mia White

Consultant
Initiative for Regional and
Community Transformation

New York Regional Association *of* Grantmakers

NYRAG

79 Fifth Avenue
Fourth Floor
New York, NY 10003-3076
212-714-0699
www.nyrag.org

