



Report

To Clients and Community



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President's letter

Observers from outside the foundation field and practitioners within have pondered the question of what might be a foundation's most appropriate response to the challenges faced by grantmakers and grantseekers in these difficult times. The economic downturn has brought out the best in many who are active in the nonprofit sector, as grantmakers and as direct service providers. We are all working with intensified focus and determination to maximize the impact of charitable funds.

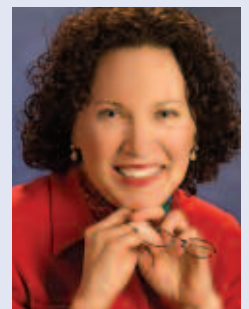
Foundation trustees and directors have engaged in extensive soul-searching about how to balance their desire to meet society's mounting charitable needs while fulfilling their duty as fiduciaries to restore and preserve foundation assets. In individualized quests for greater effectiveness, applicants and grantees have refined operations, developed new alliances, and taken many other steps to improve their operations.

In good times and bad, our clients and their grantees experience the joy of working together to help make a better world. Now, in an environment of increased needs and scarcer resources to meet them, foundation directors and trustees are working to be even better stewards of their funds. They are streamlining their processes and clarifying their communications to be more transparent and efficient. They are actively seeking out and strategically supporting those organizations

that can demonstrate success in achieving their goals. And they are giving as much as they can now, while keeping in mind the prospect of future needs.

Next year, needs may be greater and resources fewer. The good news for the foundations we serve, and for the populations they support, is that these times have imbued us all with renewed energy and creativity and a dedication to work harder and smarter. Foundations have strengthened their partnerships with grantees and will benefit from the camaraderie that can develop through joint efforts to survive unexpected economic challenges.

During the early part of 2008 GMA was fortunate to experience a period of growth, as we added clients, staff and space. We began 2009 with a new website and a new image as GMA Foundations, continuing our work as grantmakers, managers, and advisors to our many loyal and generous clients. Everyone here has put in their best effort and has made us proud of the value we give to our clients and that we believe we contribute to the field of philanthropy.



Susan Wilson

Mary Phillips
June 2009

Grantmaking Highlights

We work creatively to bring value beyond the dollars our clients contribute.

The nation's economic crisis figured prominently in the reshaping of grantmaking strategies to help those with basic needs. Several GMA clients focus on creatively addressing the needs of lower-income working families.

The **Discount Foundation** emphasizes building community-labor alliances across the United States to increase wages, improve working conditions and health care, and develop job-training programs. The Ohio-based **Needmor Fund** has emerged as one of the nation's leading advocates for mission-related investing. The **Herman and Frieda Miller Foundation** promotes civic engagement in Boston by supporting policy advocates that have been critical in weaving a new social safety net in Massachusetts. The **Sociological Initiatives Foundation** is among a handful of foundations nationally that support research as a tool for civic engagement and advocacy on behalf of working families.

The **Theodore Edson Parker Foundation** demonstrated that small grants can influence the cultural and economic life of a city. A grant to the Cultural Organization of Lowell for a WGBH radio campaign resulted in increased visitation and sales for local cultural organizations. Another grant helped launch the Massachusetts Poetry Festival, an event in Lowell attended by 4,000 that featured former poet laureate, Robert Pinsky, who chairs an initiative to open poetry programs and residencies in schools throughout Massachusetts.



Poet Robert Pinsky



In recognition of board president Sylvia Simmons, the **Anna B. Stearns Charitable Foundation** created an annual award for a nonprofit that exhibits innovation and excellence addressing the needs of women and girls. The first Sylvia Simmons Best Practice Award was presented in February to Jenny Amory, executive director of Women Express, which engages urban girls in journalism, writing forums and supportive mentoring.

Sylvia Simmons
and Jenny Amory

GMA helped the trustees of an **anonymous family charitable trust** gain a greater understanding of current conditions and trends in early childhood care and education. We developed a set of grantmaking options that helped trustees identify and assess promising candidates in target cities.



A \$45,000 grant from the Ludcke Foundation to Partners for a Healthier Community will provide critical oral health care to Massachusetts children with the greatest likelihood of having untreated dental problems.

Consulting Highlights

GMA consultants work as helpful partners in constructing strategic and practical solutions, responding to external developments or anticipating internal changes.



As the **Elmina B. Sewall Foundation** of Maine grew from \$15 million to over \$200 million in assets, GMA consultants helped the trustees develop the governance, grantmaking, and management structures that would support the foundation's evolution from one donor's personal giving program to a multi-million dollar grantmaking program with independent staff and offices and an expanded board.

The **Provident Community Foundation** was established by The Provident Bank of Amesbury, Massachusetts to demonstrate its commitment to improving the quality of life in its community. GMA developed and facilitated a planning process for bank board members to consider the bank's geographic expansion and how to adapt the mission and activities of the foundation to new communities.

To prepare them for board eligibility, GMA designed a discretionary giving program for the Washington, DC-based **Howard and Geraldine Polinger Family Foundation's** third generation family members. The program provides them with an understanding of the mission, opportunities to discuss grantmaking approaches, and collaborative discretionary giving leveraged by matching funds from the foundation.

For over 27 years, our client families and other trustees have experienced the satisfaction of working together to make the world a better place, formed productive relationships with nonprofits and other grantmakers, and strengthened intergenerational family bonds and legacies.

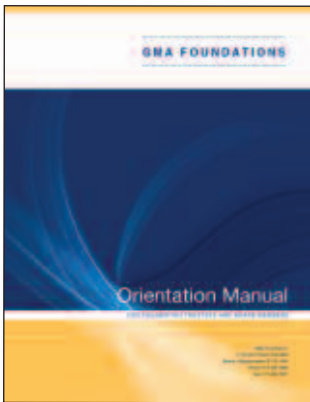
GMA offers the advantage of diverse staff viewpoints and expertise, nimbleness in times of change or uncertainty, and an experienced, knowledgeable team of professionals to draw on for advice and staffing when needs or opportunities arise.

Our model of shared staff and office systems offers customized levels of grantmaking, administrative, financial and consulting services, and is the most effective means for foundations to keep their overhead costs to a minimum while helping them to make positive and meaningful differences with their philanthropy.

Special Initiatives

A survey released by **The Physicians' Foundation** depicts widespread frustration and concern among primary care physicians nationwide, which could lead to a dramatic decrease in practicing doctors in the near future. The survey garnered intensive news coverage by CNN, ABC News, USA Today, NPR, and numerous other internet, television, and print media outlets. The Physicians' Foundation is committed to bringing the voice of physicians to the American health care debate. The survey results can be found at www.physiciansfoundation.org.

GMA published an **Orientation Manual for Foundation Trustees and Board Members**. This concise guide:



- clarifies and summarizes the responsibilities of trusteeship,
- reveals opportunities for optimizing your foundation's resources and impact,
- orients new or less-experienced trustees and board members to their work and helps them perform their responsibilities well,

- fills in the gaps for trustees who are expert in some areas, such as law or investing, but who need guidance in others, such as grantmaking or evaluation,
- offers sample forms for key operating documents and policies, and
- helps emerging philanthropists understand the opportunities and implications of establishing a private foundation.

The Orientation Manual and customized handbooks are available electronically and in hard copy.

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GMA conducts Boston-area site visits for the Indianapolis-based **Clowes Fund**.

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Grants Management Associates

is now



Visit our new website: www.gmafoundations.com



Financial Services



GMA's financial services include basic bookkeeping, budget development, and review of foundation tax returns. We also analyze complex project budgets and financial documents of applicant organizations.

Furthering our work in developing best practices for foundations, GMA produced a **Financial Management and Control Manual**.

With clearly stated guidelines for separation of authority and ethical and responsible financial operations, the manual improves

a foundation's ability to ensure compliance with government and audit requirements, safeguard foundation assets, and improve operational efficiency.

GMA customizes the manual for interested foundations, to reflect their specific practices and policies.

The Lalor Foundation was the first GMA client to take advantage of this newly available board resource.

Administrative Services

GMA performs administrative functions, freeing trustees from the burdens of office operations and paperwork and enabling them to spend more time on the substantive aspects of philanthropy. We serve as the headquarters of some clients and as a satellite office for foundations based in other cities.

GMA handles correspondence, processes checks, and prepares meeting materials and reports for a related trio of grantmakers: the **Sidney R. Rabb Charitable Trust**, the **Sidney & Esther Rabb Charitable Foundation**, and the **Aaron Foundation**, which are known for their generosity to Jewish causes as well as to institutions devoted to health care, education, social services, and the arts.

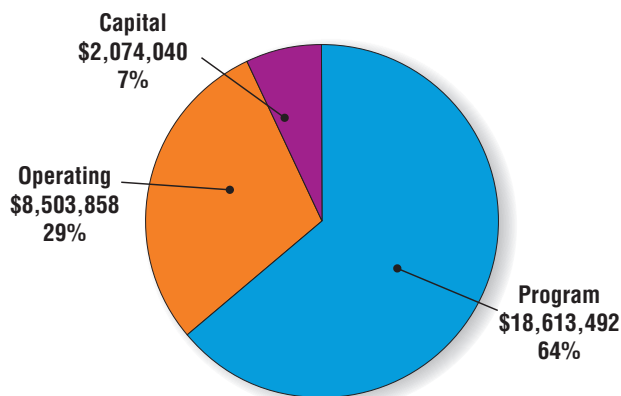
In addition to our work with individual clients, GMA administers an affinity group of foundations, corporate giving programs, and individual donors who support education. **Boston Education Funders (BEF)** meets monthly with education leaders, eminent researchers and experienced practitioners to enhance knowledge, networks and grantmaking.



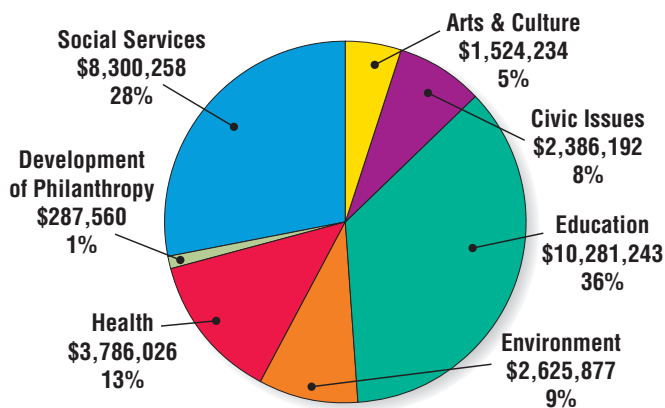
Boston Public Schools Superintendent Dr. Carol R. Johnson welcomes incoming kindergarten students and families at the annual Countdown to Kindergarten celebration at the Boston Children's Museum.

GMA By The Numbers

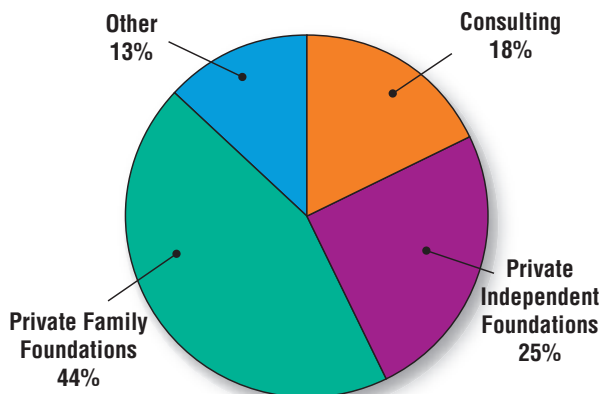
Total Grants \$29,191,390
Dollars Granted by Grant Type



Total Grants \$29,191,390
Dollars Granted by Focus Area



GMA Client Mix



CLIENTS SERVED IN FY 2008

- Anonymous Family Foundation
- The Aaron Foundation
- Bruce J. Anderson Foundation
- Harold Brooks Foundation
- Boston Education Funders
- Virginia Wellington Cabot Foundation
- Catholic Schools Foundation
- Chinese University of Hong Kong Foundation, Inc.
- Clipper Ship Foundation
- The Clowes Fund
- Conservation, Food & Health Foundation
- Jessie B. Cox Charitable Lead Trust
- Crossroads Community Foundation
- George E. Curtis Charitable Trust
- The Dickler Family Foundation
- Discount Foundation
- The Dolphin Trust
- Families of Wealth Seminar
- The Foley Hoag Foundation
- The Friendship Fund
- Haseotes Philia Family Foundation
- Charles Hayden Foundation
- Judy Family Foundation
- The Lalor Foundation
- The Linden Foundation
- Ludcke Foundation
- Massachusetts 2020, Inc.
- Stephen J. Meoli Memorial Foundation
- Herman and Frieda L. Miller Foundation
- Vincent Mulford Foundation
- Needmor Fund
- NLT Foundation
- The Samuel P. Pardoe Foundation
- The Theodore Edson Parker Foundation
- Physicians' Foundation for Health Systems Excellence
- Howard and Geraldine Polinger Family Foundation
- Prescott Conservancy, Inc.
- Provident Community Foundation
- The Sidney and Esther Rabb Charitable Foundation
- The Sidney R. Rabb Charitable Trust
- A. C. Ratschesky Foundation
- Mabel Louise Riley Foundation
- Rogers Family Foundation
- Roxbury Community College Foundation
- Rutland Corner Foundation
- Sailors' Snug Harbor of Boston
- The William E. Schrafft and Bertha E. Schrafft Charitable Trust
- Sociological Initiatives Foundation
- The Anna B. Stearns Charitable Foundation
- Tanne Foundation
- Tufts Health Plan Foundation
- Edwin S. Webster Foundation
- Yulin Yao Family Foundation

Mary Phillips, President
Newell Flather, Founder and Director
Philip Hall, Vice President/Clerk
Pamela Labonte Maksy, Treasurer
Amy Segal Shorey, Assistant Treasurer
Prentice A. Zinn, Director

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