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INTRODUCTION

In 2005, The Annie E. Casey Foundation commissioned a research project to learn more about investments made in the city of Camden by private, community and family foundations, as well as corporate and public funders. Following an in-depth survey of grantmakers, the Foundation released the 2006 Camden Funders Survey, a report that outlines their findings, common characteristics of funders, and future funding interests.

Since the release of the report, the Council of New Jersey Grantmakers (CNJG) has worked strategically to bring together funders who are making grants to nonprofit institutions located in, or for the benefit of, the city of Camden. In addition to several tactical programs and resources, outlined in Appendix A, in early 2012 the Council conducted a study of existing and past funders in the area, to identify strategic giving trends over the past 5 years and assess Camden’s current charitable landscape.

Forty-one grantmakers with a demonstrated interest in the city of Camden, were invited to participate in the study. The initial outreach to these organizations was done by both traditional and electronic mail. Follow-up phone calls were also made to encourage participation. Respondents were asked to provide an inventory of grants, made between January 1, 2010 and December 31, 2011, to nonprofit institutions located in, or for the benefit of, the city of Camden. In addition, funders were asked to complete a brief, electronic survey consisting of 11 questions and focused on their experience and satisfaction with grantmaking in Camden, as well as their future funding objectives. Appendix B includes a copy of the letter that was sent to prospective respondents, and Appendix C shows the survey instrument. A complete list of funders responding to the survey can be found in Appendix D.

The findings of the survey were used to update and expand upon Casey’s 2006 report and are outlined in the following pages. Some comments provided in the narrative have been edited to ensure the clarity and the confidentiality of the respondent, however they remain reflective of the respondent’s statements and observations. The grant information that was compiled was used to populate the Camden Funders Peer Network Map with more current data. Specific details on grants to nonprofit institutions located in, or for the benefit of, the city of Camden can be found on the Map, which is available at www.grantmakers.info/home/

It is our hope that this report, and the Camden Funders Peer Network Map, will provide the Camden funding community with a truly comprehensive view of the private funding at work in the city. Taken together, this information sets the stage for Camden Funders to explore opportunities to leverage their investments for the greater good of Camden’s residents, lays the foundation to develop relationships with key stakeholders, and identifies issues, challenges, innovative programming and promising practices to support the efforts of Camden’s grantmaking community.

This research was funded by the Annie E. Casey Foundation. We thank them for their support but acknowledge the findings and conclusions presented in this report are those of the author alone, and do not necessarily reflect the opinions of the Foundation.

In addition to membership support provided by CNJG members, funding from the Campbell Soup Foundation, the Annie E. Casey Foundation, the Wells Fargo Regional Foundation, and the William Penn Foundation underwrites the Council’s Camden Leadership Initiative. The Council also thanks the Campbell Soup Foundation for providing meeting space and amenities for the Camden Funders Affinity Group.
Twenty-six organizations completed the 2012 Camden Funders Survey, representing 8 different types of grantmakers and having assets that range from under $5 million to over $500 million. Seventy-seven percent of the respondents are based in New Jersey. In 2010 and 2011, the cumulative group of 26 grantmakers responding to the survey awarded over $2.4 billion across the country to programs in 26 areas of interest. Following is an overview of the funders who responded to the survey.

**Type of Grantmaker**

Of the 26 organizations that completed the 2012 Camden Funders Survey, a majority indicated that they are Private Foundations, followed by Corporate Foundations.

Two grantmakers indicated that their philanthropic investments are made through more than one vehicle. The first, a Corporate Giving Program, also noted that grants are made through a fund that has been established at a community foundation. The second, an Independent Foundation affiliated with a Corporation, indicated that they also have a Corporate Giving Program. None of the grantmakers responding to the survey selected Charitable Trust, Federated Fund, Grantmaking Public Charity, or Operating Foundation.

**Asset Group**

While 62% of respondents have assets below $100 million, 30% of respondents selected the asset group “$500 million or more.”
Total Annual Giving

Following is an overview of total annual giving in the years 2010 and 2011 for the survey respondents.

Two of the survey respondents indicated that their organization’s total annual giving for 2011 had not yet been published at the time of the survey, and one organization indicated that the amount they provided does not include matching gifts or volunteer grants for either year. In some cases, organizations used approximate values.

<table>
<thead>
<tr>
<th>Annual Giving</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>$61,712,050</td>
<td>$33,362,256</td>
</tr>
<tr>
<td>Median</td>
<td>$3,852,250</td>
<td>$2,913,280</td>
</tr>
<tr>
<td>High</td>
<td>$525,936,677</td>
<td>$400,000,000</td>
</tr>
<tr>
<td>Low</td>
<td>$173,000</td>
<td>$31,400</td>
</tr>
<tr>
<td>Total</td>
<td>$1,604,513,311</td>
<td>$800,694,154</td>
</tr>
</tbody>
</table>
Data provided on the previous page is an overview of the survey respondents’ total annual giving in the years 2010 and 2011. This includes all grants to any organization in the timeframe indicated. Specific details on grants to nonprofit institutions located in, or for the benefit of, the city of Camden can be found on the Camden Funders Peer Network Map, which is available at www.grantmakers.info/home/

Areas of Interest

Respondents are interested in a variety of areas, but an overwhelming 73% indicated that “Education/Youth Development and Family” is an area of interest to their organization. The following graph shows various areas of interest, and the percent of respondents that indicated an interest in each.

In addition, respondents mentioned that they are also interested in civil and human rights, critical resources, land preservation, safety, family support, public policy, affordable housing, media and media policy, voting rights, immigrant integration, economic development, good government, citizen engagement, health and human services, child welfare, juvenile justice, and race equity. One organization indicated that they do not give priority to program areas, but rather to a geographic region.
Grantmaking in Camden

Generally, grantmakers investing in or for the benefit of the city of Camden, feel as if grant objectives are being met and they are satisfied with the outcomes of their grants. Following is an overview of the responses that were received.

Grant Objectives

When asked if/how grant objectives are being met, a majority of grantmakers responded that “Grant objectives are being met in a timely and efficient manner.” The remaining respondents indicated that “Grant objectives are being met, some with slight delays or challenges” or “Grant objectives are being met, but with extraordinary delays and challenges.” While one grantmaker astutely commented that they have “a diversity of grants and grantees and a diversity of responsiveness,” it is interesting to note that none of the respondents indicated that grant objectives have not, or will not, be met.

Many funders also took the opportunity to provide additional thoughts as to why/how grant objectives are being met. One grantmaker said that their grantees receive a great deal of training and support during the grant period, while another noted that they have “identified a few key stakeholder organizations working closely with community members” and “Typically, our grant dollars provide the necessary general operating support for these organizations.”

Respondents also mentioned some obstacles that might delay grant objectives being met in a timely and efficient fashion. One grantmaker noted that grantees often must overcome challenges with city administration in moving projects forward, and that the city’s priorities may change suddenly, which can derail progress. Another funder indicated that the “housing context and scarcity of resources” make their work slow.

Grantmaker Satisfaction

When asked how satisfied grantmakers are with the outcomes of their grants, responses were largely positive. Thirty-five percent of respondents indicated that they are “Very Satisfied.” While 12% said that they are “Neutral,” none of the respondents expressed that they are unsatisfied.
The comments accompanying this question were diverse and insightful. One funder offered praise saying “Grantees are doing their best in a challenging environment” while another said “Camden's progress has been slow. A great deal of money has been invested there in past years and the progress is not representative of the dollars invested there.” Another grantmaker noted “Our grants are high risk and outcomes vary along a continuum from very satisfied to not satisfied.”

**Changes in Camden**

Exactly half of the respondents indicated that they have sensed changes in Camden, or with the organizations serving Camden, since 2005. Following are some of the comments that were received demonstrating the different ways that the city and/or nonprofit community have transformed over the past 7 years:

- The agencies we have funded multiple times under different calls for proposal have been in town for many years. This suggests growing capacity, but all need additional support in this area.
- No changes among nonprofit organizations we support. CNJG has established Camden Funders Group, which is increasing information sharing and collaboration. Our organization has a larger funder presence and appears to be having some impact.
- Ability to organize themselves and work with Mayor's office has improved. Issues in Camden have only magnified, however.
- There has been an increase in both services provided and attention to need in the city.
- We draw your attention to two organizations, Cooper’s Ferry Partnership (CFP) and Camden City Garden Club which have developed strong community based programs since 2005. CFP is most impressive in their grassroots engagement of communities and using "catalytic projects" to engage stakeholders in solving big problems. Through its Stormwater management Resource Training Initiative, CFP is achieving "little wins" that build a constituency of engaged citizens. Similarly, Camden City Garden Club has been operating a network of faith-based community gardens which provide community members with freshly grown fruits and vegetables.
- It has become even more challenging for arts organizations to provide services in Camden. Some have cut back and some have gone out of business.
- Much more collaboration.
- The relationship with the city administration seems better, and it seems there is a genuine attempt to improve Camden. Economic and social barriers remain and are difficult to overcome.
- There has been some slight improvement.
- Growth in coordination and collaboration among major institutions and community leaders and organizations
- Notice more nonprofit organizations located outside of Camden working for the benefit of the city residents.
- This question is not applicable as our organization was not in existence in 2005.
- In 7 years - Camden has changed significantly with poverty, unemployment, poor quality of education, lack of affordable housing supply still being critical issues. Organizations have been hampered by a down economy making it more difficult to respond to the services needed.

**Future Funding Objectives**

When asked about their future funding objectives, 38% of respondents indicated that they have specific funding objectives for the city of Camden. Following are the comments that were received from these grantmakers:

- Improve the neighborhoods such that they are a safer, cleaner, improved housing quality, and better services for children and families
- We will not be supporting the same organizations as we have in the past. Will continue with youth-related programs
Reduce unemployment, Re-engage youth that have dropped out of school, Support a local system of care for family success, Improve health outcomes and decrease costs

We plan to continue to devote the vast majority of our funding and employee volunteer efforts in support of reducing childhood obesity and hunger in Camden.

We want to determine where funding would be most effective. Cooper's Ferry Stormwater management plan seems like an important initiative, as does addressing problem properties in Camden. We will examine other opportunities and attempt to work with effective organizations with clear goals that are realistic and make sense.

Our objectives are mostly in the area of community development for the city of Camden.

Continue to fund the Camden Children's Garden and education projects within the city

We will continue to support organizations that positively impact family stability and social equity in Camden. The foundation is also investigating a focus on the local food economy which impacts Camden as well.

We plan to continue to provide a secure source of general operating support to programs providing arts education and community based environment programs throughout the city.

We provided a final grant to an organization’s workforce development program.

Forty-two percent of respondents indicated that they do not have funding objectives outlined specifically for the city of Camden and will continue to provide funding to organizations that strategically align with the grantmakers’ giving programs and areas of interest. Following are the comments that were received to this effect:

- There is no place-based plan to support Camden. However, the city's agency compete fairly well to our calls for funding.
- Our foundation will continue to fund promising art and health projects that meet our guidelines. Our corporate giving will continue to sponsor organizations and events that align with our giving program. We will partner with other funders when appropriate.
- We support a wide variety of organizations at a moderate level, and that will continue.
- Grants are intended to improve the infrastructure of nonprofits so they can operate efficiently and responsibly to better achieve their missions.
- Funding objectives depend on letters of inquiry and grant proposals submitted by Camden non-profits.
- As with all our grants, we seek to have a significant public benefit wherever grant investments are made.
- STEM education, healthcare technology, sustainability
- We will continue to make grants for restoration projects in Camden
- Case by case basis - no specific goal or objective with respect to the city.
- Focus on education and environmental programs for youth thru grade 12; no change in focus.
- Education, housing, workforce development

One respondent said after many years and a change at the foundation, they are winding down their investments in Camden. Additionally, four respondents indicated that their future funding objectives for the city of Camden were unknown at the time of the survey.
CONCLUSION

Future Considerations

Based on the survey data and comments provided by respondents, a number of topics might require future investigation and/or discussion by Camden funders. Among these:

♦ One respondent noted that their grantees "get much content and process training and support during the grant period" and indicated that grant objectives are being met in a timely and efficient manner, and they are very satisfied with the outcomes of these grants. Is it reasonable to assume that a higher level of engagement on behalf of the grantmaker translates into more timely and efficient achievement of grant objectives, more productive use of grant funds, and/or greater funder satisfaction?

♦ A few grantmakers commented on the challenging environment in Camden. Progress has been slow and, while there has been improvement, economic and social barriers remain and are hard to overcome. Moreover, organizations continue to be hampered by a down economy making it more difficult to respond to the services needed. Is there a way that funders can address these obstacles so that grantees can be more effective in providing services and resources to the community?

♦ One respondent indicated that their organization typically provides general operating support to organizations, as opposed to project support. In this unique and afflicted climate/community, is one type of funding more beneficial to the grantee?

♦ A sizeable corporate giving program located in New Jersey was invited to participate in the survey, but declined due to the fact that they are not funding in the area "primarily because they have not been asked." Is the lack of inquiry/outreach by potential grantees a widespread problem? Is there a way for current Camden funders to address this issue?
APPENDIX A
Council of New Jersey Grantmakers’
Camden Leadership Initiative
Background

In 2005, The Annie E. Casey Foundation commissioned a research project to learn more about investments made in the city of Camden by private, community and family foundations, as well as corporate and public funders. Following an in-depth survey of grantmakers, the Foundation released the 2006 Camden Funders Survey, a report that outlines their findings, common characteristics of funders, and future funding interests. The 2006 Camden Funders Survey is available at http://www.aecf.org/upload/PublicationFiles/CC3622H5060.pdf.

Since the release of the report, the Council of New Jersey Grantmakers (CNJG) has worked strategically to bring together funders who are making grants to nonprofit institutions located in, or for the benefit of, the city of Camden. The Council’s Camden-related efforts include:

**Camden Funders Affinity Group**

The Camden Funders Affinity Group provides a valued forum for grantmakers to connect, exchange information and ideas to inform their work, and hear from stakeholders working in benefit of Camden. Developed by and for the state’s grantmaking community, CNJG affinity groups have been instrumental in forging relationship building among philanthropic organizations, ensuring grantmakers remain on the cutting edge of best practices, model programs and trends, and providing opportunities to convene the best and the brightest of the state’s foundation leadership. Supported by Council staff, the Camden Funders Affinity Group launched in February 2010 and is led on behalf of grantmakers by co-chairs Sidney Hargro, Executive Director of the Community Foundation of South Jersey and Amanda Bauman, Program Director at Campbell Soup Foundation.

**Camden Funders Peer Network Map**

The Map provides a visual representation of grantmaker investments in Camden City. The interactive, web-based mapping application tool lists funder, grantee, project description and information and in some cases neighborhood(s) benefitting from the grant. The Map can be used to help the philanthropic community, key stakeholders and others “see” what investments have currently been made in Camden and assist in identifying opportunities for additional investments, new collaborations and partnerships. Visitors can search for specific grants through a number of different methods, including by 9 funding categories: Arts & Culture, Community Development/Housing; Community Planning; Education; Environment; Food; Health; Human/Social Services; and Workforce Development. The Camden Funders Peer Network Map is available at www.grantmakers.info/home/

**Camden Funders Listserv**

The CNJG Camden Funders Listserv facilitates ongoing group e-mail dialogues among the subscribed network of CNJG members, providing for expanded discussion, information sharing and peer-to-peer problem solving.

**Camden Weekly News Round Up**

The Camden Weekly News Round Up was a weekly compilation of news articles and current events of interest to Camden Funders. The Round Up gathered and disseminated information from media sources, grantmakers, Camden’s anchor organizations, the city’s nonprofit sector, and more, to ensure Camden funders had the most up-to-date and current information about the city. Distributed electronically every Friday to over 70 Camden funders, the Round Up was designed to keep grantmakers informed about key issues, programs, projects and people affecting Camden City. While Camden funders collectively agreed that the Round Up was of value to their work, and acknowledged the service is an “excellent” resource and source of information, it was discontinued in December 2011 as an alternate provider of Camden-related news was launched and recommended to interested parties.
Camden Initiatives – CNJG Website

A one-stop resource area for funders working in Camden is available on the CNJG website under the heading Policy & Leadership. This dedicated area includes current Camden Neighborhood Development Plans, various studies and research from a multitude of providers, past program presentations and briefings, articles of interest, news from members and a quick link to the Camden Funders Peer Network Map. This resource is designed with Camden funders in mind and provides grantmakers with easily accessible and critical information to inform their work. Camden funders are encouraged to recommend and submit content to ensure an informed and vibrant grantmaker community dedicated to the city of Camden.

In addition to these programs and resources, in early 2012, the Council conducted a study of existing and past funders in the area, to identify strategic giving trends over the past 5 years and assess Camden’s current charitable landscape. The findings of the survey were used to update and expand upon Casey’s 2006 report and are outlined in the 2012 Camden Funders Survey Final Report. The grant information that was compiled was also used to populate the Camden Funders Peer Network Map with more current data.

It is our hope that these efforts will provide the Camden funding community with a truly comprehensive view of the private funding at work in the city. These programs and resources set the stage for Camden Funders to explore opportunities to leverage their investments for the greater good of Camden’s residents, lay the foundation to develop relationships with key stakeholders, and identify issues, challenges, innovative programming and promising practices to support the efforts of Camden’s grantmaking community.

In addition to membership support provided by CNJG members, funding from the Campbell Soup Foundation, the Annie E. Casey Foundation, the Wells Fargo Regional Foundation, and the William Penn Foundation underwrites the Council’s Camden Leadership Initiative. The Council also thanks the Campbell Soup Foundation for providing meeting space and amenities for the Camden Funders Affinity Group.
Dear Salutation,

For the past two years, the Council of New Jersey Grantmakers has been working strategically to bring together funders who are making grants in Camden. Our work has included the creation of the Camden Funders Affinity Group, the Camden Weekly News Roundup and an inventory of grants made in the city.

I’m writing today because we need your help in providing the Camden funding community with a truly comprehensive view of the private funding at work in the city.

In 2005, The Annie E. Casey Foundation commissioned a research project to learn more about investments made in Camden by private, community and family foundations, as well as corporate and public funders. Following an in-depth survey of grantmakers, the Foundation released the 2006 Camden Funders Survey, a report that outlines their findings, common characteristics of funders, and future funding interests.

In an effort to identify strategic giving trends over the past 5 years, the Council of New Jersey Grantmakers has been asked to assess Camden’s current charitable landscape. To this end, CNJG is conducting a study of existing and past funders in the area, which will be used to update and expand upon the 2006 report. The grant information will also be used to populate the Camden Funders Peer Network Map with more current data.

Recognizing your organization as one that has demonstrated an interest in the city of Camden, we invite you to participate in the study. Your input will help to enrich the pool of data and enable the Council to produce a more detailed, meaningful analysis.

We are asking that you please provide a list of grants, made between January 1, 2010 and December 31, 2011, to nonprofit institutions located in, or for the benefit of, the city of Camden. The grants can be of any amount. For your convenience, attached you will find a spreadsheet that outlines the required information, along with an example of how the information should be presented. Please list each grant on a separate line and send your completed spreadsheet to jsancton@cnjg.org.

In addition to submitting a list of grants, we are asking that you take a moment to click on the link below and complete a brief survey. The survey is very short and should take just a few minutes.

http://www.surveymonkey.com/s/CamdenFunders

Please submit all information by Friday, March 30, 2012. Should you have any questions or need assistance getting started, please contact Jennifer Sancton at jsancton@cnjg.org or 609.341.2022.

Thank you in advance for your time and assistance.

Sincerely,

Amanda Bauman  
Campbell Soup Foundation  
Co-Chair, Camden Funders Affinity Group

Sidney R. Hargro  
Community Foundation of South Jersey  
Co-Chair, Camden Funders Affinity Group

Nina Stack  
Council of New Jersey Grantmakers  
Co-Chair, Camden Funders Affinity Group
Overview

Thank you for participating in the 2012 Camden Funders Survey. This feedback, along with your grant inventory, will help to identify strategic giving trends over the past 5 years and develop a truly comprehensive view of the private funding at work in Camden.

As a survey participant you will be provided with a summary of the results. Survey results will be presented in aggregate to protect the confidentiality of data submitted from individual organizations.

We are asking that you please complete this survey and submit your grant inventory by Friday, March 30, 2012. Should you have any questions or need assistance getting started, please contact Jennifer Sancton at jsancton@cnjg.org or 609.341.2022.

Contact/Organization Information

1. What is the name of your organization?

2. What type of grantmaker is your organization?
   - Charitable Trust
   - Community Foundation
   - Corporate Foundation
   - Corporate Giving Program
   - Family Foundation
   - Federated Fund
   - Government Grantmaker
   - Grantmaking Public Charity
   - Independent Foundation affiliated with a Corporation
   - Operating Foundation
   - Private Foundation
   - Public Foundation

3. To which asset group does your organization belong?
   - $500 Million or more
   - $250 to $499.9 Million
   - $100 to $249.9 Million
   - $50 to $99.9 Million
   - $25 to $49.9 Million
   - $10 to $24.9 Million
   - $5 to $9.9 Million
   - Less than $5 Million

4. Please indicate your organization’s total annual giving for the following years:
   - 2010
   - 2011
5. Please indicate which of the following areas are of interest to your organization. (Select all that apply.)

- Arts and Culture
- Community Planning
- Community Development/Housing
- Education/Youth Development and Family
- Environment
- Food
- Health and Healthcare Related
- Social Justice
- Workforce Development
- Other (please specify)

6. Please provide the following information for the person completing this survey:

- Name:
- Company:
- Address:
- Address 2:
- City/Town:
- State: 6
- ZIP:
- Email Address:

Please answer the questions below with regard to grants made by your organization in 2010 and 2011, for the benefit of the city of Camden.

7. Please select the option below that best describes if/how grant objectives are being met.

- Grant objectives are being met in a timely and efficient manner.
- Grant objectives are being met, some with slight delays or challenges.
- Grant objectives are being met, but with extraordinary delays and challenges.
- Grant objectives have not been met yet, but we are hopeful that they will be.
- Grant objectives have not been met, and it is not likely that they will be.
- Please feel free to use this space to provide additional explanation.

8. Please indicate below how satisfied you are with the outcomes of these grants.

- Very satisfied
- Somewhat satisfied
- Satisfied
- Neutral
- Somewhat unsatisfied
- Very unsatisfied
- Not satisfied
- Please feel free to use this space to provide additional explanation.

9. Have you sensed any changes in Camden, or with the organizations serving Camden, since 2005?

- Yes
- No
- If yes, please describe.

10. Please briefly describe your future funding objectives for the city of Camden.

11. If you have stopped, or intend to stop, funding in the city of Camden, please briefly describe why.

Conclusion

Thank you very much for taking the time to complete this survey! Please do not forget to submit your grant inventory by Friday, March 30, 2012. Should you have any questions or need assistance getting started, please contact Jennifer Sancton at jsancton@cnjg.org or 609.341.2022.
Bank of America
Campbell Soup Foundation
Annie E. Casey Foundation
Community Foundation of New Jersey
Community Foundation of South Jersey
Conservation Resources
The Danellie Foundation
Geraldine R. Dodge Foundation
Ford Foundation
The Fund for New Jersey
Holman Automotive
Horizon Blue Cross Blue Shield of New Jersey
JBJ Soul Foundation
Robert Wood Johnson Foundation
New Jersey State Council on the Arts
The Nicholson Foundation
PSEG
The Philadelphia Foundation
Schumann Fund for New Jersey
South Jersey Charitable Foundation
Subaru of America Foundation, Inc.
Susquehanna Bank
Verizon
Wells Fargo Bank
Wells Fargo Regional Foundation
William Penn Foundation
COUNCIL OF NEW JERSEY GRANTMAKERS

The Council of New Jersey Grantmakers exists to strengthen and promote effective philanthropy throughout New Jersey. The leading resource for networking and information for New Jersey’s philanthropic community, CNJG provides representatives of all types of grantmaking organizations access to valuable services and meaningful activities to advance their work. CNJG was created based on the principle that philanthropy is more effective when grantmakers have the opportunity for communication, information exchange, and continuing education. The Council became a unified project under the Community Foundation of New Jersey in 1990 and was established as an independent 501(c)(3) organization in 1997.

CNJG has national ties through the Council of Foundations and is a member of the Forum of Regional Associations of Grantmakers, a national network of membership associations. The Council gratefully acknowledges in-kind support from Thomas Edison State College.

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