

# BEYOND THE NUMBERS

A Qualitative Exploration of “Following the Money: An Analysis of Foundation Grantmaking for Community and Economic Development”

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## ONLINE APPENDIX

### INTERVIEW GUIDE

Thank you for making time to speak with me today. My name is Noelle Baldini and I am a community engagement associate in the Community Development Studies & Education Department of the Federal Reserve Bank of Philadelphia. My department produces research and conducts outreach to support community development in low- and moderate-income areas and fair and impartial access to credit throughout the Third Federal Reserve District. The Third Federal Reserve District includes most of Pennsylvania, except for the far western part of the state, Delaware, and South Jersey.

Our department has worked with the Federal Reserve Bank of Atlanta on a research project that tracks grants made by the largest U.S. foundations for community and economic development purposes. In a forthcoming paper, we calculate how many grants are directed to recipients in each metro area and find a large disparity in the level of philanthropic support from one metro area to another. We also try to identify the metro area characteristics that are associated with higher or lower levels of philanthropic support.

Through a series of interviews with key informants working in community and economic development, we're hoping to learn more about why these disparities exist; in other words, we want to get a better handle on why some metro areas receive more money from large foundations and others receive less. The questions that I'll ask today are related to how your organization and organizations like yours approach funding from local and national foundations, and your assessment of your community's capacity to attract and deploy grant capital. A qualitative analysis of interview insights will be compiled into a report to be published later this year. Additionally, we plan to share the insights learned through these interviews with local and national foundations.

I do want to remind you that our conversation is being recorded, but that once the recording is transcribed and checked for accuracy, the recording will be destroyed and your comments will remain anonymous. If at any time during the interview you wish to discontinue the use of the recorder or the interview itself, please feel free to let me know.

I want to remind you that you are the expert in this area, not me. I am trying to learn from you so I may ask you to walk me through things that are new to me. Additionally, there are no right or wrong answers to these interview questions. We are really just trying to learn from your experiences.

I'd like to start by learning more about your organization and its approach to fundraising from local and national foundations.

1. First, can you tell me about your work and your organization?
  - a. How long have you lived in the area? Been at the organization? Favorite thing about the job or community?
  - b. Size, program area, population served?
2. Can you talk a little about your approach to fundraising from the philanthropic sector?
  - a. How much staff capacity can an organization of your size dedicate to fundraising? What would be ideal?
  - b. What types of foundations do you focus your efforts on?
  - c. What factors do you consider before even approaching a foundation or applying for a grant?

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\* The views expressed herein do not necessarily represent those of the Federal Reserve Bank of Philadelphia or the Federal Reserve System.

3. Are there any nonprofits in your community that are particularly good at securing grant funding?
  - a. What do you think makes them so successful?
4. I'm going to shift from discussing the philanthropic sector generally to focusing on large national foundations specifically (such as Ford, Rockefeller, Kresge, Kellogg, RWJF, etc.). Tell me about your experience applying for grants from large foundations.
  - a. Is this something you do frequently?
  - b. Can you give me an example of a successful application? An unsuccessful one?
  - c. In your experience, what works in an organization's favor when applying for a grant from a large foundation?
    - i. Organizational characteristics?
    - ii. Community characteristics?
  - d. What would an organization like yours need to better compete for grants from these kinds of foundations?
5. Lastly, I'm wondering how the process of raising funds from foundations affects your organization's program delivery and strategy.

My next few questions change scale a bit, from your organization and organizations like yours to the broader community — nonprofit, business, government, philanthropic, etc.

1. I'd like to learn more about how you think your community measures up when it comes to attracting grants and investments from large foundations. What has been your community's experience?
  - a. What are your community's strengths in this regard?
  - b. What makes it less competitive than it should be?
  - c. Do any of the typical players in the community investment system — nonprofits, CDCs [community development corporations], CDFIs [community development financial institutions], foundations, banks, public-sector agencies — stand out as being particularly strong or weak contributors?
2. Are there community foundations or other local foundations that support CED [community economic development] activities? How do they provide support?
  - a. As grantmakers or investors?
  - b. As conveners, capacity builders, or advocates?
  - c. What other roles should they play, if any?

## CODE BOOK

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Code system [246]	Level of need [2]
Fundraising approaches [5]	Foundation headquarters [2]
Type of foundation [0]	Collaboration [7]
Local foundation [28]	Community challenges [3]
Regional foundation [10]	Parochialism [3]
National or large foundation [20]	Rural [3]
Challenges with foundations [1]	Economy [2]
Large grants [2]	Overshadowed by larger metros [5]
Small grants [1]	Local/state government [2]
Desired outcomes/outputs [4]	Size of community [4]
Community foundation competition w/local donors [1]	Limited local foundation [1]
Geographic target area [7]	Not applying for grants [2]
Reporting requirements [2]	Organizational strengths [5]
Programmatic funding versus unrestricted funding [7]	Trust [1]
Desired timeframe/grant cycle [0]	Performance/outcomes [2]
Mission alignment [9]	Compelling mission [3]
How fundraising impacts strategy [9]	Fundraising sophistication [8]
Capacity [3]	Relationships [13]
Chasing money [3]	Staff capacity for fundraising [21]
Alternative funding sources [22]	Organizational challenges [4]
Community strengths [2]	Lack capacity [1]
State capital [1]	Communications/marketing insufficient [2]
Local industry [5]	Competition [1]
Colleges/universities [2]	



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