



THE GIFFORD FOUNDATION



FOSTERING GROWTH. ENCOURAGING CHANGE.



## THE GIFFORD FOUNDATION

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2009  
ANNUAL  
REPORT



## OUR MISSION

The Gifford Foundation is a private foundation dedicated to the stewardship of the funds entrusted to its care. The Foundation is committed to using its financial and human resources to build the capacity of individuals and organizations to enhance the quality of life for the people of Central New York.

## HOW WE ACCOMPLISH OUR MISSION

The Foundation supports individuals and organizations through grants and initiatives that build on community assets and promote positive change in the community. The community grantmaking program is focused on a variety of projects that serve Onondaga, Madison and Oswego counties. Foundation initiatives are driven by community action and are designed to effect lasting change in the communities in which the initiatives are focused.

## OUR HISTORY

In 1953, Rosamond Gifford willed her estate to create a foundation “for the benefit of humanity which I desire and intend.” The initial endowment gift of \$5 million has grown to over \$20 million.

## MESSAGE FROM THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR

Not long ago, an article appeared in the Harvard Business Review, noting that identifying an organization’s “primary customer” is an ideal approach to better designing the structure of an organization. We couldn’t agree more.

Very early on in our strategic planning and continuing through the ongoing monitoring of our work, the Gifford Foundation board and staff recognized that our “primary customers” were the residents in our geographic investment area who derived benefit from the organizations we funded. With this in mind, the Foundation sought to develop a philanthropic philosophy and organizational structure that recognized our responsibility to these “primary customers.” Our ADVANS initiative, developing the capacity of our not-for-profit agencies, is a direct result of this thinking. Our neighborhood work, focused as it is on building the assets of individuals within a neighborhood, is another example of how the innovation in our philanthropy is a direct result of our organizational development around the needs of our constituents, or primary customers.

We believe that it is critical for us, and for the organizations with which we work, to seriously consider our “organizational footprint” and the ways in which our missions align with the needs of our various constituencies. Without this ability to reflect and examine our work, adjusting it as required, we cannot hope to meet the needs of our residents and build a community where people, organizations and resources are fully aligned – allowing us to realize our community’s potential.

As you read this Annual Report, we hope that it provides you not only with information about our grantmaking, but also with insights into who we are. For to us, the two are interwoven and represent parts of a much larger entity to which we all contribute – our community.

### Bea Gonzalez

Board President

### Kathy Goldfarb-Findling

Executive Director



*John F. Kennedy once noted that “when written in Chinese, the word ‘crisis’ is composed of two characters – one represents danger and the other represents opportunity.”*

Like many during the economic downturn, the Foundation started 2009 with some trepidation – we had to carefully allocate resources yet were abundantly aware of increased need. We evaluated our programs, adjusted our budget and rearranged our staff, but all in all we believe these choices not only served to make us stronger as an institution, but also revealed hidden opportunities for our community.

With a trimmer grantmaking budget and modified grantmaking deadlines we were able to target our resources – still providing over 20 community grants while emphasizing our role as conveners and connectors. We brought the leaders of Mill Creek Farm, an urban farm in Philadelphia, to share their successes. We launched Giffordslist.org, the resource-sharing website. As the need for human services rose we helped organizations, such as Vera House and Aurora of CNY, improve service

delivery by supporting internal capacity needs. We stepped in where necessary with emergency funds – at the Rescue Mission, for example – but overall we funded much needed organizational requirements, such as helping Friends of Oswego County Hospice build their community support coordinator work and a grant to Heritage Farm to upgrade their public address system.

We encouraged collaborative grants – Syracuse Stage, Syracuse Symphony and the Syracuse Opera jointly conducted training for their box office and development staff. We helped organizations build long-term sustainability with strategic planning and board development grants to Hope for Bereaved, Root Farm Center for Equine Assisted Therapy and Cazenovia Preservation Foundation. And we continued to make those small, yet vital grant awards for trips to conferences, supplies for events, summer camps, and so forth.

## COMMUNITY GRANTS

Museum of Science and Technology (MOST)	\$75,000	Capital renovations
Syracuse University	\$50,000	Warehouse Community Classroom; Artist support and development program
Other Agencies	\$40,869	Various projects
Aurora of Central New York	\$17,000	Director of Deaf Rehabilitation Services
Farnham Family Services	\$16,477	Technical support: upgrade electronic medical records software
Cazenovia Area Community Development Association	\$15,867	Administrative position
Oneida Community Mansion House	\$13,730	Technical support: new hardware and software
Friends of Oswego County Hospice	\$12,500	Part-time Volunteer/Community Support Coordinator salary match
Vera House	\$12,200	Consulting support for staff/ leadership training
Syracuse Stage	\$10,000	Patrons services department program support; Collaboration with Syracuse Symphony
Rescue Mission Alliance of Syracuse	\$10,000	Food and shelter services emergency support
Board-Designated Holiday Grants	\$7,500	Holiday grants as designated by individual board members
Northern Onondaga Volunteer Ambulance	\$7,000	Fundraising/Membership drive match
Hope for Bereaved	\$6,875	Facilitated Lifecycles assessment and consulting for strategic and succession planning
YWCA Syracuse and Onondaga County	\$6,000	New heat/smoke detection system emergency support
Onondaga Historical Association	\$4,000	Research center renovations
Onondaga Community Sexual Trauma Task Force	\$3,995	Male survivors of sexual trauma conference
Syracuse Symphony Orchestra	\$2,250	Pro-Venue training for Syracuse Symphony, Stage and Opera
Heritage Farm	\$2,000	Upgrade PA system
Root Farm Center for Equine Assisted Therapy	\$2,000	Facilitated board retreat
Syracuse Jazz Fest Productions	\$1,450	Facilitated Lifecycles self-assessment
City of Syracuse Public Art	\$1,400	Children’s totem art project
Cultural Resources Council of Syracuse and Onondaga County	\$1,000	Technology Assessment
Cazenovia Preservation Foundation	\$500	Conference for Governance Training
<b>Community Grants Paid in 2009</b>	<b>\$319,613</b>	
<b>Total Grants Paid in 2009</b>	<b>\$1,185,481</b>	
<b>Total Assets as of December 31, 2009</b>	<b>\$20,265,776</b>	



*“Vision without action  
is merely a dream.  
Action without vision  
just passes the time.  
Vision with action can  
change the world.”*  
– Joel Barker

## ADVANS

(ADVANCING AND DEVELOPING THE VALUE AND ASSETS OF NONPROFITS IN SYRACUSE)

The ADVANS program was launched with great success in 2008, but the rubber really hit the road in 2009. ADVANS is a three-year capacity-building initiative based upon the work of lead consultant Dr. Susan Kenny Stevens and her Nonprofit Lifecycles method. It started with nine organizations and in 2009 continued with five of these organizations selected for more in-depth business planning and implementation. Two-year business plans were developed in late 2008 when the economic downturn was just being realized – and their very existence helped the ADVANS organizations weather the storm.

Each of the five ADVANS groups continued to receive skilled advice from Lifecycle trained consultants and Dr. Stevens, especially helpful as the organizations shifted their priorities in response to economic realities. Each organization also received a commitment of \$100,000 to implement their business plans over the course of two years; the allocation amounts and uses of these funds varied from group to group, but for each the grant dollars helped build their ability to be stronger and more durable institutions.

### Arc of Onondaga

2009 Grant of \$73,875: for branding/marketing of Monarch program, technology to support reorganization of Community Outreach, Family Support Services and consulting.

### Baltimore Woods Nature Center

2009 Grant of \$91,650 for a van, equipment, salary support and consulting.

### Huntington Family Center

2009 Grant of \$68,952 for new telephone equipment, renovations and consulting.

### Literacy Volunteers of Greater Syracuse

2009 Grant of \$53,938 for administrative staff support and consulting.

### Spanish Action League (La Liga)

2009 Grant of \$63,307 for translation services, equipment, marketing and consulting.

2009 convenings, lead consultant and other: \$48,811

## GIFFORDSLIST

This year nonprofits in Central New York and around the country faced a variety of new challenges in the wake of economic hardship. The Foundation’s staff spent hours talking about creative ways to spread fewer dollars in a way that would most benefit our community. Out of these discussions emerged Giffordslist, a website designed to benefit nonprofits by connecting organizations and businesses so that they might collaborate and share limited resources more effectively.

The site began beta testing in June 2009 with a group of 50 nonprofit organizations. In response to their practical insight, a search function and a community-wide events calendar were added. Organizations can now schedule their events and avoid dates already booked with galas, fundraisers, basketball games and other festivities.

Since going live in October, over 200 not-for-profits and businesses have joined Giffordslist. These organizations are using Giffordslist as a **resource maximization, sharing, and collaboration** tool. Giffordslist is a central location to post items for sale or donation, needs and wants, and for events. This service promotes information sharing, material trading, and supports the “Green Initiative” in Central New York.

Giffordslist  
.org

## SUCCESS STORIES

*“CXtec built two foosball tables and posted them for giveaway on Giffordslist. In a matter of days we made a connection with the Central Village Boys & Girls Club and the Determination Center. We like the fact that the tables went where they were really needed.”*

– Paula Miller, Director  
Office of the CEO, CXtec

*“Giffordslist is a welcomed resource that has allowed us to post available office space that can be rented by other organizations.”*

– Michael Melara,  
Executive Director of Catholic  
Charities of Onondaga County



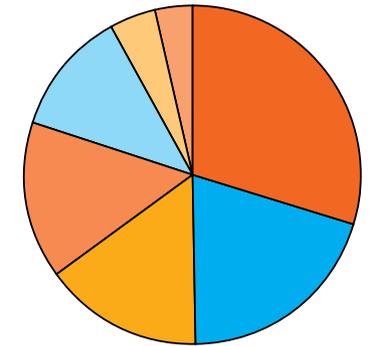
## NEIGHBORHOOD GRANTS AND INVESTMENTS

Neighborhood Investments	\$241,787	Total neighborhood investments
Southside Interfaith Community Development Corporation	\$123,300	Mini-Grant program for home improvements and staff support of mobile market
Syracuse Alliance for a New Economy (SANE)	\$25,000	Executive Director partial salary and general operating support
Onondaga Earth Corps	\$16,123	Youth and coordinator salaries
Empire Housing and Development Corp.	\$10,000	513 Garfield Avenue rehabilitation
Spanish Action League of Onondaga County	\$10,000	Annual Latino Upstate Summit
Hillside Work-Scholarship Connection	\$9,375	Part-time Service Learning Coordinator salary
Westcott Community Center	\$6,250	Consultant support for board development around policy governance
Mercy Works	\$5,000	Building purchase
Faith Hope Community Center	\$5,000	General operating support
Dunbar Association	\$5,000	Endowment fund
Kirby Dar Dar Foundation	\$3,000	Kirby Dar Dar Football Camp
Bellegrove Missionary Baptist Church	\$3,000	Summer program support
Westside Neighborhood Arts Council	\$2,500	Arts programs

**Total \$465,335**

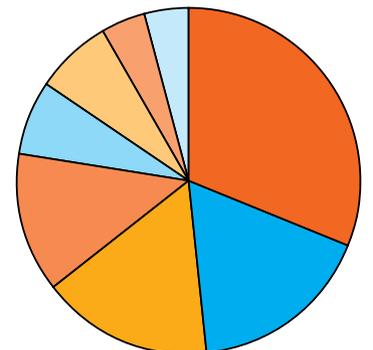


## SOUTHSIDE NEIGHBORHOOD INVESTMENTS



★ Onondaga Earth Corps	\$31,630
★ Youth Programs	\$21,148
★ Mobile Market	\$16,000
★ Neighborhood Agency Support	\$15,983
★ Church Support	\$12,532
★ Arts and Cultural Programs	\$4,540
★ Convenings	\$3,784
<b>Total</b>	<b>\$105,617</b>

## WESTSIDE NEIGHBORHOOD INVESTMENTS



★ Consulting/Supplies & Equipment	\$42,588
★ Westside Initiative	\$23,264
★ Youth Programs	\$22,177
★ Neighborhood Agency Support	\$17,758
★ Onondaga Earth Corps	\$9,560
★ Convenings	\$9,486
★ Holiday Parties	\$5,927
★ Arts and Cultural Programs	\$5,410
<b>Total</b>	<b>\$136,170</b>

**Total Neighborhood Investments \$241,787**

## NEIGHBORHOOD INITIATIVES

During 2009, neighborhood work remained an important focus for the Foundation. The Near Westside Neighborhood meetings, renamed by residents to Near Westside Community on the Move, continued to convene, bringing neighbors together around important issues. Over 100 residents participated in a mayoral debate held at Skiddy Park, raising tough questions about the future of the city and the Near Westside; concerned parents and community members joined the debate surrounding the future of Blodgett School; and Onondaga Earth Corps began a Near Westside program creating the first rain garden in the community and cleaning up yards.

The Westside Arts Council stepped up in a big way to put on the city's first bike showcase – a contest highlighting the neighborhood's coolest two-wheel rides and artistic bicycle renditions. This winter the Council also participated in the tree lighting ceremony at Skiddy Park and braved the weather to organize carolers to spread holiday cheer around the neighborhood.

While food accessibility issues have long been a priority of the Foundation through projects such as the Mobile Market, this year efforts were ramped up to tackle this systemic issue. Together with GC<sup>2</sup> (Groundworks Capital Coalition) and the Southside Coalition, the Foundation participated in the Store for a Day, selling fresh produce on the Southside several Saturdays throughout the year as a way to drum up interest for a permanent food co-op. The Mobile Market saw several changes as the Southside Interfaith Community Development Corporation took the project under its wing, expanded the market to serve new areas of the city and bought a new yellow truck to house the market. While all of this was happening, community members passionate about food policy issues met to discuss the steps needed to change the Central New York food system.

*“Tell me and I’ll forget; show me and I may remember; involve me and I’ll understand.”*  
(Chinese Proverb)



## BOARD MEMBERS



Pictured left to right: Mark Muhammad, Sharon Northrup, Jack Webb, Doris Danchi, Ben Walsh, Bea Gonzalez, Eddie Green, Larry Bousquet, Cathy Richardson, Linda Hall, Kathy O'Connell, Amanda Larson. Not pictured: Maritza Alvarado, Bill Harper and Nancy Bellow.

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Dean of University College of Syracuse University

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P.E.A.C.E., Inc.

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*Assistant Secretary*

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Community Volunteer

*Assistant Treasurer*

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**Laurence C. Bousquet**

Attorney, Green & Seifter, P.C.

**Maritza Alvarado**

President & CEO, MAK Consultants

**Nancy J. Bellow**

Office of Business and Community Relations  
SUNY Oswego

**Doris D. Danchi**

Financial Advisor  
Schultz, Danchi & Associates of Ameriprise  
Financial Services, Inc.

**Billy Harper**

Retired Vice President for Community  
Development Educational Opportunity Center  
State University of New York

**Amanda Larson**

President and CEO, The Gorman Foundation

**Mark D. Muhammad**

Minister, Nation of Islam

**Kathryn R. O'Connell**

Certified Rehabilitation  
Counselor/Clinical Hypnotherapist  
Radiant Abilities, LLC

**Benjamin R. Walsh**

Deputy Commissioner  
Office of Neighborhood & Business Development  
City of Syracuse

## STAFF

**Kathy Goldfarb-Findling**

Executive Director

**Dirk Sonneborn**

Associate Director

**Heidi Holtz**

Director of Grantmaking

**Brian Moore**

Director of Foundation Initiatives

**Sheena Solomon**

Program Officer

**Lindsay McClung**

Program Director for ADVANS/  
Grants Manager

**Alicia Segura**

Office Manager



Pictured left to right: Alicia Segura, Sheena Solomon, Heidi Holtz, Kathy Goldfarb-Findling, Dirk Sonneborn, Lindsay McClung, Brian Moore.

To learn more about the Gifford Foundation's grantmaking policies and procedures, please visit our website at [www.giffordfd.org](http://www.giffordfd.org), call (315) 474-2489, or write to the Foundation.

