

**REVIEW & ANALYSIS:**

# **RESILIENT COMMUNITIES GRANTMAKING PORTFOLIO**

**(2020 - 2022)**

# OVERVIEW

The Sozosei Foundation launched its Resilient Communities Program (RCP) in the summer of 2020 at the request of Otsuka America Pharmaceutical, Inc. (OAPI), with the intent of evolving the company's longstanding commitment to philanthropy. The goal of the program was to refine the company's philanthropic commitment by designing guidelines and priorities to support diverse, under-resourced communities where the company has a presence. Over the two years of its grantmaking, the program provided over \$1 million in grants and served over 177,000 people across six target communities.

The Foundation's primary strategic objective is to eliminate the use of jails and prisons for the diagnosis and treatment of mental illness. It also recognizes the commitment OAPI has to building resilient, healthy, and vibrant communities near its offices as well as the importance of the UN's Sustainable Development Goals, to which Otsuka is a signatory.

Against this backdrop, the Sozosei Foundation designed RCP to reflect its belief that corporate philanthropy can and should direct broad support for a diverse and robust nonprofit sector that meets the discrete needs of communities in flexible and responsive ways. The Foundation also sought to design a community giving program that would maximize efficiency and impact. Foundation staff reviewed OAPI's past philanthropic investments, the local philanthropy programs of other peer companies, and the demographics of the communities where OAPI has offices as part of the program design process.

The Foundation's review of corporate philanthropy practices found that most operate in companies' "backyards" and focus on issues that are tied to the corporate purpose. OAPI's communities, though, are among the most well-resourced in the United States. Additionally, the company's philanthropic giving has traditionally been broad rather than focused on a small number of priorities tied to corporate interests.

As such, the Foundation decided to expand beyond OAPI's home communities and examined the 50-mile radius of OAPI's offices in the United States to identify communities with historic patterns of disinvestment and unmet needs, where Foundation resources could contribute to broad efforts to promote thriving communities in those places.

Using these criteria, the Foundation identified six communities to support: Baltimore City, Maryland; Stockton, California; and Camden, Newark, Paterson, and Trenton, New Jersey. Instead of driving funding towards Foundation- and OAPI-determined priorities, the Foundation identified a wide number of interests as a way of ensuring that it could meet broad community needs, learn from grantees rather than dictate to grantees, and continue the company's tradition of giving to many sectors. By identifying a wide range of issues, the Foundation hoped to enable communities to inform the Foundation of their most pressing needs – instead of the more traditional model of the Foundation dictating to them. The areas the Foundation sought to fund in the RCP are:

- Arts with an emphasis on creative placemaking;
- Climate change;
- Food security;
- Mental and physical health (including kidney health);
- Racial justice; and
- Social and legal services.

## GRANTMAKING

In 2020 and 2021 the Foundation reviewed proposals from nearly 160 organizations in the six communities. They managed the process in-house with the support of OAPI volunteers. These volunteers, 8 in total, worked across the company. Volunteers participated in a competitive process that drew from a wide range of OAPI teams, locations, backgrounds and experiences, leveraging volunteers' diverse skills, innovative thinking, and commitment to helping others in pursuit of the Foundation's goals. Volunteers reported high-satisfaction in working with the Foundation and were eager to volunteer again, should the opportunity present itself.

In 2021, the Foundation made grants to three community foundation partners. Funding community foundations allowed the Foundation to enhance its impact by enabling those most deeply embedded in the communities to identify the organizations with the greatest potential to transform the community and meet their most pressing needs. The Foundation also hoped to improve the efficiency of the RCP program by leveraging the capacity of the community foundations to make direct funding decisions in their communities.

The three community foundations funded were the [Baltimore Community Foundation](#), [Community Foundation of San Joaquin](#), and the [Community Foundation of New Jersey](#) which were directed to make grants to nonprofit organizations in the RCP six target communities Baltimore City, Maryland; Stockton, California; and Camden, Newark, Paterson, and Trenton, NJ using our same broad guidelines as articulated above.

As these grants came to a close, the Foundation evaluated the work of the community foundations and determined that they had better sourced and contextualized our giving and improved the efficiency of the grantmaking process by reducing the Foundation's administrative burden. In subsequent cycles, the Foundation granted all RCP funds to community foundations.

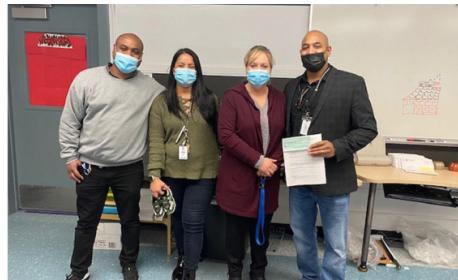


## IMPACT AND HIGHLIGHTS

The Foundation's Japanese heritage and core values shaped the RCP. This includes creativity – Sozosei means creativity in Japanese – and Jissho – or proof though execution. The provision of general operating grants with broad guidelines allowed the participating community foundations, recipient organizations, and residents to take creative approaches to pressing challenges in their communities. Grant funds catalyzed different methods of community partnership and created opportunities for foundations to expand existing programs; launch new, innovative work; and facilitate the growth in knowledge and skills in the communities where the program operates.

The tables that follow present aggregated data from those reports that demonstrate grantees' success in meeting the program's quantitative metrics, and demonstrate the number of people served, individuals trained or who developed new skills, grants that increased awareness about an issue, and the number of new partnerships formed as a result of the grant.

**The Foundation received reports from organizations that served nearly 178,000 people and boosted the skill attainment of nearly 9,000 individuals. Of those who responded, 93% believed that their grant enabled them to increase awareness of the issue being addressed. 96% of respondents created indirect impacts or new opportunities because of the grant. Nearly 180 new partnerships resulted from the grants. The full data can be found in Appendix A.**



Three projects' work is illustrative of the qualitative impact of the program and demonstrates the ways in which the program lives out the Sozosei Foundation's values and philosophy.

- Baltimore Community Foundation—HeartSmiles: A youth development, education, and training program established after the death of Freddie Gray (and the ensuing protests and violence that traumatized the city), HeartSmiles is dedicated to providing leadership training and mentorship to youth in the city. The organization used grant funds from RCP to fund the third cohort of what it calls a "Healing Alliance," a small group of youth who receive specialized counseling and leadership training. Central to the program is a "train the trainer" module that prepares participants to become mental health educators for peers in their age groups and in their communities. One participant has become active in the city's Trauma Informed Care Task Force, working to advocate for youth-centered policies. The 13 youth that participated in the cohort conducted their own trainings that reached 400 people.
- New Jersey Community Foundation—GlassRoots: A glass arts organization that uses artistic production to provide youth with outlets for creativity and skill-building, GlassRoots used grant funds to expand its Youth Entrepreneurial Spirit (YES) program, which is part of the region's youth workforce development collaborative. New Jersey is the birthplace of the American glass industry. In addition to training program participants in the complex skills necessary to make glass art, such as glass blowing, flamework, and fusing, the program brings in business skills like marketing and sales so that young people can learn how to build a career in a creative industry.
- Community Foundation of San Joaquin—New Genesis Housing Development: A Stockton, California-based organization, New Genesis is an affordable housing developer and community advocacy organization rooted in a faith tradition. It used grant funds to grow its New Genesis Opportunities initiative, a program that provides entrepreneurship and financial literacy training to underserved people who are interested in starting a small business. The program's beneficiaries are predominately low-income, face barriers to accessing traditional entrepreneurship services, and often need additional coaching and support as they launch their businesses (such as additional capital and longer mentoring periods). 4,000 people received support from the program.

## LOOKING AHEAD

RCP represents an innovation in corporate grantmaking practice. Corporations frequently design grantmaking programs with tight alignment on corporate purpose and an emphasis on enhancing the corporation's public image. By bracketing what they are willing to fund, traditional corporate practice only meets limited community needs and sometimes distorts nonprofits' work to meet the corporation's needs.

In contrast, RCP committed itself to funding a broad range of community needs, which reflects an emerging philanthropic consensus that grantees and communities are best positioned to define what they need and direct resources to those needs – but one that corporate giving programs have not fully embraced. Additionally, by funding across issues, the program recognizes that communities' needs do not exist in isolation, but that they are connected to each other. By funding so many issues, the Foundation recognizes the complexity of the places where RCP operates.

Additionally, RCP's decision to leverage the knowledge and expertise of community foundations as funding partners is an innovation from standard practice in corporate philanthropy. Community foundations have an in-depth knowledge of their communities' needs and strong relationships with nonprofits. As such, they play a role in enhancing the credibility of the Foundation and the company in those communities. By "sharing the credit" for its grantmaking with these local partners, RCP places the Foundation alongside other donors that are willing to prioritize the lived experiences of communities in addition to the priorities of donors. Further, by providing sustained resources over two years to such a broad range of community needs, RCP became a part of a coalition of efforts to make its six communities thrive.

As a next step, OAPI is assessing next steps for the RCP and how it fits into the company's broader social impact framework. The Sozosei Board has decided to fund other initiatives with its budget. We look forward to keeping you up to date on next steps.



## APPENDIX A

Key for Metrics listed in Grant Tables	
	"Source of Grant" refers to whether the grant was made directly from the Foundation, or whether it was a sub-grant, determined by one of the three Community Foundations.
<b>1</b>	Number of people served by program (if a service program) or number of participants/people who benefit from the funded activity (if a non-service program). • <b>Numerical responses</b>
<b>2</b>	Number of people who were trained or developed new skills as a result of the funded program. • <b>Numerical responses</b>
<b>3</b>	Increased awareness of the issue being addressed (note: this was not one of the original metrics, however, the vast majority of grantees answered this question) • <b>Responses were "yes" or "no"</b>
<b>4</b>	Indirect impacts or new opportunities created as a result of the grant (such as unexpected replication of program, new collaborations or partnerships formed) • <b>Responses were "yes" or "no"</b>
<b>5</b>	Number of new partnerships formed (if specified by grantee) • <b>This was not required of grantees, but many grantees did include list the number of new partnerships formed as a result of the grant</b>
	<i>Note:</i> one of quantitative metrics for this portfolio was: "If a service program, uptake of positive or desired changes in habits or behaviors of individuals served." Unfortunately, this question was not included in the reporting template that the vast majority of grantees submitted, so we do not have data on that metric at this time.

# Maryland

Organization Name	Source of Grant	Grant Term	Grant Amount	1 People Served	2 People Trained	3 Awareness Increased	4 Indirect Impact	5 New Partnerships
Baltimore Empowered	Individual	2021 - Summer	\$15,000	200	34	Yes	Yes	9
Black Yield Institute	Individual	2021 - Summer	\$15,000	550	150	Yes	Yes	-
Center for Urban Families	Individual	2021 - Summer	\$22,000	834	238	Yes	Yes	-
Creative Alliance	Individual	2021 - Summer	\$15,000	2,240	238	Yes	Yes	4
DMAX Foundation	Individual	2021 - Summer	\$30,000	350	N/A	N/A	N/A	-
Greater Baltimore Cultural Alliance	Individual	2021 - Summer	\$25,000	1018	N/A	N/A	Yes	-
Health Care for the Homeless	Individual	2021 - Summer	\$22,000	11,000	N/A	Yes	Yes	-
Intercultural Counseling Connection	Individual	2021 - Summer	\$20,000	182	50	Yes	Yes	-
ROAR (Rebuild, Overcome and Rise)	Individual	2021 - Summer	\$15,000	N/A	N/A	Yes	Yes	5
Black Yield Institute	Community Foundation	2021 - Spring	\$21,800	240	90	Yes	Yes	-
Public Justice Institute	Community Foundation	2021 - Spring	\$20,000	722	N/A	Yes	Yes	-
HeartSmiles	Community Foundation	2021 - Spring	\$41,500	13	413	Yes	Yes	-
Shepherd's Clinic Inc	Community Foundation	2021 - Fall	\$10,000	143	N/A	Yes	Yes	-
Intercultural Counseling Connection	Community Foundation	2021 - Fall	\$20,000	182	N/A	Yes	Yes	-
Helping Up Mission of Baltimore City	Community Foundation	2021 - Fall	\$10,000	455	895	Yes	N/A	-
Friendly Loving Opportunities	Community Foundation	2021 - Fall	\$10,000	9500	N/A	Yes	Yes	14
International Rescue Committee	Community Foundation	2021 - Fall	\$7,000	117	N/A	Yes	Yes	3
			\$319,300	27746	2108			35

# California

Organization Name	Source of Grant	Grant Term	Grant Amount	1 People Served	2 People Trained	3 Awareness Increased	4 Indirect Impact	5 New Partnerships
A Tavola Together/Stockton Community Kitchen	Individual	2021 - Summer	\$7,500	720	2	Yes	Unsure	-
APSARA	Individual	2021 - Summer	\$15,000	600	25	No	Yes	2
CA Rural Legal Assistance - Stockton	Individual	2021 - Summer	\$25,000	400	N/A	No	Yes	-
Dome of Hope	Individual	2021 - Summer	\$10,500	22	22	Yes	Yes	5
Improve Your Tomorrow	Individual	2021 - Summer	\$18,000	290	N/A	Yes	Yes	1
Little Manila Rising	Individual	2021 - Summer	\$22,000	1,500	40	Yes	Yes	5
Mims Corner	Individual	2021 - Summer	\$5,000	3,360	20	Yes	Yes	3
P.U.E.N.T.E.S.	Individual	2021 - Summer	\$12,000	100	100	Yes	Yes	-
Reinvent South Stockton Coalition	Individual	2021 - Summer	\$27,000	5,000	81	Yes	Yes	7
Mexican Heritage Center & Gallery	Community Foundation	2021 - Spring	\$7,000	175	N/A	Yes	Yes	-
Out of the Box Music Arts	Community Foundation	2021 - Spring	\$12,970	43	4	Yes	Yes	1
Stockton Meal Project	Community Foundation	2021 - Spring	\$7,497	575	-	-	-	-
Mims Corner	Community Foundation	2021 - Spring	\$10,000	1680	N/A	Yes	Yes	4
Healings in Motion	Community Foundation	2021 - Spring	\$7,500	5661	105	Yes	Yes	1
Hope Circle	Community Foundation	2021 - Spring	\$15,000	3400	3	Yes	Yes	3
Ray of Hope Children's Services	Community Foundation	2021 - Spring	\$5,000	740	N/A	Yes	Yes	2
Equity Alliance and NAACP Stockton	Community Foundation	2021 - Spring	\$5,000	1500	N/A	Yes	Yes	3
New Genesis Housing Development	Community Foundation	2021 - Spring	\$7,500	4000	N/A	Yes	No	-
ChalkWild	Community Foundation	2021 - Fall	\$7,500	290	N/A	Unsure	Yes	2
HATCH Workshop	Community Foundation	2021 - Fall	\$7,500	150	24	Yes	Yes	3
SJCOE Educational Foundation	Community Foundation	2021 - Fall	\$5,000	250	10	No	Yes	-
Black Urban Farmers Association	Community Foundation	2021 - Fall	\$10,000	100	1	Yes	Unsure	-
4 Best Life	Community Foundation	2021 - Fall	\$5,000	506	126	No	Yes	2
Wooden Boats for Veterans	Community Foundation	2021 - Fall	\$2,533	22	22	Yes	Yes	2
Empowered Men Built to Win	Community Foundation	2021 - Fall	\$2,533	105	50	Yes	Yes	1
Fuerzas Unidas	Community Foundation	2021 - Fall	\$7,500	55	55	Yes	Yes	5
African American Chamber	Community Foundation	2021 - Fall	\$10,000	217	45	Yes	Yes	6
Noble Central Valley Chapter	Community Foundation	2021 - Fall	\$10,000	24	24	Yes	Yes	4
			\$287,033	31485	759			62

# New Jersey

Organization Name	Source of Grant	Grant Term	Grant Amount	1 People Served	2 People Trained	3 Awareness Increased	4 Indirect Impact	5 New Partnerships
Camden Fireworks	Individual	2021 - Summer	\$9,000	200	N/A	Yes	Yes	2
HomeFront	Individual	2021 - Summer	\$10,000	266	61	Yes	Yes	-
Main Street Counseling	Individual	2021 - Spring	\$30,000	83	N/A	Yes	Yes	-
Make the Road New Jersey	Individual	2021 - Summer	\$10,000	27,494	46	Yes	Yes	-
McCarter Theatre	Individual	2021 - Spring	\$30,000	38,000	1,545	Yes	Yes	2
National Alliance on Mental Health (Mercer County)	Individual	2021 - Spring	\$20,000	7,000	16	Yes	Yes	6
New Jersey Institute for Social Justice	Individual	2021 - Summer	\$12,500	N/A	N/A	Yes	Yes	11
Trinity Counseling Services	Individual	2021 - Spring	\$5,000	66	N/A	Yes	Yes	-
Allies in Caring / Con-vivir Wellness Hub	Community Foundation	2021 - Spring	\$5,000	750	34	Yes	Yes	-
City Green	Community Foundation	2021 - Spring	\$10,000	6500	20	Yes	Yes	-
Communities in Cooperation	Community Foundation	2021 - Spring	\$5,000	485	N/A	Yes	Yes	-
Dreams of Tomorrow (with We Are Winslow)	Community Foundation	2021 - Spring	\$5,000	25	11	Yes	Yes	-
Empower the Village	Community Foundation	2021 - Spring	\$5,000	3,000	64	Yes	Yes	-
FAF Coalition (with Salvation and Social Justice)	Community Foundation	2021 - Spring	\$5,000	680	N/A	Yes	Yes	-
Jazz House Kids	Community Foundation	2021 - Spring	\$6,500	25,517	225	Yes	Yes	1
Newark Boys Chorus	Community Foundation	2021 - Spring	\$6,500	34	34	Yes	Yes	-
NJ Institute for Social Justice	Community Foundation	2021 - Spring	\$10,000	N/A	N/A	-	-	-
Rescue Mission of Trenton	Community Foundation	2021 - Spring	\$9,170	767	N/A	Yes	N/A	-
Trenton Health Team	Community Foundation	2021 - Spring	\$10,000	500	N/A	Yes	Yes	40
Willinboro Community Development Corporation	Community Foundation	2021 - Spring	\$5,000	273	9	Yes	Yes	4
Center for Environmental Transformation	Community Foundation	2021 - Fall	\$5,000	250	30	Yes	Yes	4
Institute for the Development of Education in the Arts	Community Foundation	2021 - Fall	\$ 5,000	200	N/A	Yes	Yes	-
Parkside Business & Community in Partnership	Community Foundation	2021 - Fall	\$5,000	50	N/A	N/A	-	-
New Destiny Family Success Center	Community Foundation	2021 - Fall	\$5,000	644	N/A	N/A	Yes	1
Glass Roots	Community Foundation	2021 - Fall	\$5,000	3500	3500	Yes	Yes	11
Homefront Solutions	Community Foundation	2021 - Fall	\$20,000	266	61	N/A	Yes	-
Ironbound Community Corporation	Community Foundation	2021 - Fall	\$15,000	1500	161	N/A	-	-
Nassan's Place	Community Foundation	2021 - Fall	\$5,000	100	N/A	Yes	No	-
			\$273,670	118150	5817			82

Sozosei Foundation™  
? Otsuka