

A Decade to Celebrate:  
Transforming Nonprofits  
through Sustainability





The Kendeda Fund was established by philanthropist Diana Blank to put into action her passion for social equity and the healing power of the natural environment. Since 1993 Kendeda has made grants totaling more than \$500 million as an investment in transformative leaders and ideas. These grants promote the dignity of individuals, especially the underrepresented, and the sustainability of communities. Named for Diana's three children, the Kendeda Fund has invested widely in the United States and around the world.

The distinctive Kendeda approach is to fund innovative programs that pursue social equity and sustainability solutions in an experimental spirit, and to collaborate with trusted partners to bring these programs to life. One such program, Grants to Green, is featured in these pages to mark its influence and achievements on the occasion of its tenth anniversary.

For all of its programs, the Kendeda Fund currently makes \$40 to \$50 million in grants annually to invited applicant organizations. Striving to accomplish as much as possible within the lifetime of the founder, a plan is in place to spend down the majority of assets by 2024.

In its remaining years, Kendeda grants will continue to include near-term philanthropic investments and long-term projects that bear fruit over time. Over the past decade and going forward, Grants to Green exemplifies both forms of impact.

*Learn more at [kendedafund.org](https://kendedafund.org).*

## Grants to Green empowers nonprofit organizations to reduce energy and water costs, and to invest the savings in the fulfillment of mission.

Initiated and funded by the Kendeda Fund in 2008, Grants to Green has generated over \$8 million in nonprofit utility savings. The program was designed for metro Atlanta nonprofits and has inspired replications in other regions as well as adaptations for specific nonprofit sectors.

The legacy of Grants to Green for nonprofit advancement is multi-dimensional and long-lasting: ongoing savings to invest in mission; knowledge gained; capacity increased; facilities improved; assets protected; sustainability firmly embedded in organizational values and practices; advocacy for sustainability with peers and in the community.

2018 is the tenth anniversary of Grants to Green, and these pages celebrate how it has transformed nonprofits into sustainability leaders and winners.



## GRANTS TO GREEN: FROM IDEA TO IMPACT

Nonprofit organizations influence practically every aspect of society. Within their walls, some of the most important work in a community is being done – healthcare, education, social services, cultural programs, child care, youth development, senior care and much more. Enabling nonprofits to spend more on mission by paying less on overhead is a formidable contribution to their capacity for impact.

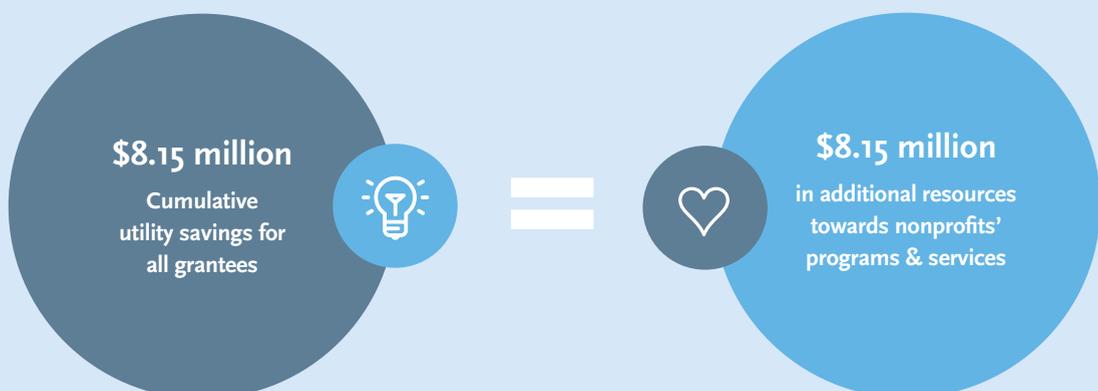
Within the nonprofit world, utility expenses are a large budget item for many organizations. There are several reasons for this: nonprofits often have older buildings with outdated and inefficient systems; many operate on a break-even basis, leading to deferred maintenance; staff is focused on mission and often lacks sustainability expertise.

Grants to Green has changed the dynamic, empowering nonprofits with knowledge and funding to make improvements that cut energy and water usage and yield savings to invest in mission critical activities.

These savings recur year after year, enlarging the organization's ability over time to fulfill its purpose. More people can be served, more lives affected, and more positive outcomes delivered.

### Cumulative Return on Kendeda Fund Investment | 2008-2017

#### FOR NONPROFITS



## SEEING THE POSSIBILITY

On a site visit in 2007, Kendeda leaders took time off to hike in a nearby national park. As they hiked, they brainstormed. Through nearly 15 years of grantmaking, they had developed keen insights about nonprofit needs, especially the needs of smaller organizations with big ideas but limited capacity. How, the team members asked themselves, could the Kendeda Fund's sustainability emphasis be applied to nonprofits in a new way that would elevate the ability of grantees to fulfill their purpose?

## SUSTAINABILITY FOR THE SAKE OF MISSION

The outcome of the brainstorming was Grants to Green. It had two tracks: an assessment of a nonprofit's facility to identify cost-saving energy and water efficiency measures; and an implementation grant to pay for infrastructure improvements, with the nonprofit providing a match. Kendeda enlisted two partners: Southface Energy Institute for technical expertise and the Community Foundation for Greater Atlanta as primary grantmaker and program manager.

The new program was marketed aggressively to nonprofits across the metro Atlanta region. Each approved applicant received a full-scale energy and water use assessment of its facility, with detailed improvement recommendations and savings projections for every proposed project. At that point, the organization could apply for funds for half the cost of the recommendations.

In 2013 Grants to Green added funding for campuses with multiple facilities. The following year, an initiative was launched to encourage the spread of Grants to Green to other parts of the country. Replication partnerships brought the program to Iowa and Maine with Kendeda Fund grants. Grants to Green also has inspired other funders to support versions of the program for specific nonprofit sectors and national organizations.

**Grants to Green was launched in 2008.** Through 2017 more than 200 nonprofits have saved more than \$8.1 million through reduced energy and water use.

### FOR THE ENVIRONMENT

#### Water



Gallons of water saved  
would fill 45 Olympic-size  
swimming pools

#### Greenhouse Gas



Greenhouse gas reduction  
equals diverting 15,500 tons  
of waste from landfills

#### Electricity



Kilowatts of electricity saved  
would power 7,600  
households for a year

## STRATEGIC PARTNERSHIP



**The Kendeda Fund** initiated and funded Grants to Green and has invested a total of \$17.8 million in the program from 2008 to date. It enlisted two partner organizations with critical expertise to make Grants to Green operational. [kendedafund.org](http://kendedafund.org)

**Southface** serves as the technical partner. It conducts sustainability assessments and educates the board and staff of each participating nonprofit about the savings opportunities and other benefits at hand. Assessment reports offer detailed descriptions of recommended projects including performance expectations, projected savings over time, and payback horizon. For implementation grants, Southface provides technical advice as nonprofits gather bids and negotiate the parameters of each project.

Grants to Green is one of many programs through which Southface promotes sustainable homes, workplaces and communities. Its mission includes education, research and advocacy as well as technical assistance. Southface is a unique source of expertise in sustainability, environmental science, high performance building and sustainable design, and also in how these fields intersect with equitable community development and health.

The Southface vision of the future includes a regenerative economy, responsible resource use and social equity through a healthy built environment for all. Programs and lines of service are designed to influence three key outcomes - improved quality of life, shared prosperity and thriving natural systems. [southface.org](http://southface.org)

**Community Foundation for Greater Atlanta** designed and continues to optimize the Grants to Green structure as well as manage the grantmaking process. This includes marketing the program to nonprofits, screening applicants, awarding grants and coordinating with grantees. The Community Foundation also collaborates

with Southface to plan grant cycles and assessment and implementation activities, serving as the grantees' point of contact and information source, monitoring progress for each project, tracking and reporting results. Each year the Community Foundation leads a debriefing to assess the program and identify opportunities for process improvements.

Serving the 23-county metro Atlanta region, the Community Foundation is Georgia's second largest philanthropic foundation and its leading provider of expertise and services for individual and family donors. It has an unparalleled knowledge of the region's 5,000-plus nonprofits and is deeply trusted by grantees and donors alike. Along with grantmaking, the Community Foundation creates and directs its own initiatives to deliver solutions for specific regional needs. In 2017 it awarded \$97 million (unaudited) in grants from donor-directed funds and the Foundation's own assets.

The Community Foundation focuses on five impact areas: arts, education, community development, nonprofit effectiveness and well-being. Grants to Green aligns with its commitment to help the region's nonprofits build capacity in skills and disciplines that are vital for organizational vitality. [cfgreateratlanta.org](http://cfgreateratlanta.org)

**Grants to Green Advisory Committee** governs the program, gives strategic direction and provides consultation and perspective on progress. Its members bring broad and deep experience in various dimensions of sustainability, construction, building management and related fields. They play many important roles in the program: engaging nonprofits to participate and identifying campuses for consideration; making site visits and communicating with applicants; selecting organizations for grants; reviewing results; and spreading awareness about Grants to Green in the community.

## THE GRANTS TO GREEN PROCESS: CORE PROGRAM

Grants to Green has been funded in three increments: core, campus, replication. The core component concentrates on single buildings and was the original initiative. It has served more than 200 different nonprofit organizations to date, providing the base of knowledge and experience for campus and replication extensions. These will be discussed in later sections.



### Becoming a Grants to Green Core Grantee

The gateway for a nonprofit into the Grants to Green program has been the Community Foundation's grantmaking protocol. This involves completing a standardized organizational profile and common grant application. Many applicants already have these on file with the Community Foundation in conjunction with seeking other grants.

At this point, the application process gets specific for Grants to Green. An eligible building must be owned or leased by the nonprofit, including responsibility for payment of utilities. If leased, there must be at least five years remaining on the lease. If an applicant leases only part of a building, it can still be eligible, provided the organization pays only for utilities related to the occupied space, has HVAC and hot water systems dedicated to its space, and is able under terms of its lease to make major renovations. Metering must allow for building-specific or space-specific monitoring of utility usage, and the applicant must be able to provide at least the previous year's utility bills for the space.

An applicant must agree that if accepted for an assessment, it will appoint a "Green Champion" to serve as liaison with Grants to Green. This individual acts as the point person for communication and, more importantly, as an advocate and ambassador for sustainability within the organization.

A further condition is that the completed assessment is presented to the organization's board of directors and executive staff in person by a Southface engineer. Each identified opportunity, large or small, is reviewed in detail. If the organization seeks an implementation grant to fund the recommendations, it acknowledges the necessity of providing a specified match.

Applicants deemed assessment-ready are invited for an interview conducted by staff of the Community Foundation, a Southface representative and usually one or more members of the Grants to Green Advisory Committee. Based on applications and interviews, staff recommends to the Advisory Committee a list for approval. Assessment grants are valued at \$4,000 and delivered in the form of Southface professional services. Implementation grants vary according to the recommended projects.

The core component has served more than 200 unique nonprofit organizations, providing the knowledge and experience base for campus and replication extensions.



### The Assessment

The assessment experience is designed to be educational and positive for the grantee. Southface engineers conduct the walk-through in a manner that emphasizes opportunities and solutions. Typically the assessment yields a mix of large and small findings, and engineers point out anything that can be addressed immediately with minimal effort.

Following the assessment, the grantee receives a detailed report of recommended projects, with itemized specifics about potential performance improvements and cost savings, both annual and cumulative. As mandated in the application, the assessment report is presented by the engineer in person to the organization's board of directors and executive staff. The in-depth presentation is an educational experience for leadership about the impact that taking sustainability measures can have in the form of utility savings applied to mission.



This is a pivotal moment in the Grants to Green value-delivery process. At this point board members and staff leaders clearly see the potential for hard

dollar benefits and become genuinely engaged in the prospect of using sustainability to advance their cause. They realize the scale of the opportunity and can gather the facts needed to size it against the matching requirements of an implementation grant. Even if an organization is not ready to take action immediately, it has gained invaluable knowledge that typically leads to changes in sustainability behavior and serious planning for implementation in the future.



### Green Champion

A grantee designates a staff person, board member or even a volunteer as its Green Champion. The qualifications call for the Green Champion to demonstrate a serious appreciation for the difference that sustainable practices can make, a willingness to encourage and advocate for changes in practices, and the commitment to share knowledge. Moreover, the



influence of effective Green Champions often reaches beyond the workplace, as they inspire colleagues to make sustainability changes in their homes and other venues.

Many grantees report that the Green Champion impact far exceeds the original impression of being mainly a point of contact. Embracing their role, Green Champions often become sustainability evangelizers within the nonprofit and externally as well. To encourage this attitude, Grants to Green has made sure that Green Champions are networked with one another. Green Champion meetings occur annually, featuring notable speakers and opportunities to share ideas and results across organizations. Since 2016, Green Champion meetings have occurred in conjunction with Southface's annual Greenprints Forum, a prestigious conference of policy makers, professionals in green building fields, academics, manufacturers and industry leaders. The effect has been to further raise the profile of Grants to Green and spread awareness with thought leaders of its impressive results.

*Shown above: Arthur Frazier, Green Champion & Director of Facilities Management and Services, Spelman College*

The Kendeda Fund has provided more than \$10.8 million in grants and program operation costs for core assessments and implementation projects. Cumulative utility savings for all core grantees since 2008 exceed \$6.7 million.



### **Implementation Grants**

Grantees who have been through assessments are eligible to apply for Grants to Green implementation grants to fund the recommended projects. Originally these grants were capped at \$50,000 and required a 1:1 match by the organization. Over time, several modifications of these conditions have responded to specific opportunities.

Organizations receiving implementation grants are responsible for securing their own bids and negotiating their own contracts; however, technical expertise and consultation are available from Southface to help participants understand options and clarify confusing points. Most grantees take full advantage of this resource.



### **Monitoring, Measuring and Reporting**

For assessment or implementation, each grantee completes a baseline survey about sustainability knowledge within their organization and any practices and policies already in place. Each organization also establishes an ENERGY STAR Portfolio Manager (ESPM) account and enters the past 12 months of utility data.

Surveys are conducted during and after the grant to measure knowledge and behavior changes in the organization. The Community Foundation collects and analyzes the survey data. Each grantee enters monthly utility data through ESPM for analysis by Southface. Additional reporting is done through a Grants to Green website.

## **THE CAMPUS PROGRAM**

Since 2014 Grants to Green has operated a campus grant program to capture the larger energy and water savings attainable by holistically addressing a multi-building site.

Many recipients of campus grants have first connected with Grants to Green through the core program. The campus program raises the stakes to a new level. For example, the cost and savings differentials are dramatic between doing a one-time campus-wide shift to efficient lighting or plumbing fixtures, versus building-by-building renovations over time. The larger, faster project costs less on a per-building basis, and the utility savings accrue much faster.

Campus grants are available only by invitation. It is assumed that implementation funding will follow the assessment. Campus grants are larger, up to \$500,000. The nonprofit's main footprint is assessed for energy and water systems; operational practices such as waste management, purchasing, policies and behaviors; and exterior elements like parking areas, landscape, grounds, irrigation and storm water.

**From 2014 through 2017, 11 organizations have participated in the campus program, receiving grants in excess of \$3.5 million. Cumulative utility savings are \$757,000.**



**GRANTEE: ATLANTA COMMUNITY TOOLBANK**

“Our savings on utility costs are going into our programming. The improvements we have gained from Grants to Green have spared our small staff time and effort that otherwise we’d be spending on needs of the building.”

– *Patty Russart, Executive Director*

For three decades Atlanta Community ToolBank has lent tools to more than 1,025 unique organizations across the region. The program empowers nonprofits, schools, neighborhood groups and other organizations to accomplish building enhancements and repairs, landscaping and clean-up projects, and other do-it-yourself improvements.

In 2013 ToolBank took the major step of purchasing and converting a former factory to house 45,000 tools, staff offices and a training center. The organization’s mission recently had expanded to include training in tool use and safety, addressing a scarcity of skilled craftspeople in local building trades.

A Grants to Green assessment convinced ToolBank leaders to discard their original plan of phased building upgrades with interim patching of systems. Much greater value could be captured through an accelerated, sustainability-focused approach. ToolBank increased its capital campaign goal and received a Grants to Green implementation grant to undertake comprehensive renovation using sustainability principles. In making decisions throughout the process, ToolBank Executive Director Patty Russart and her Board leaned heavily on technical expertise made possible by Grants to Green.

Donors responded well to the ambitious plan. Today the ToolBank facility has been thoroughly renovated with a new roof, skylights, new HVAC and improved insulation. Separate HVAC and energy-efficient glass roll-up doors are in place

in the Tool Training Center. Exterior pavement and fencing upgrades are scheduled for 2018, along with LED lighting installation through a second Grants to Green award. To date, overall energy costs are down more than 55 percent.

These savings are critical as the training program grows. Already more than 200 teens have learned tool use and safety in partnership with the City of Atlanta’s Camp Best Friend. Girl Scouts use the Tool Training Center to earn woodworking and mechanical engineering badges. A collaboration with The Home Depot Foundation, Team Depot volunteers and Veterans Empowerment of Georgia provides playhouses for children of veterans who own Habitat for Humanity homes.

Grants to Green has made each day easier at ToolBank, and not just by saving money. Russart knows that a piecemeal renovation would have meant constant distractions for staff. “Now we have a comfortable, functional building, and we’ve increased our programming while keeping costs reasonable,” she said.

[atlantacommunitytoolbank.org](http://atlantacommunitytoolbank.org)







**GRANTEE: GEORGIA TRUST FOR HISTORIC PRESERVATION/RHODES HALL**

“Historic properties can flip the switch from being an energy hog to a green building. We demonstrated this at Rhodes Hall through Grants to Green, and now we’re helping other historic buildings do the same.”

– Mark C. McDonald, President and CEO

The Georgia Trust for Historic Preservation works to save historic properties as community assets and resources for the education and enjoyment of the public. It acquires endangered historic buildings and finds buyers; assists in local revitalization; trains teachers in how to use local historic resources; advocates for preservation; and operates two historic properties. One is Rhodes Hall in Atlanta, which also is the Georgia Trust’s headquarters.

Built in 1904 of Stone Mountain granite, Rhodes Hall was one of Atlanta’s most elegant residences and still captures imaginations as “the castle on Peachtree.” Now owned by the State of Georgia, it is managed by the Georgia Trust under a long-term lease that includes responsibility for maintenance and repairs. When the lease was signed in 2011, nearly \$1 million of deferred maintenance loomed, including roof, windows, air conditioning units, insulation, boiler-radiator system, landscaping and drainage.

By working with Grants to Green, President and CEO Mark McDonald says the Georgia Trust recognized an opportunity to demonstrate what it believes about sustainability and preservation. “Many historic buildings were designed with natural energy-saving features, and we had a chance to prove this,” McDonald explains.

Recommendations from the Grants to Green assessment itemized the dollar value of each potential project, so the Georgia Trust could prioritize investments to yield the highest return. A \$90,000 Grants to Green grant provided the lead gift for a successful \$3 million capital campaign. The impact has been far-reaching. Energy bills are now down 24 percent. Water savings earned an award from the Atlanta Better Buildings Challenge. Improved interior cooling allows Rhodes Hall to generate rental income year-round for events, previously impossible during hot months. Innovative drainage no longer sends runoff into the city’s storm-water system. Sustainable landscaping has eliminated sprinkling, fertilizer and pesticide use.

Beyond Rhodes Hall itself, the most significant long-term impact is the formation of a partnership between the Georgia Trust and Southface to create the EarthCraft Sustainable Preservation program. Modeled on the Grants to Green assessment, it combines preservation and sustainability expertise to assist historic buildings throughout Georgia in adopting green practices. Through this program, the values of preserving history and safeguarding the environment are moving forward together.  
[georgiitrust.org](http://georgiitrust.org)



An architectural jewel of the early 20th century, Rhodes Hall now has green systems as modern as Atlanta's skyline. Open cell foam insulation in the attic prevents moisture collection that would damage the slate roof above.



**GRANTEE: ATLANTA HISTORY CENTER**

“Before we spent nearly \$1 million of donors’ money, we wanted objective expertise to dig in and give us data on whether the improvements would pay off. The Grants to Green assessment delivered that.”

– Jackson McQuigg, Vice President of Properties

The Atlanta History Center presents and interprets Atlanta’s story through exhibitions, programs and lectures, activities and events, libraries and archives. The 33-acre main campus is home to one of the nation’s largest history museums, the 1928 Swan House, 1860 Smith Family Farm, Kenan Research Center and 22 acres of gardens and trails. In the fall of 2018, the newly restored Battle of Atlanta Cyclorama painting will open in a custom-built facility.

Energy is a large budget item for the History Center. As the steward of delicate artifacts and archives, it must maintain special environmental conditions. Although there are seasonal variations, exhibitions generally need a constant humidity of 50 percent, and 40 percent is necessary for the archives. Heating and air conditioning must run simultaneously at times to achieve the ideal climate, a costly proposition.

Participation in Grants to Green fit the History Center’s long-standing commitment to sustainability. In 2012 plans were underway for Museum building improvements, and Vice President of Properties Jackson McQuigg sought to validate the return on investment from an unbiased expert source. A Grants to Green assessment recommended a major overhaul of the chiller system, new heat exchanger and energy-efficient lighting, projecting savings over time from each improvement. Costs were covered by a Grants to Green implementation grant, a direct grant from the Kendeda Fund and gifts from several donors.

“We had been talking about some of these projects for a while,” McQuigg recalls. “It’s one thing when a sales person says ‘do this,’ and something else entirely when a Southface engineer crunches the numbers and recommends it.” The chiller upgrade alone has saved more than \$60,000 a year in utility costs. Having grants to pay for the work generated bottom-line savings immediately. In addition, the efficiency of the chiller, heat exchanger and new lighting has yielded electricity rebates as high as \$25,000. The History Center has earned multiple awards from the Atlanta Better Buildings Challenge including a 2017 MVP Award in the cultural category.

In 2018 the History Center is implementing recommendations from a Grants to Green sustainability assessment for McElreath Hall. The initial focus is LED lighting fixtures and improved HVAC controls. New roof insulation will come later and possibly solar panels. McQuigg is eager to do more. “These capital investments leverage money you are already raising to save dollars from now on, freeing up money for mission-related activities like education,” he said. [atlantahistorycenter.com](http://atlantahistorycenter.com)



Precise climate control in the Kenan Research Center protects fragile letters, documents and other primary sources that chronicle Atlanta’s history.



## NONPROFIT CAPACITY BUILDING

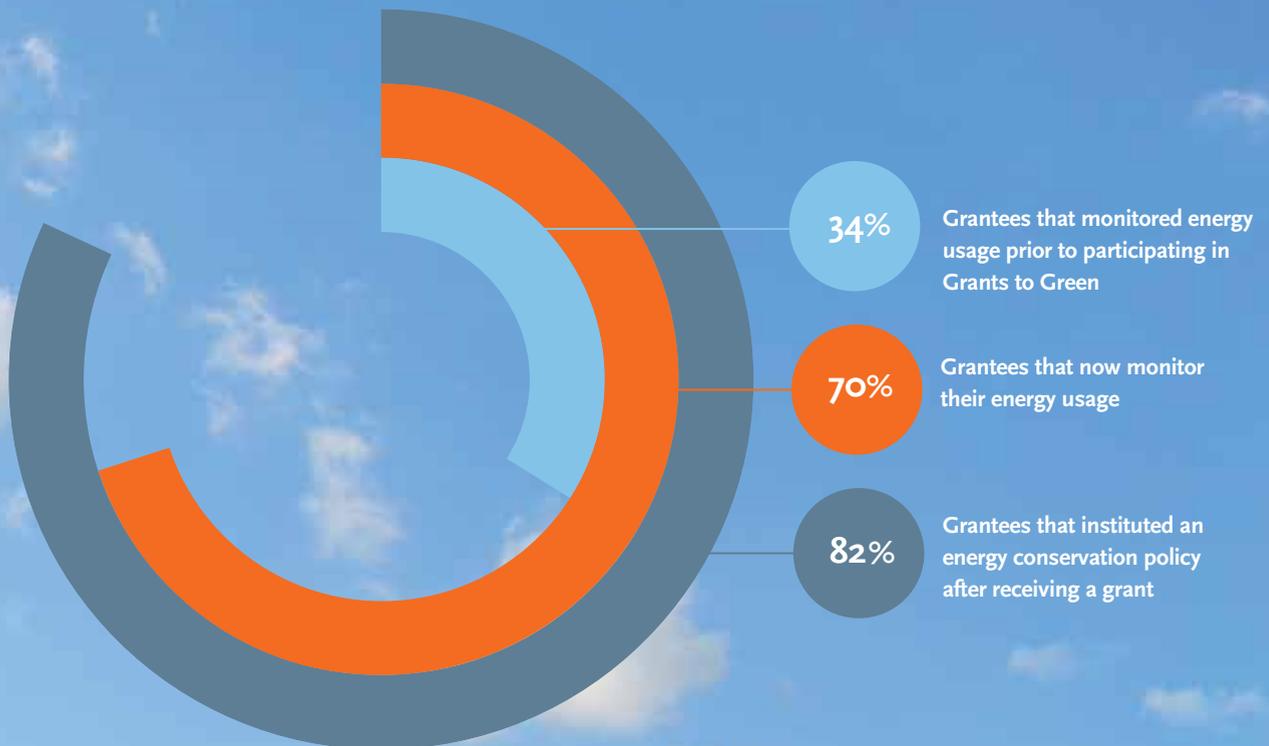
Grants to Green has yielded significant benefits for grantees even beyond the considerable utility savings.

Energy system upgrades make many buildings more comfortable and functional. Staff can be more productive, and an improved working environment allows for better use of volunteers. For some organizations, the improvements have made their space more suitable for sub-tenants or events, generating or expanding a rental revenue stream.

The Southface relationship itself is a valuable asset. It provides nonprofits with access to expert advice and consultation even after implementation projects are finished. Grants to Green does not put an expiration date on this technical resource.

Each organization's Green Champion reinforces the value of energy and water savings and stays current on new sustainability opportunities that can bring additional advantages. Tracking and reporting requirements of the program also help to maintain focus on utility use management as a top-of-mind priority.

For many, Grants to Green has proven to be a fundraising boon. The need to raise matching funds has honed development skills and cultivated sustainability donors who now have an ongoing interest in the nonprofit's work as well as its property. Participation in Grants to Green signals that the nonprofit is acting as a good steward of its resources.



## **GRANTS TO GREEN MIGRATION**

### **Promoting Replication**

As the positive impact for metro Atlanta became increasingly evident, in 2014 Grants to Green expanded to include a replication initiative. Five community foundations across the United States were invited to learn about the program and explore the feasibility of implementing in their own regions. Through this process, two of the five – the Community Foundation of Greater Dubuque in Iowa and the Maine Community Foundation – were selected to receive funding from the Kendeda Fund for three years of grantmaking and program administration.

The replication pilots were designed to build collaborations with a structure similar to the Atlanta-based Grants to Green – Kendeda as funder, a local community foundation as grantmaker and program administrator, and one or more local environmental/energy sustainability partners. Grants to Green supported the pilots with extensive technical support to put the necessary program infrastructure in place.

Each pilot received \$1 million over three years for grants plus another \$250,000 for operations. In Maine, 30 assessment grants and 29 implementation grants were made over the life of the program. In Dubuque, Grants to Green was enhanced by a \$200,000 gift from an Iowa donor. It made 45 assessment grants and 23 implementation grants through 2016.

From the replication pilots, grantees cumulatively have saved a total of \$680,000 in utility costs. For Grants to Green, the savings represent an annual 17 percent return on the \$2.5 million replication investment.

### **Inspiring the Spread of Nonprofit Sustainability**

By demonstrating the savings and mission benefits for nonprofits of strategic sustainability, Grants to Green is inspiring other organizations and communities to develop similar initiatives. With funding from another donor, Southface is leading the Nonprofit Energy and Water Initiative (NEWE). It is designed to help multi-site nonprofits that have a portfolio of similar facilities to reduce energy and water consumption through efficiency investments. The first two grantees are Boys & Girls Clubs of America and Feeding America, a network of community food banks. As with Grants to Green, the impact is dramatic – nationwide utility savings at local Boys & Girls Clubs have equaled the cost of serving another 240 children a year. Southface also has partnered directly with the Georgia Trust for Historic Preservation, a Grants to Green grantee, to develop and take statewide a sustainability renovation platform for historic buildings.

Through discussions between the Kendeda Fund and the Sustainable Endowments Institute of Boston, Grants to Green also inspired and informed the creation of the Billion Dollar Green Challenge. This nationwide initiative encourages colleges, hospitals and other institutions to establish self-managed revolving funds for sustainability improvements, with utility savings partially used to re-seed the revolving fund. Among the more than 60 participating institutions are Agnes Scott College, the City of Atlanta, Emory University and Georgia Tech.

### **Strengthening Community Sustainability**

The sustainability performance of Grants to Green organizations is helping Atlanta attain national leadership in sustainability. The Atlanta Better Buildings Challenge (ABBC) aims to reduce energy and water consumption by 20 percent in participating buildings by the year 2020. Forty-two Grants to Green nonprofits have been recognized by ABBC for exemplary efficiency gains, with many receiving multiple awards.



## GRANTEE: AGNES SCOTT COLLEGE

“When Grants to Green made the first round of campus grants, we were the only college or university on the list. It was a major vote of confidence in our sustainability efforts and a great opportunity to accelerate progress. We knew we had to get it right.”

– Susan Kidd, Executive Director, Center for Sustainability

Agnes Scott College is an independent undergraduate liberal arts college for women. Its student body of 937 represents 46 states and 34 countries. Founded in 1889 in Decatur, Georgia, Agnes Scott’s modern mission is to educate women to think deeply, live honorably and engage the intellectual and social challenges of their times. It counts environmental stewardship as part of honorable living.

In the early days of Grants to Green, Agnes Scott received funds for efficiency upgrades to its gymnasium and to renovate a 1950s-era building to include geothermal heating and air conditioning. The college was on an ambitious journey toward erasing its carbon footprint by 2037, having joined 600 other colleges and universities in 2007 in committing to become carbon neutral. With gifts from alumnae and others, Agnes Scott is one of approximately 70 colleges nationwide that have established Green Revolving Funds to pay for sustainability projects, with utility savings replenishing the fund.

Impressed by the scale, scope and ingenuity of Agnes Scott’s commitment, Grants to Green chose it for the rigorous campus program. “Every building now has been touched by Grants to Green, even our parking deck,” says Susan Kidd, executive director of Agnes Scott’s Center for Sustainability. “Eighty percent of campus lighting is now energy efficient.

All water fixtures are upgraded, or will be soon, except recent renovations that already have sustainable design.”

The initial goal for the Green Revolving Fund was \$1 million by the end of 2015. The campus grant from Grants to Green helped Agnes Scott surpass it. Further, student interns are engaged in calculating savings and analyzing the payback of projects. “They’re gaining an experience that will have enormous relevance in today’s society,” says Kidd.

Agnes Scott has earned a high profile in sustainability, and visitors from other campuses come to see success first-hand. A second building is being converted to geothermal heating and air conditioning, and more renewable energy use will come in time. To the college’s sustainability leaders, the bold commitment – total carbon neutrality – is more inspiring than daunting. Says Kidd, “If we’re going to move the original 30-year goal, we want to move it forward and be carbon neutral sooner.” [agnesscott.edu](http://agnesscott.edu)



Solar panels atop a parking deck signify Agnes Scott’s commitment to expanding its use of renewable energy.





**GRANTEE: WESLEY WOODS SENIOR LIVING/ASBURY HARRIS EPWORTH TOWER**

“Many providers of low-income senior housing are closing their doors or transitioning to market housing. Wesley Woods is deeply committed to this service. Grants to Green has been an ally in assuring our residents the high-quality living environment that is fundamental to their wellness.”

– Terry Barcroft, *President and CEO*

Wesley Woods helps people age with grace, a mission reflected in the retirement communities it operates across Atlanta and North Georgia. With United Methodist roots, Wesley Woods’ ten senior communities emphasize wellness, socialization, personal and spiritual fulfillment. Five serve low-income seniors under a Section 8 affordable housing contract with the US Department of Housing and Urban Development.

Asbury Harris Epworth Towers in southwest Atlanta has welcomed all social, ethnic and religious backgrounds for over 40 years. Its 160 apartments are rent-subsidized, with a waiting list of up to six months. HUD subsidies are not adequate to fully fund necessary capital improvements. When utilities started rising 11 percent a year, the trend placed future operations in question.

“In an older building you’re always making choices, do we prioritize physical plant or programming?” says Terry Barcroft, President and CEO of Wesley Woods Senior Living. Grants to Green has removed many such decisions. Wesley Woods connected with the program while planning a capital campaign in 2012. The Grants to Green assessment demonstrated that for Asbury Harris Epworth Towers, efficiency upgrades would have a dramatic impact on overhead.

Recommendations included LED lighting, low-flow plumbing fixtures, new heat pumps, and energy-efficient refrigerators in every apartment. “The assessment convinced us that infrastructure should be the priority,” says Barcroft, “and it gave us a great story to tell our donors.”

Utility savings have been extraordinary, paying for the renovations in the first year. Asbury Harris Epworth Towers ranks among the top five Grants to Green projects for energy reduction. Residents love their refrigerators and the improved lighting. “With this new light, I can see my friends better. I didn’t know they were so old,” a resident joked.

Maintaining these communities in the region’s inventory of senior affordable housing is vital. The Atlanta Regional Commission projects a doubling of 65+ adults by 2040 and cites affordable housing as a pressing need. Many seniors will have incomes below the poverty line, as do most residents of Asbury Harris Epworth Towers. “They couldn’t have this quality of life without us,” says Barcroft, “and Grants to Green is a big part of that.”  
[wesleywoods.org](http://wesleywoods.org)

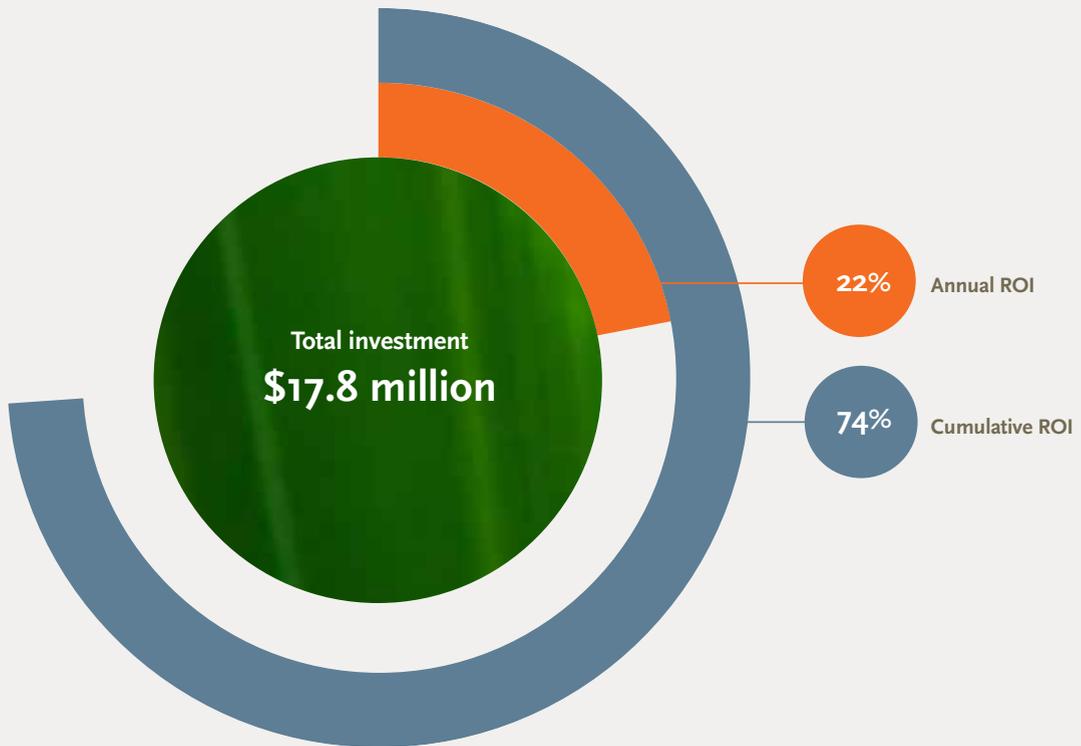


Renovated apartments feature energy efficient appliances and lights as well as plumbing fixtures that reduce water consumption. Residents enjoy an upgraded HVAC system and improved lighting in common areas.

## RETURN ON INVESTMENT

Grants to Green has performed remarkably as a successful investment for the Kendeda Fund as well as grant recipients. The program's impact is directly measurable in dollar savings on energy and water use.

### Cumulative Return on Kendeda Fund Investment | 2008-2017



Cumulative and annual ROI for Kendeda shown above was calculated based on nonprofit grantees' utility dollar savings compared to Kendeda's investment in assessment and implementation grants.

### Top Annual Savers – Energy & Water Combined

**\$423,000**  
Woodruff Arts  
Center Memorial  
Arts Building

**\$129,000**  
Atlanta  
History Center

**\$115,000**  
Emory School  
of Medicine

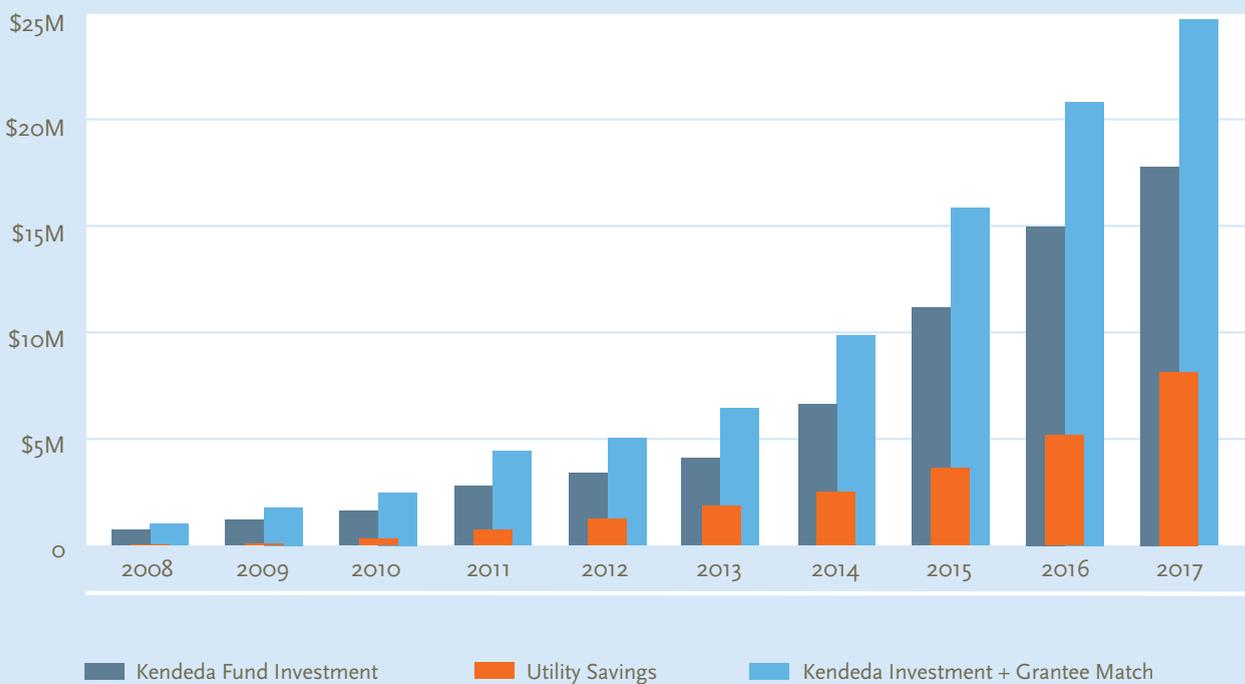
**\$113,000**  
Asbury Harris  
Epworth Towers

**\$105,000**  
Westminster  
Schools

“Over ten years, Grants to Green has moved from experiment to experience. In the early years, we were still learning about the impact that assessments and retrofits would have on the underlying grantees. We were pleased to see tremendous local interest, and evident results – lower utility bills, increased services from grantee organizations, energized partners and ripple effects into related organizations. Further, as an investment professional, I began to understand the powerful rates of return available from deploying capital to these projects. Historically, investment returns on endowment fund assets have been in the mid/high single digits; the returns for investing in building improvements can easily be twice that amount. **Now, with the experience gained over the last decade, we’re eager to encourage more investment, more improvements, more savings, less environmental harm and more mission-related work by these nonprofits.**”

– Barry N. Berlin  
*Grants to Green Founder & Advisory Committee Chair*

Grants to Green Cumulative Dollar Impact | 2008-2017



Utility savings continue to build long after efficiency improvements have been completed and paid for, enabling nonprofits to shift dollars from overhead to mission far into the future.



## GRANTEE: MADISON-MORGAN CULTURAL CENTER

“What we’re saving in energy and water equals the value of a sponsorship. This is cost cut from the bottom line, and we have the security of improvements that will last many years.”

– Kim Brown, Director

The Madison-Morgan Cultural Center offers performing and visual arts programming in a former school that dates from 1895. The Center is highly regarded, drawing over 25,000 visitors a year – more than the population of Morgan County. The Romanesque Revival style building is a treasured landmark in Madison’s historic district.

Preserving the building was a key factor in founding the Center more than 40 years ago. Recognizing a growing need for improvements, in 2014 its leaders met with the Georgia Trust for Historic Preservation to learn about the recent restoration of Rhodes Hall. In the process they heard about Grants to Green, which had been integral to that project.

Soon the Center received its own Grants to Green assessment and found more needs than previously realized. “We knew there were roof and gutter problems,” says Kim Brown, director of the Center. “But they said to think about sealing the whole envelope.”

To accomplish the Center’s preservation and greening goals would take \$1.9 million. Of this total, \$460,000 was for sustainability work, with half to come from Grants to Green and half from the Center. “The community got behind this hugely, and so did foundations,” says Rebecca Bonas, facilities manager who serves as the Center’s Green Champion.

All 111 windows were replaced. Each new window was hand-made on site as the old window was removed. Different types of wood were used, depending on the sun, wind and moisture the window would receive. Storm windows were installed for added efficiency. Architectural integrity was enhanced when the original sills, hidden by an earlier renovation, were uncovered. A gallery’s false wall was removed, renewing the original natural lighting and spacious feel. Attic insulation, new HVAC units, WiFi-programmable thermostats and new kitchen appliances contributed to energy savings of more than 31 percent. Low-flow plumbing fixtures and point-of-service water heating cut water usage 80 percent.

“This has been quite a journey,” says Brown, “and it has introduced us to amazing people.” Along with the sustainability impact and dollar savings, she prizes the relationships established with experts who continue to be sustainability and preservation resources for the Center, and generous friends who support its work.

[mmcc-arts.org](http://mmcc-arts.org)



Plays, concerts and story-telling often fill the 397-seat theater. WiFi-managed thermostats help to keep the apse-shaped room comfortable, one of many energy saving improvements made possible by Grants to Green.



GRADED SCHOOL

WALKING TOUR  
SCHEDULE  
2024



**GRANTEE: FERNBANK MUSEUM OF NATURAL HISTORY**

“Sustainability is at the heart of our educational mission to encourage a greater appreciation of our planet and its inhabitants. Grants to Green has enriched our environmental legacy, and the community benefits through new programming we’re able to offer.”

– Jennifer Grant Warner, President and CEO

Fernbank Museum of Natural History presents exhibitions and programming about nature and natural history, wildlife, ecosystems and world cultures to educate and entertain visitors of all ages. Special and permanent exhibits, giant screen films and outdoor programs in 65 acres of rare old growth forest make Fernbank a unique resource and popular attraction. Fernbank celebrated its 25th anniversary in 2017. Over that time its many awards have included Best Museum in Atlanta.

A Grants to Green assessment and implementation grant in 2014 enabled installation of LED lighting and automated controls in much of the Museum building. At the same time, Fernbank was launching a capital campaign to do critical restoration work in Fernbank Forest to remove invasive species and create new opportunities for programming. These events led to a Grants to Green invitation to participate in the campus program.

Fernbank’s campus assessment recommended replacement of the Museum cooling tower and completion of LED lighting and automated controls. These projects were funded by an implementation grant that Fernbank matched with capital campaign gifts. The Grants to Green improvements are generating electricity savings of approximately \$190,000 a year.

With the Fernbank Forest restoration completed and addition of the WildWoods educational

pathway, the utility savings enable Fernbank to offer nature-focused learning experiences second to none. Its UrbanWatch Atlanta program provides curricula for middle and high school students and brings them to the campus for hands-on field study. New outreach programs soon will serve STEM-certified schools in metro Atlanta and members of Boys & Girls Clubs of the area. On-site exploratory science classes are held deep in WildWoods in the elevated Kendeda Pavilion, made possible by a Kendeda Fund gift to the capital campaign.

Along with savings, environmental improvements are evident. The automated lighting controls make possible nighttime lighting more like natural habitat. Fernbank Forest with its creeks and pond is a diverse wildlife neighborhood with common urban fauna as well as river otters, snapping turtles and salamanders.

“Being selected for Grants to Green was an endorsement of our mission and what we do for the community,” says Fernbank’s Green Champion Lynn Anders. “It helps us continue to keep our eye on opportunities to improve.”  
[fernbankmuseum.org](http://fernbankmuseum.org)

**Fernbank’s expanded educational programming, funded with Grants to Green utility savings, utilizes WildWoods and the Kendeda Pavilion, funded through a separate Kendeda Fund grant.**





## CORE GRANTEES

100 Black Men of Atlanta  
 7 Stages, Inc.  
 A Child's Voice Advocacy Center, Inc.  
 A Friend's House  
 Abba House, Inc.  
 Agnes Scott College  
 Alliance Theatre Company  
 Amana Academy  
 American Friends Service Committee  
 Southern Regional Office  
 Arts Clayton  
 Atlanta Board of Realtors  
 Educational Foundation  
 Atlanta Botanical Garden  
 Atlanta Center for Self-Sufficiency  
 Atlanta Community ToolBank  
 Atlanta Concorde Fire Soccer Association  
 Atlanta Contemporary Arts Center  
 Atlanta Day Shelter  
 Atlanta Downtown Improvement District  
 Atlanta Educational  
 Telecommunication Collaborative  
 Atlanta History Center  
 Atlanta Hospital Hospitality House  
 Atlanta Interfaith Broadcasters  
 Atlanta International School  
 Atlanta Legal Aid  
 Atlanta Mission  
 Atlanta Neighborhood Charter School  
 Atlanta Regional Commission  
 Atlanta Speech School  
 Atlanta Step-Up Society  
 Atlanta Track Club  
 Aurora Theatre  
 Aviation Museum & Discovery Lodge  
 Bald Ridge Lodge  
 Ballethnic Dance Company  
 Beacon of Hope, Inc.

Big Brothers Big Sisters  
 of Metro Atlanta  
 Blue Heron Nature Preserve  
 Bobby Dodd Institute  
 Boys & Girls Club of Metro Atlanta  
 Breakthru Housing  
 Buckhead Christian Ministry  
 Calvary Refuge, Inc.  
 Camp Twin Lakes  
 CARE  
 Care and Counseling Center of Georgia  
 Caringsworks  
 Carroll County Economic  
 Development Foundation  
 Carroll Tomorrow  
 Center for Pan Asian  
 Community Services, Inc.  
 Center for Puppetry Arts  
 Central Presbyterian Church  
 Children's Hospital of Atlanta  
 Chris 180 (formerly CHRIS Kids)  
 Christian Aid Mission Partnership  
 City of Refuge  
 Clarkson Community Center  
 Cliff Valley School  
 Community Foundation of  
 Greater Huntsville  
 Community Welcome House, Inc.  
 Conyers Rockdale Council for the Arts  
 Covenant House of Georgia  
 Cristo Rey Atlanta Jesuit High School  
 Dad's Garage Theatre Company, Inc.  
 Decatur Church of Christ Senior Housing  
 Decatur Cooperative Ministry, Inc.  
 Devereaux Foundation  
 Eagle Ranch, Inc.  
 Easter Seals North Georgia  
 Elachee Nature Science Center, Inc.  
 Elks Aidmore Hospital  
 Emory University School of Medicine  
 enABLE of Georgia, Inc.  
 Families First  
 Fernbank Museum of Natural History  
 Foster Care Support Foundation  
 Foundation of Wesley Woods, Inc.  
 Fox Theatre

Frazer Center  
 Friends of Disabled Adults & Children  
 Friends of Refugees  
 Future Foundation  
 Galloway School  
 Genesis Shelter, Inc.  
 Georgia Aquarium  
 Georgia Ballet, Inc.  
 Georgia Citizens' Coalition on Hunger  
 Georgia Community Support  
 and Solutions  
 Georgia Justice Project  
 Georgia State University Foundation  
 Georgia Trust for Historic Preservation  
 Girl Scouts of Greater Atlanta  
 Girls Incorporated of Greater Atlanta  
 Good Samaritan Health  
 & Wellness Center  
 Grady Hospital  
 Hammonds House Museum  
 Hands On Atlanta, Inc.  
 High Meadows School  
 Hillside, Inc.  
 H.O.P.E. Through Divine Intervention, Inc.  
 Humane Society of Morgan County  
 Ignatius House  
 Imagine It! Children's Museum  
 Inman Park Cooperative Preschool  
 Interdenominational Theological Center  
 Intergenerational Resource Center, Inc.  
 International Community School  
 Jerusalem House  
 Jewish Family and Career Services  
 Joel Chandler Harris Association, Inc.  
 (The Wren's Nest)  
 Johns Creek Art Center  
 Kindezi School  
 KIPP Metro Atlanta Schools  
 KIPP South Fulton Academy  
 Latin American Association  
 Life University  
 Little Five Points Center  
 Madison-Morgan Cultural Center  
 Making A Way Housing, Inc.  
 Marcus Jewish Community Center, Inc.

“The Grants to Green assessment led to the improvement in our HVAC infrastructure thereby reducing monthly utility bills. The savings from such expenses can be used to serve more youth, more effectively.”

Janice McKenzie-Crayton, former President and Chief Executive Officer  
 Big Brothers Big Sisters of Metro Atlanta



Marietta Museum of History  
 Marist School  
 McIntosh Trail ECDC  
 Meals on Wheels Atlanta  
 Medshare International  
 Morehouse School of Medicine  
 Neighborhood Charter School –  
 Slaton Elementary School  
 Newton County Tomorrow, Inc.  
 Nicholas House  
 North Fulton Child Development  
 Association  
 North Fulton Community Charities  
 Oak Mountain Academy  
 Open Door Community  
 Our House  
 Paideia School  
 Partnership for Community Action  
 Piedmont Newnan Hospital  
 Points of Light  
 Positive Growth, Inc.  
 Premier Academy, Inc.  
 Progressive Redevelopment  
 Project Community Connections  
 Project Open Hand  
 Project Renewal  
 Promise Place  
 Quality Living Services, Inc.  
 Quest Community Development  
 Organization  
 Quinlan Visual Arts Center  
 Rainbow Village  
 Resources for Residents and  
 Communities  
 Robert W. Woodruff Library –  
 Atlanta University Center  
 Rockdale County Emergency Relief Fund  
 Safehouse Outreach  
 Scottdale Early Learning Center  
 Senior Connections  
 Sheltering Arms Early Education  
 & Family Centers  
 Shining Light Ministries  
 Sickle Cell Foundation of Georgia  
 Side by Side Brain Injury Clubhouse  
 Sistersong

Skipstone Corporation  
 Skyland Trail  
 Society of St. Vincent de Paul  
 Southern Center for Human Rights  
 Southern Crescent Habitat for Humanity  
 Southern Education Foundation  
 Spelman College  
 St. Jude's Recovery Center  
 Steffen Thomas Museum of Art  
 Tanner Medical Foundation  
 Tapestry Public Charter School  
 Tapestry Youth Ministries, Inc.  
 Task Force for Child Survival  
 The Center for Children & Young Adults, Inc.  
 The Center for Family Resources  
 The Drake House  
 The Edge Connection  
 The Elaine Clark Center  
 The Extension, Inc.  
 The Link Counseling Center  
 The Museum School of Avondale Estates  
 The Place of Forsyth County, Inc.  
 The SAE School  
 The Salvation Army Boys & Girls Clubs  
 The Salvation Army of Metro Atlanta  
 The Walker School  
 Theatre in the Square  
 Theatrical Outfit  
 Trinity Community Ministries  
 Tupac Amarua Shakur Center for the Arts  
 United Way of Greater Atlanta  
 Veterans Empowerment  
 Organization of Georgia  
 Villa International  
 Wellspring Living, Inc.  
 Westminster Schools  
 Women Moving On, Inc.  
 WonderRoot  
 Woodruff Arts Center  
 Woodward Academy  
 YMCA of Metro Atlanta  
 Young Adult Guidance Center, Inc.  
 Youth Empowerment Project  
 Youth Villages  
 YWCA of Greater Atlanta, Inc.  
 Zoo Atlanta

## CAMPUS GRANTEES



Agnes Scott College  
 Atlanta University Center  
 Camp Twin Lakes  
 Chattahoochee Nature Center  
 Emory University – Oxford College  
 Fernbank Museum of Natural History  
 Kennesaw State University  
 Marcus Jewish Community Center  
 Marist School  
 Oglethorpe University  
 Zoo Atlanta

## REPLICATION GRANTEES



Community Foundation  
 of Greater Dubuque  
 Maine Community Foundation

## ADVISORY COMMITTEE

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 Timothy Block  
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 David S. Godfrey  
 Ciannat Howett  
 Steve Leeds  
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 Ross Kogon  
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Mandy Mahoney  
 P.J. Newcomb  
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 Shahrokh Rouhani  
 Lena Stephens  
 Delores Lazare White  
 Sam Williams

## LOOKING FORWARD

For the Kendeda Fund, its strategic partners, and hundreds of nonprofits in Atlanta and beyond, the measurable outcomes of Grants to Green have far exceeded expectations. The program has demonstrated that investing in sustainability for nonprofits can be a game-changing solution, saving significant overhead cost and increasing capacity for mission in every participant.

The formula for success is clear: a funder committed to transformative concepts and willing to take risks; a grantmaking partner with broad community insight, known and trusted by nonprofits, and experienced in program management; a technical partner with deep sustainability expertise, an educating approach, and enthusiasm for taking utility efficiency in new directions. The common thread among all three partners is a passion to elevate the ability of nonprofits to make a difference in their community.

From the day the program launched, Grants to Green has operated with the intention to learn, adjust, improve and share. This has been evident in the practice of collaborative debriefings following each grant cycle, in Green Champion convenings and networking, in the steady incorporation of new program

components and larger grants, and in the piloting of replications. Now these learnings are informing decisions about what comes next.

As the Kendeda Fund transitions into a spend-down mode, it is carefully considering options for the future of Grants to Green. Grants are now restricted to the implementation of projects identified in assessments already conducted. Various operating models are being studied, including the possibility of evolving from grants to loans through a revolving, self-perpetuating implementation lending fund.

While the design for Grants to Green is yet to be determined, it will be marked by the experimenting spirit of the program's birth, and the professional competence that has been so essential to success.

The idea is proven, the opportunity is great,  
and the benefits will continue far into the future.



“

Grants to Green has accomplished so much in ten years, and proven how philanthropic dollars can give life to a powerful, fresh idea. Our original hope was to create a way for nonprofits to put more of their resources into mission, and fulfill the responsibilities we all share to live sustainably — both of which we achieved. An additional benefit resulted from our choice to engage the boards of participating organizations, and how those people carried the knowledge of Grants to Green to other corners of the community. It was an unforeseen ripple effect, which revealed how Grants to Green’s influence extended far beyond our initial expectations. The best thing of all is that once these goals are achieved, they have no expiration date. Both the nonprofit and the planet will continue to realize the benefits far into the future.

– Diana Blank, Founder  
*The Kendeda Fund*

Working in partnership with our Grants to Green recipients has allowed us to directly connect with the organizations and people who are impacted by our work. It is exciting to see how our expertise is helping them to build capacity and advance their missions.

– Andrea Pinabell, President  
*Southface Energy Institute*

A donor with imagination and courage is a game-changer. Kendeda’s imagination shows us that sustainable building and energy practices increase a nonprofit’s operating capacity year after year. They simultaneously demonstrate courage by providing access to innovative, energy-efficient technologies to nonprofits through a new type of green grant. As we all strive for a consistently better tomorrow, we are gratified that Kendeda entrusted Grants to Green to the Community Foundation and Southface. What a difference a decade of this program has made for nonprofits, today and in the future!

– Alicia Philipp, President  
*Community Foundation for Greater Atlanta*

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THE  
KENDEDA  
FUND

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