Chapter 3

Choosing the Right Vehicle for Your Philanthropy

As you embark on your personal philanthropic journey it is exciting to think about the many options you have for creating change. There are so many ways of finding what you want to support, and how to then implement that support. Some of the tools we cover below will seem familiar while others are new and reflect the dynamic world we are exploring.

The world of philanthropy is constantly evolving and adjusting to new challenges as well as the new opportunities offered by technology in particular. Consider the possibilities of AI, robotics and blockchain, for example. This is a key moment for you to think through and reflect upon which approaches best align with or fulfill your vision, and those that can accelerate change and direct resources not only to, but with, communities.

In the constantly evolving world of philanthropy, it is important to understand the variety of tools you have at your disposal. Understanding the options available will allow you to make informed decisions about how to structure your philanthropy and achieve your desired impact.

Considerations When Choosing a Vehicle for Giving

When weighing what form – or vehicle – would best realize their philanthropic vision and tactical steps, funders must consider the many implications of different vehicles for giving.

As an early step in this process, you may want to ask yourself the following questions:

- What impact do I want to have and how?
- Will I be working solo, or with family members or other philanthropic partners?
- How public do I want my giving to be?
- What time horizon do I have in mind for my giving?
- Will I have a close or hands-off relationship with grantees and communities?

Options

As philanthropy continues to evolve and grow, you have an even more diverse menu of options when it comes to choosing tools and vehicles for giving. From traditional foundations to new forms of impact investing, donors today have more choices than ever before. However, with so many options available it can be challenging for you to navigate the landscape and choose the right vehicle for your giving.

It's important for donors to keep in mind that finding experts is just the first step. You should approach your interactions with experts with an open mind, listen actively to their insights and recommendations, and look for opportunities to collaborate with and learn from them.

Understanding the options available will allow you to make informed decisions about how to structure your philanthropy and achieve your desired impact.

Some of the options we will explore include:

- Donor-advised funds
- Direct giving
- Private grantmaking foundations
- Private operating foundations
- Fiscal sponsorship/intermediary
- Charitable trusts
- Family offices

We will also discuss newer forms of philanthropy, such as:

- Non- and for-profit limited liability companies
- Decentralized autonomous organizations and cryptoinvesting
- Social impact bonds
- Community foundations

Each option offers its own unique set of benefits and challenges, and you must consider a range of factors when choosing a vehicle for giving.

Overall, the menu of options available to you is diverse and constantly evolving. By exploring the various formats and vehicles available, you'll be able to choose the right option for your philanthropic goals and achieve your desired impact.

Donor-Advised Funds

A donor-advised fund (DAF) is a philanthropic vehicle that allows you to make a charitable contribution, receive an immediate tax deduction and recommend grants from the fund over time. The key implication of DAFs is that they provide you with a flexible and convenient way to support charitable causes, while also providing tax benefits.

One advantage of DAFs is that they allow donors to make contributions to the fund at any time, and then recommend grants to specific charities or causes over time. This provides you with a way to support charitable causes in a strategic and intentional way, and to take the time to research and vet organizations before making a grant.

Another benefit of DAFs is that they have significant tax advantages. By contributing to a DAF you receive an immediate tax deduction for the full value of the contribution, even if you do not make grants from the fund right away. This can be particularly advantageous for donors who have a large amount of capital gains or other taxable income.

However, there are also some important considerations and limitations to keep in mind with DAFs. For example, while you can recommend grants from the fund, the sponsoring organization ultimately retains control over the assets in the fund. Additionally, there are some restrictions on how DAFs can be used, such as limitations on supporting political campaigns or providing personal benefits to donors or their families.

While DAFs are a popular and effective way for donors to support charitable causes, there is also some controversy and criticism surrounding their use.

One of the main criticisms of DAFs is that they provide donors with significant tax benefits but do not require the funds to be distributed immediately. This means that funds can sit in DAFs for years, or even decades, without being used to support charitable causes. Critics argue that this can lead to a significant amount of "warehousing" of charitable assets, and that it undermines the purpose of charitable giving.

Additionally, some critics argue that DAFs lack transparency and accountability. Since donors can recommend how grants are distributed from the fund, they retain control over the assets in the fund. There is no requirement for a donor to disclose information about how any funds are invested or managed. This can make it difficult for the public to know how DAF assets are being used and can lead to concerns about potential conflicts of interest or misuse of funds.

Another criticism of DAFs is that they can be used to support political campaigns or advocacy efforts, which is not always in line with the charitable purposes for which they were intended. While DAFs are not allowed to support political candidates or parties, they can be used to support 501(c)(4) organizations that engage in political advocacy.

Direct Giving

Direct giving, also known as cash transfers or unconditional cash transfers, is a form of philanthropy where donors provide funds directly to individuals or families in need, without the use of intermediaries such as NGOs or charities. This approach has gained popularity in recent years as donors seek to maximize the impact of their giving and empower individuals to make their own decisions about how to use the funds.

Key implications of direct giving include the potential to increase the efficiency and effectiveness of philanthropy, as funds are transferred directly to those in need without the overhead costs associated with traditional philanthropic models. Direct giving also has the potential to empower individuals to make their own decisions about how to use the funds and can promote greater dignity and agency for recipients.

However, direct giving also has some potential drawbacks. Critics argue that it may be difficult to identify and reach the most vulnerable individuals, and that direct giving may not address underlying systemic issues that contribute to poverty and inequality. Additionally, there is a risk that direct giving may lead to dependency on external aid and may not promote sustainable development over the long term.

The First Foundation

Andrew Carnegie, the founder of the Carnegie Corporation and a pioneer of intentional giving, believed in doing "real and permanent good in the world" through philanthropy. His philosophy, outlined in his 1889 essay *The Gospel of Wealth*, argued that the accumulation of wealth by the few was necessary for the progress of society as a whole, but that this wealth should be distributed in a responsible and strategic way.[5] He advocated for wealthy individuals to use their resources to promote social progress, create institutions for the public good, and support the less fortunate.

This idea of strategic philanthropy and the responsibility of the wealthy to give back to society has been further explored by Darren Walker, the president of the Ford Foundation, in his new book, *A New Gospel of Wealth*.[6] In this book, Walker builds upon Carnegie's philosophy and proposes a new vision for philanthropy in the 21st century. He argues that philanthropy should be more than just charity; it should be a tool for social change and justice.

Walker believes that philanthropy should address the root causes of inequality and injustice, and not just treat their symptoms. He advocates for philanthropists to be more engaged in the issues they support, to listen to the communities they seek to help, and to work in partnership with other stakeholders to create lasting change. He also argues for philanthropy to be more transparent and accountable, to measure its impact, and to learn from its failures.

Private foundations remain one of the most popular vehicles for major donors looking to work closely with family members, build a legacy and retain complete control over their giving. While private foundations require significant oversight to comply with federal and state reporting requirements, they require effective and engaged grantmaking. For those seeking a more hands-off approach, a donor-advised fund may be a better choice.

Private foundations can be chartered via trust agreement or incorporation, offering different options for maintaining tight guidelines around program priorities and governance after donors' lifetimes, or providing future generations with more autonomy.

A private operating foundation is a hybrid of a private foundation and a public charity, devoting most of its resources to specific activities while giving donors significant control over those activities. This vehicle is not common but can be an excellent tool for donors who want to be very hands-on in operating a program. Private operating foundations must spend 85% of their adjusted net income or their minimum investment return, whichever is less, on tax-exempt activities.

[5] Andrew Carnegie. The Gospel of Wealth. New York: Carnegie Corporation of New York, 2017 (first published in 1889).
[6] Darren Walker. From Generosity to Justice: A New Gospel of Wealth. New York: Disruption Books, 2023.

Private Grantmaking and Operating Foundations

A private grantmaking foundation is a powerful tool for major donors seeking to make a significant impact on the world. These foundations provide a framework and public face for individuals and families to give under a personal brand while maintaining complete control over their philanthropic endeavors.

Private Grantmaking Foundation

Private grantmaking foundations are a popular form of philanthropy where donors establish their own foundations to fund charitable programs and initiatives. These foundations are typically funded by a single or a small group of donors who have significant control over the foundation's operations and grantmaking activities.

The key benefits of private grantmaking foundations include the potential for significant impact and influence. This is because donors can direct significant resources toward their chosen causes and issues. Private foundations also provide a degree of flexibility and autonomy, allowing donors to tailor their giving strategies to their specific goals and objectives.

However, private grantmaking foundations also face a range of challenges and considerations. These include potential conflicts of interest, lack of transparency and accountability, and the need for effective governance and management structures. Private foundations must also navigate complex regulatory frameworks, including tax laws and reporting requirements.

Private Operating Foundation

Depending on your focus area, expertise, vison and financial resources, you may want to establish and operate your own programs focusing on research, service delivery or advocacy. In this case, it is important to consider how frontline and community voices are incorporated and leveraged to make strategic and programmatic decisions.

Private operating foundations are a type of philanthropic organization that operate programs and initiatives directly rather than only making grants to other organizations. These foundations are typically funded by a single or a small group of donors who have significant control over the foundation's operations and activities.

Some key advantages of private operating foundations include the potential for direct impact and control over your philanthropic activities. This is because the foundation is able to implement programs and initiatives directly. Private operating foundations also provide a degree of flexibility and autonomy, allowing donors to tailor their giving strategies to their specific goals and objectives.

However, private operating foundations, like grantmaking foundations, also face a range of challenges and considerations. These include potential conflicts of interest, lack of transparency and accountability, and the need for effective governance and management structures. Private operating foundations must also navigate complex regulatory frameworks, including tax laws and reporting requirements.

Fiscal Sponsorship/ Intermediary

Fiscal sponsorship is a unique form of partnership between a sponsoring organization and a project or initiative that enables the latter to receive tax-deductible donations and access to various resources that are typically reserved for established nonprofits. The sponsoring organization acts as a legal and administrative umbrella, assuming legal and financial responsibility for the sponsored project, while the project retains control over its mission, activities and programs.

Fiscal sponsorship provides numerous benefits for both the sponsored projects and the sponsoring organization. For projects, fiscal sponsorship offers a cost-effective alternative to forming a new nonprofit organization, while offering access to tax-exempt status and the credibility that comes with being associated with a well-established organization. For sponsoring organizations, fiscal sponsorship can be a powerful tool for supporting emerging initiatives and building stronger relationships with a community.

The process of establishing a fiscal sponsorship agreement involves a careful assessment of the proposed project's mission, goals and capacity, as well as an evaluation of the sponsoring organization's ability to provide the necessary support and infrastructure. The agreement typically includes provisions for financial management, reporting and communication, as well as guidelines for the project's activities and programs.

Many fiscal sponsors have extensive experience and expertise in specific program areas such as arts and culture, environmental conservation or social justice, and can provide valuable guidance and advice to sponsored projects on issues such as program design, evaluation and fundraising. In this way, fiscal sponsors are not just intermediaries, but active partners in the success of the sponsored project.

Furthermore, fiscal sponsors often have deep connections to other organizations, funders, and stakeholders in the philanthropic ecosystem, and can serve as a powerful connector and convener for sponsored projects. By leveraging these connections, fiscal sponsors can help projects access new sources of funding, build partnerships with other organizations, and create a broader network of support.

Fiscal sponsorship can be a highly effective way for emerging projects to access the resources and support they need to achieve their goals and make a positive impact in the community. By leveraging the strengths of both the sponsored project and the sponsoring organization, fiscal sponsorship creates a mutually beneficial partnership that drives meaningful change and helps to build a stronger, more vibrant philanthropic ecosystem.

The Family Office

A family office is a private wealth management firm that provides comprehensive financial and investment services to wealthy families. Family offices typically manage a range of financial affairs for the family, including investments, taxes, estate planning, and philanthropy. In some cases, family offices may even establish their own private foundations or DAFs to manage a family's philanthropic giving. This can provide families with greater control over their giving, as well as greater tax benefits.

Family offices that manage philanthropic giving may also work closely with other advisors, such as lawyers and financial planners, to ensure that their philanthropic strategies align with other aspects of their financial planning.

Non- and For-Profit Limited Liability Companies

Non- and for-profit limited liability companies (LLCs) are a relatively new form of philanthropy that combines the flexibility and autonomy of for-profit business structures with the mission-driven focus of traditional nonprofits. Nonprofit LLCs have a social mission and are eligible for tax-exempt status, while for-profit LLCs seek to generate revenue while still prioritizing social impact.

Key implications for nonprofit and for-profit LLCs in philanthropy include the potential for increased innovation and efficiency in the philanthropic sector. LLCs allow for greater flexibility in funding models and investment strategies and can also promote collaboration and partnership between nonprofits and for-profits.

One example of a nonprofit LLC in philanthropy is the Tides Foundation, which provides fiscal sponsorship and grantmaking services to nonprofit organizations. A for-profit LLC example is B Corporations, which balance profit and purpose by using business as a force for good.

However, non- and for-profit LLCs also face a range of challenges and considerations. These include the need for effective governance and management structures, the potential for conflicts of interest, and the need to balance revenue generation with social impact.

Overall, non- and for-profit LLCs are a promising new form of philanthropy that offer greater flexibility and innovation in the sector. However, you must carefully consider the implications and challenges associated with this approach, and work to ensure effective governance, transparency and accountability.

Decentralized Autonomous Organizations (DAOs)

DAOs and crypto philanthropy represent emerging and innovative approaches to philanthropy that leverage blockchain technology to promote greater transparency, accountability and community engagement. DAOs are essentially self-governing organizations that use smart contracts to automate decision-making and governance processes. This allows for a more decentralized and democratic approach to philanthropy where community members can vote on funding decisions and proposals.

The key benefits of DAOs are transparency and accountability. The use of blockchain technology ensures that all transactions are recorded on a public ledger, which can be accessed by anyone. This allows donors and community members to track where their funds are going and how they are being used.

For example, the Big Green DAO aims to use blockchain technology to create a more transparent and community-driven approach to funding food justice initiatives.[7] It allows members to vote on funding proposals and make decisions about how to allocate resources to different projects and organizations. This approach is intended to promote greater transparency and accountability in philanthropy, and to ensure that funding decisions are aligned with the values and priorities of the community.

One of the key objectives of the Big Green DAO is supporting sustainable agriculture and food systems. This includes funding initiatives that promote regenerative agriculture, reduce food waste and support local food systems. Additionally, it aims to support food justice initiatives that address issues of food insecurity and food access, particularly in underserved and marginalized communities.

[7] https://dao.biggreen.org

Crypto philanthropy is also gaining popularity as it allows donors to give to charitable causes using cryptocurrencies. This provides greater flexibility and convenience for donors, as they can give to causes they care about using the cryptocurrency of their choice.

Some organizations, such as The Giving Block, are working to make it easier for nonprofits to accept and manage cryptocurrency donations.[8]

Despite the potential benefits of DAOs and crypto philanthropy, there are also challenges and considerations to keep in mind. One of the main challenges of DAOs is their complexity and potential security vulnerabilities. Smart contracts, the backbone of DAOs, are self-executing programs that operate on the blockchain. However, if there are bugs or errors in the code, they can lead to significant financial losses. For example, in 2016, The DAO, one of the first major DAOs, was hacked, resulting in the theft of millions of dollars.[9] While DAOs have become more secure and sophisticated since then, there is still the potential for security risks and vulnerabilities.

Another challenge with DAOs and crypto philanthropy is the complexity of cryptocurrencies. Cryptocurrencies can be highly volatile, with prices fluctuating rapidly and unpredictably. This can make it difficult for nonprofits and charitable organizations to manage and use these funds effectively. Additionally, cryptocurrencies can be complex and difficult to understand, which may deter some donors from participating in crypto philanthropy.

Regulatory and legal challenges also pose a potential obstacle to DAOs and crypto philanthropy. As the technology and use cases for blockchain and cryptocurrencies continue to evolve, governments and regulatory bodies are still working to catch up. This can create uncertainty and confusion around how DAOs and crypto philanthropy should be regulated and taxed.

[8] https://www.thegivingblock.com
[9] https://www.wired.com/2016/06/50-million-hack-just-showed-dao-human/

Social Impact Bonds (SIBs): Incentives That Deliver Results

SIBs are a relatively new financial instrument designed to address social issues by providing incentives for private investors to fund social programs that deliver measurable results.

SIBs work by having a government or a philanthropic organization issue a bond to raise funds for a specific social project. This could include reducing recidivism among ex-offenders or improving educational outcomes for at-risk youth. Private investors then buy the bond and provide the funding for the project. If the project meets its agreed-upon outcome targets, the government or philanthropic organization will repay the investors, often with a bonus, from the savings or increased revenue generated by the improved social outcomes. However, if the project fails to meet its goals, the investors lose their investment.

The Ford Foundation has been involved in several SIB projects. In 2012, the foundation invested $1.5 million in the first-ever SIB in the United States, which was aimed at reducing recidivism rates among prisoners released from the New York City jail system. The foundation partnered with the Rockefeller Foundation and the City of New York to create the SIB, which raised $9.6 million from private investors. The SIB financed a program called the Adolescent Behavioral Learning Experience (ABLE), which provided cognitive behavioral therapy to young inmates to help them better transition back into society.[10]

The success of the ABLE program led to a reduction in the recidivism rate among young inmates of 10%, resulting in a $1.2 million payment to investors, including the Ford Foundation. The City of New York also saved $6 million in reduced incarceration costs. The success of this project helped to establish SIBs as a viable tool for addressing social issues in the United States, and the Ford Foundation has continued to support similar projects in subsequent years.

[10] https://www.vera.org/downloads/publications/rikers-adolescent-behavioral-learning-experience-evaluation-fact-sheet.pdf

A Community Foundation

Community foundations are philanthropic organizations that serve a specific geographic area, typically a city, county or region. These foundations are dedicated to improving the quality of life within their community by providing grants to nonprofit organizations, supporting charitable causes, and acting as a resource for community development.

Community foundations are typically established and governed by local leaders and donors, who work together to identify the most pressing needs in their community and determine the best ways to address them. These foundations raise funds from individual donors, corporations and other sources, and then use those funds to support a variety of programs and initiatives in their community.

One of the key features of community foundations is their ability to create permanent charitable endowments. These endowments are then invested and the income generated is used to support the foundations' charitable activities over time. By creating permanent endowments, community foundations can provide sustained support for their communities, particularly in times of economic uncertainty.

Community foundations also often act as a bridge between you and the community organizations they wish to support. They offer expertise in grantmaking and community needs assessment, as well as access to a broad network of nonprofit organizations working to address community needs. By partnering with community foundations you can ensure that their charitable dollars are being used effectively and efficiently to make a positive impact in their community.

Deciding on a Vehicle

As you assess which vehicle fits you best, it is worth considering the following:

Complexity

One important factor to consider when selecting a philanthropic vehicle is complexity. Some vehicles, such as private foundations, require more administrative work and may have stricter legal requirements compared to simpler options like DABs or fiscal sponsorships. However, more complex vehicles can also provide greater control and flexibility over grantmaking activities.

Flexibility

Flexibility is another important factor to consider when choosing a philanthropic vehicle. There is a whole new trend toward participatory, inclusive and trust-based grantmaking that offers you a range of possibilities. Donor-advised funds, for example, offer a high degree of flexibility and ease of use, allowing donors to make grants on their own schedule and to a wide range of organizations. Other vehicles, such as private foundations, may have more restrictions on grantmaking activities and may require more planning and coordination.

Transparency

Another important factor to consider when selecting a philanthropic vehicle is the level of transparency you want or require. Transparency and accountability go hand-in-hand. Donor-advised funds and some other vehicles may require less transparency than private foundations or direct giving. This makes it more difficult to track grantmaking activities and ensure accountability. Donors should carefully consider how much transparency they require and select a vehicle that aligns with their values and goals.

Transparency refers not only to financial accountability but also to building a robust communication function to hone internal and external operations and relationships with communities. This includes disseminating information, tightening strategic and decision-making clarity, creating genuine feedback loops for input into programs, and conducting regular evaluations of your projects.

Technology – AI, Big Data, Blockchain and Beyond

Advances in technology can transform and support your philanthropy in several ways. One important use of big data will be to identify gaps in the philanthropic market that you might want to fill. Centralized online platforms make reporting easier and improve accountability. AI can be used to connect donors and communities alike. Virtual tools and digital platforms can transform your reach from local to global.

Whatever your approach, a seamless digital experience is increasingly necessary when it comes to communicating or fundraising, particularly with a younger generation that has social media in their blood and a mobile phone in their hands all the time.

Cost

Another factor to consider is cost. Some vehicles, such as private foundations, have higher operating costs due to administrative requirements while others, such as donor-advised funds, have lower costs. The size of the foundation or fund may also impact operating costs. Donors should carefully consider the costs associated with each vehicle and ensure that the fees are aligned with their philanthropic goals and financial capacity.

Equity

Equity is becoming an increasingly important consideration in philanthropy, and funders should consider how their vehicle selection impacts equity. You may choose to select a vehicle that prioritizes funding for marginalized or underrepresented groups, or you may consider using multiple vehicles to achieve different philanthropic goals. For example, you may choose to use a donor-advised fund to support general charitable causes and a social impact fund to focus specifically on funding organizations working on social justice and equity issues.

Time is a Factor

You should always consider your time horizon when selecting a philanthropic vehicle. Some vehicles, such as donor-advised funds, are designed for short-term giving and may not be appropriate for someone looking to establish a long-term philanthropic legacy. Private foundations and other more complex vehicles may be better suited to donors who want to establish a long-term philanthropic strategy and legacy.

Conclusion

All vehicles can yield effective, flexible and agile approaches for funders seeking to be responsive to the communities with whom they work. Whether implementing a project or giving through family foundations or another outfit, you can move money seamlessly if you have the right structure, staff or consultant support, and the technology platforms to help with efficient giving and impact.

Art for Justice Fund – Building Empathy Through Art and Advocacy

The Art for Justice Fund was founded in 2017 with the mission to end mass incarceration and its underlying racial bias through art and advocacy.[11] From the outset the Art for Justice Fund was clear that it would spend down its resources over six years after its launch. Project Director Helena Huang, based at the Ford Foundation, says, "Art for Justice was designed as a time-limited fund in order to maximize impact with finite dollars, to generate urgency during a time that our country was ripe for change and to encourage other donors to invest in this critical work."

Art for Justice was created as a time-limited organization in the hopes that working within a fixed time horizon would inspire a sense of urgency around this issue and move resources into the field more quickly. The fund was launched at a time that public sentiment was supportive of change in the criminal justice system, and amid growing recognition that the current system is wasteful, unjust and ineffective in promoting public safety.

[11] https://www.artforjusticefund.org

Art and Compassion

In its six-year existence, every dollar donated to the Art for Justice Fund was used for grants, with all operating and staffing expenses covered by annual contributions to RPA from the Ford Foundation.

The Art for Justice Fund aimed to safely reduce the prison population, promote justice reinvestment and support works of art that change the narrative around mass incarceration. Agnes Gund, a renowned philanthropist and art collector in New York City, was inspired to create the fund with a founding donation of $100 million after reading Michelle Alexander's *The New Jim Crow* and Bryan Stevenson's *Just Mercy* as well as watching Ava DuVernay's documentary *13th*.[12]

The fund believed that art is uniquely effective in building the compassion and empathy necessary to drive social change. Art for Justice made direct grants to artists and advocates, dividing its grantmaking into four strategy pillars: keeping people out of jails and prisons, shortening sentences, promoting re-entry, and changing the narrative through art.

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The Importance of Community and Intentionality in Establishing Giving

Gund's strong relationships within the philanthropy and art worlds inspired others to contribute to the Art for Justice Fund, raising another $25 million from donors, foundations and artists. The fund was housed at RPA and engaged experts from the Ford Foundation to steer its grantmaking strategy.

Art for Justice's strategy to change policies and practices at state level came with challenges. Navigating state policymaking can be an arduous process, and legislation can be years in the making. When working in policy advocacy, progress can be reversed as administrations and legislatures change.

Additionally, public opinion surrounding crime and incarceration is constantly evolving, and elected officials often exploit the public's concerns about safety to prevent reforms that would reduce the prison population. The Art for Justice Fund learned that while advocacy work can come with frustrating setbacks, being intentional in mission and focusing on supporting the leadership of grantees has allowed it to adapt to changing circumstances and commit to generating positive impact.

[12] https://artforjusticefund.org/about/

Nurturing Community and Listening

From its inception, the Art for Justice Fund was dedicated to supporting artists to raise public awareness and cultivate public demand for change. It operated from the core belief that art has the power to generate emotional responses that inspire action, and that formerly incarcerated artists have the lived experience to both lead the movement and create a new vision for shared safety in our communities.

The fund valued artists as changemakers and sought to nurture a sense of community among grantees, centering grantmaking practices around listening to the communities most impacted by mass incarceration. It worked with intention to build a community of advocates, artists and allied donors, and promote formerly incarcerated people to the forefront of the movement.

Long-Term Impact

The Art for Justice Fund realized that nurturing those relationships is more of an art than a science. The fund regularly asked grantees for recommendations on who to support and which strategies to engage in. As a time-limited fund, Art for Justice was intentional in building a lasting community of grantee partners, whose collaborative relationships would outlast the fund itself. "Although Art for Justice has closed as a fund, the community of artists and advocates remains as a living testament to the strength of the movement and the effectiveness of philanthropy in propelling this work forward," says Amy Holmes, who led RPA's work on the fund.

Artists and advocates remain in touch. The fund convened its grantees three times throughout its lifespan and provided funding for artists and advocates to collaborate in new ways on projects of their own creation. This investment in community building had a trickle-down effect, encouraging the grantees to invest in building their own communities of practice. In these ways, Art for Justice provided the lasting and transformational impact that intentional community building can have.

"Although Art for Justice has closed as a fund, the community of artists and advocates remains as a living testament to the strength of the movement and the effectiveness of philanthropy in propelling this work forward."

**Amy Holmes,
Engagement Lead,
Art for Justice Fund.**