

Table of Contents

Executive Summary	3
Introduction	5
Background on the Climate and Clean Energy Equity Fund	6
Survey, Interviews and Focus Groups Results	10
Findings	11
Grantees: Survey	11
Grantees: Interviews and Focus Groups	15
Funders: Survey	24
Funders: Interviews	29
Synthesis of Overall Findings	41
Concluding Reflections	45
Appendix C	48

EXECUTIVE SUMMARY

Since 2016, the Climate and Clean Energy Equity Fund has played an important role in creating an equitable clean energy future by shifting philanthropic priorities and resources to center the leadership and power building of people and communities of color. As an intermediary and re-grantor, the Equity Fund strategizes with funders about climate and clean energy equity and helps direct philanthropic funds to grassroots, mostly BIPOC-led organizations. Using a state-based strategy, the Equity Fund focuses its resources to build community power and achieve policy wins. It also provides capacity support for grantees in policy and communications to advance clean energy and climate justice campaigns.

The Equity Fund has nearly doubled its total grantmaking every year from 2016 to 2021, and currently provides grants and capacity support programs in 13 states, a growth trajectory that has been enabled by investments from funder partners, including multi-million-dollar infusions from philanthropists just entering the climate arena.

In 2022, with clean energy ascendant and the Equity Fund positioned for continued growth, the organization launched a structured and externally supported learning and (e)valuation effort to better understand its impact and illuminate its path ahead as it partners with funders and grantees to advance climate equity and justice. The (e)valuation used surveys, interviews, and focus groups to explore the Equity Fund's role in the climate and clean energy ecosystem, the results of its grantmaking and capacity support, and its influence on the field.



Key findings, detailed in the full report, include:

- The Equity Fund's work to build grassroots
 power to influence, change, and win climate
 policies using its state-based model is
 recognized by all as a major contribution to the
 field. Many want to see it continue playing this
 role while continuing to expand to more states
 and grow its influence. Ninety-six percent (96%)
 of grantees say the Fund has supported them
 in building power to advance climate and clean
 energy equity.
- 93% of funders say that the Fund and its grantee partners have had significant impact in building power, engaging voters, and passing policies that advance climate and clean energy equity. Furthermore, 85% of them say the Fund and its grantee partners are strengthening the leadership and community organizing work of Black, Brown, AAPI, low-income white, and Indigenous communities--and influencing other funders to prioritize funding groups that are organizing and building power in communities of color--as a strategy for climate equity.
- Funders see the Equity Fund as a thought partner and want more opportunity to engage in strategic conversations and build shared understanding about where Equity Fund's strategies might diverge, overlap, and/or amplify one another. Funders are asking if the Equity Fund is ready to play a bigger role to provide more strategic direction to the host of intermediaries in the clean energy space.
- Grantee partners are also eager to see the Equity
 Fund grow in its funding and reach; lean into
 expanding opportunities for BIPOC-led,
 intersectional groups; fund 501c4 advocacy
 and campaign efforts; and give grantees access
 to real-time, on demand capacity building that
 is driven by their needs.

Funder and grantee partners alike see the Equity Fund's strengths as threefold: *clean energy equity wisdom, organizing competency, and proximity to and being from BIPOC frontline communities.*

These qualities are indispensable to advance equitable climate policy, build power of the most affected grassroots communities, and support for grantee partners' capacity to advocate for policy change and communicate the urgency of climate and clean energy equity. They encourage the Fund to continue to play this unique and much-needed role, inviting its continued thought leadership, partnership, and modeling of what putting equity at the center of the climate and clean energy movement looks, sounds, and feels like.

Partners unanimously recognize the Fund's work to build grassroots power to influence, change, and win climate policies using its state-based model as a major contribution to the field.

Many want to see the organization continue playing this role to which it is uniquely suited, while strategically charting innovative pathways, working across state boundaries for a more regional scope, and modeling how to engage multi-issue organizations, coalitions, networks, and unincorporated grassroots groups as clean energy and climate champions.

INTRODUCTION

In 2016, the Climate and Clean Energy Equity Fund launched with real ambitions: to shift philanthropic priorities and resources to center the leadership of people of color who are building power to stop climate change and create an equitable clean energy future. The effort has grown substantially—after launching in 2016 with six grants and \$500K, the Equity Fund in 2022 made grants to 129 grantees in 13 states, totaling \$24M.

To better understand the Equity Fund's impact on funder and grantee partners, the organization launched a structured and externally supported learning and (e) valuation effort. During spring and summer 2022, Shiree Teng and her team surveyed 26 funders and 146 grantees, followed by key stakeholder interviews and focus groups aimed at assessing partners' perceptions of the organization's work. The Fund intends to use the findings to more powerfully support grantees and build stronger partnerships with funders to advance climate equity and justice.

After providing some background information about the Equity Fund, its goals, and its accomplishments, this report summarizes and synthesizes survey, interview, and focus group responses (separate reports for the survey and interview findings are available, and provide more detail). The bottom line: The Fund's work is having a real impact on helping both grantees and funders, and partners are eager for more.

Our organization wouldn't be highly engaged, much less leading like we currently are, in the climate justice organizing and policy space had the Fund not provided us grants and policy/comms support.

BACKGROUND ON THE CLIMATE AND CLEAN ENERGY EQUITY FUND

Since 2016, the Climate and Clean Energy Equity Fund has been an innovator and influencer in climate philanthropy, championing the importance of investing in community-driven, equity-centered solutions. As an intermediary and re-grantor, the Equity Fund educates funders about climate and clean energy equity and helps channel philanthropic funds to grassroots, mostly BIPOC-led organizations on the movement's front lines. The Fund uses a state-based strategy, focusing its resources at a level and duration necessary to build community power and achieve policy wins. It complements grant funding by providing capacity support for grantees to develop and deliver policy and communications strategies that advance clean energy and climate justice campaigns.

Partly due to the Fund's state-based strategy, many partners are generally unaware of work in other states, and of the scale of projects overall. This recap of the last six years may shed light on Equity Fund's work.

MULTI-STATE STRATEGY

The Equity Fund identifies states where there is high need and potential for people in disproportionately impacted communities to organize, build power, engage voters, and move policy. The organization is currently providing grants and grantee support programming in 13 states, with highlights in each.



The Equity Fund's multi-state strategy began in 2016 with four states:

- Florida
- Pennsylvania
- Virginia
- Ohio (withdrew 2017)

MinnesotaNew Mexico

By 2018,

states:

it had added

two additional

In 2019, three more states were added:

- Georgia
- Nevada
- North Carolina

In 2021, the Fund added five more states:

- Arizona
- Colorado
- Illinois
- Maryland
- Michigan

2017

Florida grantees, in the wake of devastating hurricanes, combined emergency disaster response with campaigns to expand access to renewables. They mobilized voters to pass the Miami Forever Bond, which unlocked \$400 million in climate resilience resources.

2018

Grantees in rural New Mexico launched their first-ever clean energy campaigns, reaching out to thousands of Latinx and Native American voters. The following year, they would help pass the Energy Transition Act.

2019

Grantees in Pennsylvania formed a statewide coalition that helped pass resolutions in several municipalities to use renewable energy, while Minnesota worked with its newly elected governor to introduce a plan to shift to 100% clean energy by 2050.

2020

In Nevada, grantees turned out voters who approved a constitutional amendment for 50% RPS by 2030. In Georgia, grantees were instrumental in mobilizing large numbers of voters for the 2020 election cycle, while North Carolina grantees and other partners regranted rapid-response funds for COVID-19 and hurricane disaster relief. Virginia grantees helped pass the Virginia Clean Economy Act, a bill that will end fossil-fuel electricity generation by 2050, and a bill requiring environmental justice review of all state policies.

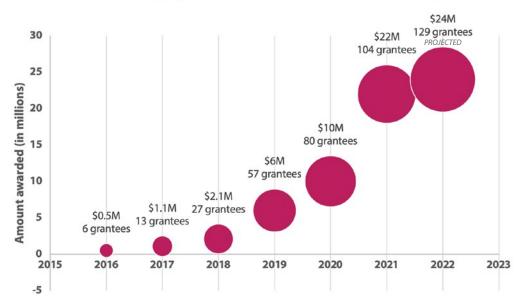
2021

Grantees in Arizona formed a BIPOC policy development table to advance priorities such as community solar and just transition legislation. Maryland partners have also been making sure that Black, Latinx, low-income, and immigrant voices are heard in campaigns for clean public transit and to stop polluting facilities like incinerators in disproportionately impacted communities. Partners in Colorado worked to ensure that equity is part of state-level policy development in areas like energy affordability, and grantees in Illinois helped secure passage of the Climate and Equitable Jobs Act with equity provisions fully intact. Nevada grantees released the Equity-Focused Climate Strategies for Nevada report, which is part of an equitable decarbonization research series, and in Michigan, grantees played a pivotal role in forming the Michigan Alliance for Justice in Climate, establishing an Environmental Justice and Grassroots Caucus in the state legislature, and launching solar job training programs.



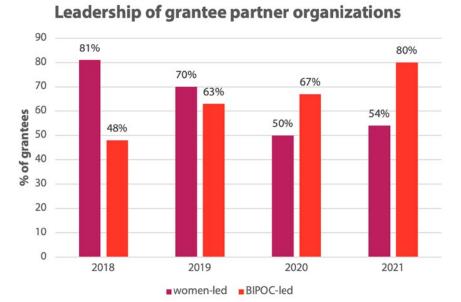
The Equity Fund has nearly doubled its total grantmaking amount every year from 2016 to 2021 and awarded \$22M to 104 grantee partner organizations in 2021. It began making multi-year grants in 2019, beginning a dramatic growth trajectory enabled by continually deepening investments from its funder partners, including new multi-million dollar support from new climate philanthropists.

Grantmaking by Total Amount and Number of Grantees



In 2020, \$3M of total grants was provided as rapid-response funding to support grantees in adapting their operations and nonpartisan civic engagement activities to the COVID-19 pandemic in a critical election year. The significant investment of grant funds in 2021 reflects an early ramp-up for grantees to boost their nonpartisan voter education and engagement operations in advance of the 2022 elections.

Thus far, the Equity Fund has fulfilled its aim of investing in women-led and BIPOC-led organizations. Year-to-year, over half its grantee partners have been women-led, and a consistently growing percentage have been BIPOC-led.



Of Equity Fund's 127 currently active grantees:

83 (65%) have at least one woman in executive leadership

95 (**75%**) have at least one **person of color in executive leadership**

67 (53%) have at least one woman of color in executive leadership

CAPACITY SUPPORT

The Equity Fund held its first **Power Building Summit** in 2018, which gave more than 50 organizers an opportunity to network, share, and learn about climate equity policy campaigns and civic engagement. Since then, the organization has hosted alternating national and state summits to strengthen relationships and learning among grantees within and across states. The summit was held remotely in 2020 due to the pandemic and drew about 60 grantee partners in 11 virtual sessions held over a four-week period.

The Equity Fund's **Policy Accelerator** provides technical assistance and coaching to strengthen grantee organizations' skills, capacity, and leadership to drive equitable energy policy. Each year, the Policy Accelerator publishes policy briefs; in 2021, it released key reports on federal policy developments and equitable decarbonization. In 2020, at the onset of the pandemic, staff launched and piloted a virtual Policy Learning Community at grantee partners' request for more opportunities for open discussion and peer learning.

Modeled after the Policy Accelerator, the **Communications Accelerator** exists to develop communications capacity and strategies to advance equitable climate and clean energy policies. It provides funding and technical assistance to grantee projects developing essential narrative and communications infrastructure. In 2021, the Communications Accelerator launched the Climate Disinformation War Room to help voters of color push back against disinformation from the fossil fuel industry, especially in the 2022 election cycle.

INFLUENCING THE FIELD

One of the Equity Fund's most crucial roles in the field is as an organizer and educator of and resource to philanthropy. Through formal briefings and informal relationship building, the Fund helps funders to better understand the challenges facing frontline communities, conveys the importance of making equity-focused investments in building power in these communities, and shares what grantees and organizers are doing and learning on the front lines of this work. It is committed to providing an open, educational space for funding peers to learn, strengthening the field of climate philanthropy and aligning resources where possible for greater impact.



SURVEY, INTERVIEW, AND FOCUS GROUP RESULTS

In 2022, with clean energy ascendant, the impact of the COVID-19 pandemic waning, and the Equity Fund on ever more solid financial and institutional ground, the (e)valuation process is important to help map the Fund's path ahead.

The [e] valuation and research team developed survey questionnaires after a series of planning meetings with the Equity Fund, and subsequently administered them through Survey Monkey. The surveys (see Appendix A) had a blend of closed- and open-ended questions and were customized for and administered separately to funder partners and grantee partners. Closed-ended questions provided for ratings on perceived **impact** of the Fund's work and **recommendations** for the Fund and its partnership efforts going forward. Open-ended questions provided additional feedback in the same areas.

To more deeply understand the nuance of the survey results, the research team interviewed 23 funder and grantee partners and conducted focus groups with eight additional grantee partners from July through August 2022, all via Zoom. The Equity Fund advised on interviewee selection, intentionally identifying diverse participants in terms of race, gender, organization size, geography, and tenure with the Fund. (See Appendix B for interview and focus group protocols and Appendix C for a participant list.)

The five key areas of inquiry included:



Purpose: What is the Equity Fund's unique role in the field?



Funding: What should be the organization's role in supporting grantee partners in leveraging other funding? How might it improve its grantmaking processes and/or relationships?



Accelerators: How might the Policy and Communications Accelerators be strengthened?



Other capacity support: What should be the Fund's role in supporting peer learning and coalition building (within and across states)?



Influence on the field: What is the Fund's current and potential influence on the field to align/coordinate investments for climate and clean energy equity?

FINDINGS

The Findings are divided into three sections: Grantees (survey findings followed by interviews and focus groups), Funders (survey findings followed by interviews), and Analysis of Overall Findings, across grantees and funders.

GRANTEES: SURVEY

Over one-third of grantee partners responded: 50 of 146, or a rather robust 34% response rate.¹ Asked about the Equity Fund's **overall strengths and values**, respondents cited the organization lifting up and embodying **racial equity, community-centered, collaboration, building power, and communication.** Other points of consensus quickly became apparent.

- The Equity Fund has been especially strong in supporting grantees in power-building and grounding policy in community needs.
- Grantees see the Fund as most effective, at a broad field level, in **building power to advance climate** and clean energy equity.
- The most helpful strategies and programs include the organization's **funding and resource support**, **focus on power-building**, and **assistance around policy**.
- Grantees view **no strategies or programs as unhelpful**, though a few respondents suggested redesigning and/or better supporting the regranting process.
- Those actively involved in Policy and Communications Accelerators see them positively, providing space for learning and alignment.
- The Fund can best support grantees in fundraising by **continuing to—and doing more to—forge connections to other funders**.
- To strengthen collaboration across states, grantees welcome a range of opportunities, focusing on peer learning and more structured trainings, on topics including policy, communications, and engaging BIPOC communities.

Surveys typically receive a 25% response rate.

IMPACT

Regarding impact on their organization, grantees see most value in the Equity Fund's support of their progress in building power and grounding policy in community needs. They're less certain about the Fund's efforts to help grantee partners raise funds from other sources.

The really good news: 96% of grantees say the Fund has supported them in building power to advance climate and clean energy equity.

Respondents overwhelmingly see real impact by the Fund and its grantees in building power to advance climate and clean energy equity. However, many said they couldn't speak to an impact in influencing other funders to prioritize support for equity-focused groups, with comments such as, "I don't have a good grasp of the work the Equity Fund has done outside of my state."

Asked to volunteer one or two Fund strategies, actions, or programs that have offered effective support, grantees most often cited funding and resource support, including multi-year grants, and efforts to organize and build power in communities, including in partnership with BIPOC leaders and groups. Nearly one-quarter of respondents mentioned policy support, including the Policy Accelerator and the drive toward policy outcomes.

Given the opportunity to name one or two Fund strategies, actions, or programs that have fallen short, half of grantees couldn't or didn't offer anything—at least a few because, presumably, their experience is still new. Several respondents suggested changes in grantmaking, such as further simplifying the application and reporting process or revamping the approach to regranting to better support effective distribution of funds.

96%
of grantees say the
Fund has supported
them in building
power to advance
climate and clean
energy equity

The Fund has been more than a funder.
Staff have supported us as conveners, policy advisers, strategy partners, and so much more.

When making grants in the states, I think there could be more collaborative fundraising and collective grant request that then get redistributed to how all the partner groups need them. Now, it can feel like a little internal competition.

Asked about their experiences with the Fund's Policy Accelerator and/or Communications Accelerator programs, nearly half of grantees suggested they haven't (yet) participated, with another fifth saying they began participating recently or intend to. Of the 10 respondents who have participated, all reported positive experiences, from building capacity and alignment to increased knowledge, capacity, and collaboration.

We are not harvesting the impact of these programs yet, because building alignment within an incredibly diverse group of frontline organizations to advance policy is a long-term task. But the programs are helping to orient and align various change-makers, so we believe they have been helpful.

How could the Equity Fund better support grantees in fundraising? More than half of respondents expressed appreciation for what the Fund already does to help connect grantee partners with other funders—while also asking for more of these kinds of introductions and opportunities. Others mentioned, for instance, continuing to raise the visibility of how racial, economic, and environmental injustice disproportionately affect frontline communities.

The Equity Fund has been helpful to raise more funds for our organization, but we could use more introductions and relationship-building with other funders. Also, as we are about to see record climate funds move in coming years, the Fund can help us understand where those are and how to access them.

The Communications
Accelerator has been vital
to initiating new narrative
and culture change work
in the intersecting areas
of racial, economic, and
climate justice.

All of our work has been with the Communications Accelerator. Not every organization can have a top creative director, a full digital team, and a war chest for media amplification; it's impossible for each of them to build up all of the skills, talents, and infrastructure to do all the things that need to get done.

I think having more trainings could be really helpful to the people who may not be as experienced as others.

Sometimes it can be a little overwhelming or intimidating to talk about the issues with people who have years of experience.

Grantees, asked to suggest Fund activities—spaces, resources, affinity groups, learning opportunities/ topics—that would be most helpful to strengthen collaboration across states for climate equity, focused on policy, communications, and engaging and organizing BIPOC communities. Five respondents expressed interest in opportunities geared toward overall peer learning and sharing; another five specifically mentioned trainings or workshops.

LOOKING FORWARD

For the Equity Fund leaders, it's all-important to know what grantees need more or less of for future work and partnership. Most survey respondents are interested in receiving **more connections to other funders and policy support**, and most are satisfied with the current amount of email communications they receive.

One comment specifically requested learning and resource support around air and water quality issues not directly related to energy production; another suggested issuing new agreements when funding is augmented or extended to assist with grant tracking. And most of the comments expressed appreciation for the Fund's work and support.

90%

of grantees say that together, the
Fund and its grantee partners
have had significant impact
in enabling Black, Brown,
AAPI, low-income white, and
Indigenous people to set the
agenda re: equitable climate
action and a clean
energy future

The Equity Fund had been an amazing partner, not only providing resources but actively connecting grantees in ways that are very positive.

GRANTEES: INTERVIEWS AND FOCUS GROUPS

Interviews were held with nine grantees from seven grantee organizations, and two focus groups were conducted with a total of eight grantee partner participants (representing seven organizations) from July through August 2022, all via Zoom. Their valuable insights and questions are summarized by five question areas (purpose, funding, accelerators, other capacity support, and influence in the field), in the section below.

PURPOSE

The Equity Fund is playing an important role in connecting grantees to needed funding by modeling for other funders and educating them about what really supporting work in this space looks like. For the Fund, this has included significant long-term investments in power-building. Grantees appreciate what this has enabled them to do:

Not all funders approach the work from a power-building lens, something that goes beyond passing bills/legislation. The Equity Fund does this. Their support helps us to do the work how we best do the work. I lift them up to other funders as an example. They are one of only a few groups calling for an equity-focused shift.

Our work has become pretty sophisticated, and it never would have happened without the Equity Fund. We have a few other climate funders, but none of them come near to the level of investment that the Fund has made in our organization and in the state.

continue investing in groups and organizations like ours and allow us to do this work and do this work from the perspective we do it and with a lot of flexibility. This helps attract other funding. Help funders understand that the way Black and Brown communities' work shows up in our communities may look different than in other communities or nationally, but that this approach has been shown to yield results.

It's a strategy that's about politics, and it's about civic engagement, and it's about voting as a piece of it. The recognition that it's going to take a long arc of communicating and building relationships with people that is not a one-time transaction to really build a climate majority to end the climate crises. This feels really unique and important to me.

FUNDING

Grantees deeply value the Equity Fund as an advocate and conduit to funding. They need and would welcome more flexible funding, less bureaucratic processes, and capacity-building support that they drive.

For grantees to focus on doing the work they do, they need flexibility to invest in staffing and infrastructure, to obtain legal or other external expertise as strategies rapidly pivot, and to be trusted to use funds strategically to meet the moment. General operating and other flexible funding are crucial, and when additional funding becomes available, it is important to let it amplify existing work rather than expecting a new direction or a broadening of scope.

Because the Equity Fund wants to be closer to the field, find additional funds for individual organizations, not just around the issue of climate justice but looking at the organization more holistically, to fill other gaps such as staffing, rent, and COVID supplies.

Sometimes funders have an orientation like, "If I give you \$100,000, what more can you do?" And that's not how we think or operate. We've already laid out the strategy and the plan, and we're fundraising toward that plan. We know exactly what we're doing.

More ability to pay for attorney-supported work is needed. If you aren't aligned with a pro bono attorney group's direct environmental interests, then you're not able to tap into their legal services. The Equity Fund should fund organizations directly to establish a legal budget. This would help us do what we need to do to meet the needs of our local communities and states.

Because organizers wear so many different hats, we really could use more funding to hire more staff, to specialize on different issues and to grow our ability to work statewide.

The governor right now is basically declaring war on so many issues— environment being just one—and we need the resources to fight back.

Grantees want to see the Equity Fund expand funding beyond single 501(c)(3)s, such as (c)(4)s and coalitions. The Equity Fund could also tap into the power of unincorporated grassroots groups, (c) (4)s, and coalitions that grantees are forming to work toward bigger collective wins.

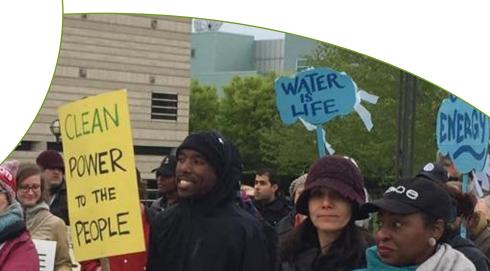
We have a lot of folks invested in grassroots communities that aren't 501(c)(3)s, so "nontraditional" funding would be grant money that allows us to regrant to others that aren't 501(c)(3) organizations.

Coalition support/
resourcing/funding. We can't look at this as a competition!
What you do together augments what you can do individually, and you shouldn't get fewer dollars for your organization just because you're doing coalition work also.

Grantmaking application and reporting processes could be further streamlined. The Equity Fund has made strides here and can continue to improve, as well as to be a voice with others in the field to promote trust-based philanthropy. For example, several grantees talked about the power of multi-year funding with less bureaucracy.

The application has been getting less onerous, but it's still one of the more challenging grant applications. The outcomes chart was specifically challenging. It was not wasted time, and it definitely forced some thought around key issues, requiring more quantitative thinking on our part, but more streamlining would be greatly appreciated.

The way the Equity Fund is set up is that they allocate funds as they get them, which means that they come out in drips—it's a bunch of grants as opposed to, "Here's half a million for the next five years." It would be nice if funders might just say, "Here's an amendment to your last grant agreement—we're giving you another \$50,000," as opposed to requesting a new proposal every time.



Grantee partners highly value the importance of their program officer relationships, though more intentionality and consistency are needed in how officers show up for all grantees for the benefits of these relationships to be equitable. For example, while several indicated they have open lines of communication with staff and have candid conversations, some spoke of interactions in which the traditional funder/grantee power dynamic is still at play. And while grantees discussed the role of program officers as an important conduit not only to funding but to other connections and relationships to other grantees and funders, some said they are receiving this connector/problem-solving assistance from their program officer while others are not. Variations in style among officers could be addressed by explicitly sharing and promoting common values and approaches, while extra effort could be taken to ensure that multi-issue and BIPOC-led grantee organizations who may feel at the margins of the Fund's climate and energy focus get the attention and partnership they are looking for.

We do get a lot of emails asking, "Can you get us this?" with a short timeline. It could be a little bit more organized. Part of it is the dynamic between funders and grantees: The Fund is in our corner, but sometimes the way that it relates to us just reinforces the dynamic where the funder's asking you for something and you have to get it to them in the next three hours. It can interfere with the work.

What does it look like for the Equity Fund to be a real connector to the groups who are not funders? Maybe it's not right for that to live in a funder role, but who are the people, the consultants, the organizations that we need to know—who have the experience and expertise that can partner with organizations like ours—to help us level up to make our climate campaigns that much sharper, stronger, smarter?



We had a problem and connected with our program officer, and they connected us up with another organization. It allowed us to do a magnificent plan. The Fund created a connection that otherwise would not have happened. That's what's the most helpful: Create more of these one-on-one structures and field requests—it's gold!

ACCELERATORS

Since not all grantee partners have had direct experience with the Accelerators, **responses ranged** from appreciations to constructive questions.

A few have participated in and benefited from the Policy and/or Communications Accelerator; others said they want to know more about them and how to participate.

Some said that they don't have time to participate, that there are many similar opportunities, and/or that when such opportunities are funder-hosted they can feel more like an expectation or requirement.

We did both of the Accelerators, and this is about not the Equity Fund in particular but philanthropy in general: When you tell us something is optional, it doesn't feel optional. When you invite us to be part of things, we feel like we need to be there. I think our communications team and policy team appreciate having that space to deepen their practice, but the trend of every foundation having their leadership development, digital cohort, whatever capacity stuff is kind of troubling. I kind of wish that they would put that money into an intermediary that does that, that we can access for free, like Ford does with the Management Center.

I find the Policy Accelerator to be incredibly valuable. We have benefited from just hearing what other practitioners in other states are doing, that peer learning. Colleagues are doing great on what people can be learning and dive into together. I love the Accelerator staff, their acumen, and the value it adds to the work.

They have helped us develop state policy and amendments to legislation; they've helped by putting the muscle in researching and analyzing legislative proposals for us.



Some advocated for more flexible models to better meet the intersectional needs of multi-issue, BIPOC organizations. This is an issue of content as much as one of access. For example, if an organization lacks the staff size, capacity, and resources to send a member to something like an Accelerator meeting, they may miss out on the opportunity to partner. As a result, those grantees are unable to access the policy attention and support, and the strategic connection to partners, that the Equity Fund offers. Further, if the Accelerator model is about ground-up, lived expertise, that needs to be better communicated.

We don't participate because we understand the Policy Accelerator to be climate/ energy policy-heavy, and that's not our wheelhouse. So expanding the scope would be great. We don't have experience with the Communications Accelerator, again because we're covering a niche of this work that's very specific to our region/state/community and the Accelerator talks about how to message broadly. If the goal really is to build out the movement to include multi-issue organizations, then expand the Accelerators to meet our broader intersectional needs.

As an executive director, I don't have the time to participate, and I'm also unclear whether I can/should share this opportunity with my full table. It feels like the tools aren't getting to the people who really need them. Our partners...get the same emails, but I still think there's something off in the expectation of who's supposed to be participating. It's great that the Fund has such extensive understanding of overlapping issues and the importance of civic engagement in all those, but the next step is about refining their expectations about engagement and interaction.

I'm not necessarily sure we've been involved with the Accelerators. **The opportunity has to be framed in a way that adds value. The real geniuses and innovators are the ones closest to the ground**; the ones closest to the problem are closest to the solutions. It's important to have access to experts, but how can you reverse-engineer communications capacity by leveraging the experiences of people on the ground?



OTHER CAPACITY SUPPORT, WITHIN AND ACROSS STATES

Rather than fixed-schedule opportunities such as Accelerators or other convenings, some indicated that they would be interested in more flexible options, such as real-time access to expert resources—legal, data, campaign strategies, etc.

I work for a voter registration funding collaborative, and it's interesting: They've hired this firm that just does research for us, so I don't have to be the expert. I have people to ask, "Can you check out XYZ?" It gives me **someone to go to, with a very specific set of skills that I could draw on at any time.** So, what might be a version of that for the Equity Fund? I think that might be some of the thinking behind the Accelerators, but I'd like to flip it so that we make the ask about what we need to know.

Peer learning and networking in general, is a strong interest. Some also emphasized the need for **more learning opportunities for 501(c)(4)s and multi-issue organizations.**

They've done a good job in our state to build up coalitions because of their funding structure, but except when we first joined the Equity Fund four or five years ago and were in a convening, we haven't gotten to meet with other grantee organizations. The pandemic has really stopped that. I look forward to getting back to multi-state convenings as soon as we can. We learned about policy and what people are doing on the ground.

It would be great to have a space for 501(c)(4)s to talk/share about electoral strategy!

Thinking about capacity support more broadly can also mean looking beyond skills and technical capacity to **create** room and resources for joy and healing.

A lot of the organizations the Fund is engaging with are war-torn and battle-fatigued. I'm telling this to a lot of people in philanthropy: "Where is the belief that joy and respite are acts of rebellion? And what can you do to create those opportunities for respite and reflection for folks constantly on the front lines of this work?" I think the Fund could do a lot to create those spaces, especially in places like Georgia and the South in general. I know people who have actually lost their minds doing this work. Give these leaders and their organizations the dollars to pour back into themselves.

Additional feedback encouraged the Equity Fund to more clearly communicate its long-term commitments in the states and to back up coalition-building with follow-on coalition-focused funding.

I think the Equity Fund is clear-eyed about the work that needs to be done in our country to be able to achieve change. I have not asked them directly if their commitment to my state is long-term, so I don't know. Are they reevaluating states every year, with danger of them decreasing or downgrading support for a state?

Be willing to invest in ideas or collaboration that come out of those cohort experiences, with rapid-response funding for newly formed cohort ideas. Provide resources for folks in these cohorts as ideas bubble up, when the cohort needs funding to move something into action. To not provide funding for newly formed cohort ideas is—in a way—punishing them because they may have to pull from their own internal funding to explore the new idea.

INFLUENCE ON THE FIELD

The Equity Fund is **influencing other funders by** who and how it is funding, and can deepen this influence through convening and collaborating, not only with and among environmental justice funders but across sectors.

Connect with funders in other sectors. There has been focus on collective impact. The funders should do some collective impact on their own. This would allow the work on the ground to be more cross-sectoral. Encourage partnerships between philanthropy doing issue-focused work and philanthropy doing skills-based work.

Just a grant from the Equity Fund is prestigious—it brings other funders along.
Receiving funding from the Fund shows other funders that your organization passes muster and that this prospective grantee does good equity work.

OTHER THEMES

While not an explicit line of inquiry, the topic of racial awareness emerged in several grantee conversations. People candidly shared their experiences of white supremacy culture in philanthropy in general, of which it is important to remain aware.

It's a classist, racist assumption that policy has to come from the top down. It's a bigger problem beyond the Equity Fund: Low-wage workers and people of color are seen as "la gente" and incapable of doing policy work. There's this compartmentalization between the grassroots, policy, and communications groups—we're not treated as one and the same. We're not supported in building our own capacity, in learning to turn our best ideas into policies and communication. We can learn!

When we are in the room with other BIPOC-led organizations, I hear the struggles they're having for funding. I see the white supremacy in that: that it comes easier for us because I have a white co-director, that funders find it easier to build relationships with us than with the other organizations, that the things we're fighting against in the movement are there in philanthropy/funding.



FUNDERS: SURVEY

Half of 26 funder partners responded to the survey. Asked about the Equity Fund's **overall strengths and values**, respondents cited its **blending of community power-building with driving policy outcomes**, along with its state-based strategic focus. Funders see the Fund lifting and embodying values including **being strategic, valuing equity, centering community voices**, and **building capacity**. On the organization's impact, survey respondents indicated:

- The Fund is successfully advancing its mission, especially building power and engaging voters for climate and clean energy equity.
- It has influenced how other funders think and act, including by increasing funder knowledge of, and confidence in, supporting grassroots-led organizations with an equity approach.
- They see the Fund filling a gap in climate philanthropy, particularly as an important intermediary channeling funding to grassroots groups to build power and achieve policy wins.
- Funder partners see the organization's **policy** savvy, state-based approach, and willingness to work with cross-issue partners as effective strategies; no strategies stood out to respondents as unsuccessful.
- Half of respondents spoke confidently about the value of the Policy Accelerator, while half said they were unfamiliar with the program; few mentioned the Communications Accelerator.
- Funder partners are eager to see the Fund continue to raise its profile and influence in the field of philanthropy.

Funder partners emphasized the road ahead, including advice for the Fund—including a desire to see the Equity Fund **expand its presence**, **voice**, **and influence**.

- In addition to continuing and deepening its existing work, funder partners suggest that the Equity Fund grow its own internal capacity to keep pace with opportunities, and that it take care—in light of the \$43M Bezos Earth Fund grant in November 2020—to continue to make a strong case for the need for other support, including from smaller funder partners.
- With respect to the Fund's communication with funder partners, respondents indicated unanimous interest in continuing briefings and expressed a preference for monthly or quarterly updates.



IMPACT

Funder partners see the Equity Fund having the most impact in power-building, influencing other funders, and strengthening community leadership. Asked an open-ended question, respondents volunteered channeling funding/resources to grassroots groups, helping them build power, and achieving policy wins.

The Equity Fund's greatest impact has been showing that expanding the climate coalition can strengthen policy design, accelerate policy outcomes, and build political power for the even greater fights ahead.

However, a couple said they didn't know whether the Fund shows other funders how equity investments lead to more powerful advocacy or concrete policy change.

Nearly every funder partner agreed that the Fund is **filling a critical gap in climate philanthropy**—and has changed how respondents' philanthropic institutions are thinking about funding climate and clean energy equity.

We were already there in intent, but the Fund provided us with both a learning tool (and a persuasion tool with the board) and a funding pathway to get farther afield.

Great to have a team that can go deep on the ground and be strategic in addressing gaps. That isn't something most small and family foundations can do on their own. 93%

of funders say that the Fund and its grantee partners have had significant impact in building power, engaging voters, and passing policies that advance climate and clean energy equity.



Asked how the Equity Fund has changed respondents' approaches and/or practices about funding climate and clean energy equity initiatives, funder partners spoke to the Fund's role in increasing their knowledge in various ways, from informing them of what's happening in the field to providing insights into grantee needs. Some responses also spoke to growing funders' understanding of and comfort with supporting multi-issue and/or grassroots-led organizations working with an equity approach.

As a funder that lacks relationships with community groups in most places, we've been able to fund frontline work through the Equity Fund.

Our investment allows us to be better informed of what's happening in many different states—beyond where our work typically goes.

Of the respondents familiar with **the Equity Fund's Policy Accelerator and Communications Accelerator**, half attested to the Policy Accelerator's effectiveness in particular, expressing confidence that it has had an impact on building grantee capacity.

The Policy Accelerator has provided many grantees the additional support to be effective to meet the moment.

Fewer singled out the Communications Accelerator.

I am a strong believer in both but feel the Policy Accelerator is the most crucial to our collective success. Asked to identify one or two **especially successful Fund strategies/actions/programs**, funder partners mentioned the organization's strategy of working with cross-issue grantees and partners, as well as its policy focus, including building partners' policy capacity. One respondent suggested pairing funding of culturally relevant media with more traditional communications strategies and said that the state selection process could be more transparent.

In terms of what else the Fund could be doing to be more impactful, responses coalesced around a shared interest in seeing the organization's voice and influence be increasingly prominent—some in a geographic sense, some with respect to the philanthropic field of practice.

The Equity Fund could be more open to working in rural communities.

Formalizing its leadership role among other equity-focused intermediaries/funders to drive more philanthropic behavior change.

Funder partners, asked to identify what makes the Equity Fund different from other equity-focused funders, most often cited the Fund's state-based strategic focus; also mentioned were the organization's capacity-building support for grantee partners and its commitment to blending power-building and civic engagement with driving policy outcomes.

I think the strategic focus on politically ripe states is very smart and stands out as an Equity Fund strength.

The Equity Fund has evolved to provide additional resources to assist its grantees in being more effective in their respective work, namely the Policy Accelerator and separate grantmaking for communications.

Other Equity Fund strengths, each mentioned by two respondents: its leadership; its role as an intermediary between other funders and grantee organizations; its ability to communicate the value in an equity-based approach; and its depth and blend of knowledge in policy- and movement-building.



LOOKING FORWARD

However pleased they might be with the Equity Fund's work, funder partners have advice and insights for the organization's leaders in **forming new philanthropic partnerships or strengthening existing ones**— and suggestions for how the Fund can attract new philanthropic partnerships in its next stage of development.

Two responses mentioned the Bezos funding as a challenge, noting that the Fund will need to be intentional in arguing that ongoing funding will remain necessary. Two other responses touched on ways the organization might deepen its role in progressive voter engagement:

Partner more closely with Movement Voter Project and Way to Win. Consider partnering more with Democracy Alliance, which is under new leadership.

Other funder partners advised diversifying the Fund's staff, expanding its leadership team, and deepening the organization's existing work with philanthropies new to equity strategies and with those wanting to engage more in the policy arena.

In terms of information that funders would like to receive from the Equity Fund, respondents unanimously asked for regular briefings, with nearly all wanting grantee impact highlights. Other suggested communications: participation/presentation at climate funder collaboratives; more overall engagement through opportunities such as peer learning circles or speaking engagements; and examples/measures of capacity-building results as well as how Fund support has enabled grantees to leverage other philanthropic support.

Following are more specific findings, with illustrative quotes, from funder interviews, grantee interviews, and focus groups, as well as a summary of the interview and focus group findings.

One trick will be to continue to reassure smaller funders that their resources are still needed.



FUNDERS: INTERVIEWS

Eleven funder partners (where in a few cases more than one representative was interviewed) for a total of 14 interviews yielded valuable insights and questions for the Equity Fund to consider. This next section presents responses in the five areas of inquiry.

PURPOSE

Funder partners deeply trust the Equity Fund; they see the organization as **playing a valuable role** and want to see it **continue and grow.**

Either Roger or his team is available to provide that kind of education to funders like me who aren't down and deep in climate equity issues. The value for us of funding the Fund is it's an intermediary: If I want to feel like we're doing something in this arena, I can put that money in—we're in good hands.

The main thing
we need is for them to
continue exactly what
they've been doing,
increasing that as they
have capacity to do it, which
will require going to the deep pockets.
Where Roger Kim has really excelled is in
going to the big guys and getting them to
part with bigger checks—and in building
the case to the donors who have funded
only white-led organizations.



FUNDING

Funder partners acknowledge and appreciate the Equity Fund's role as a connector among funders, and between funders and grassroots groups doing the work. They also offered suggestions for how to build on and deepen this strength.

Funders value the organization for its ability to offer entry points for funders and improve their understanding of the impact of an equity-centered approach, such as by lifting up stories, strategies, and examples from grantee partners, thereby helping funders to articulate the rationales for expanding investments in climate and clean energy solutions.

The Equity Fund has played a pivotal role in bringing more climate funders into this space that approaches climate change in a much more intersectional way, centering equity.

Historically, climate philanthropy has focused on technocratic policy solutions that are primarily driven by a small group of national environmental organizations, and the Fund has done a tremendous amount to create opportunities to think about how to fund climate work through different points of entering the conversation. Any additional capacity that Fund staff have to do more outreach to the wider set of climate funders and specifically uplift specific examples of grantees—that helps make this work much more real and tangible.

Funders encouraged the Equity Fund to **think more broadly about sources and recipients of funding, as well as different funding tools.** Suggestions included tapping federal funds newly available with the passage of the IRA and donors for whom climate may not be their primary issue, expanding to more states, and supporting 501(c)(4)s, and leveraging program-related investments.

With the money that's going to be coming with the IRA, you can deepen the learning and impact. The **opportunity** is to catalyze and target federal investment, to get out of the charity mindset and make investments in people with the potential to make something out of nothing.

Given that the Fund is growing really fast and finding balance between institution-building and scope of work, are they going to take on more states? The demand is there, and they've proven the model. I'd like to see them be in as many places as they can.



A few funder partners echoed grantees in calling for **flexible funding** and emphasizing the importance of **streamlined grantmaking processes**.

There's an opportunity for re-grantors to partner and minimize the impact on grantees through streamlined applications, reporting, etc. We are working on this and want partners to join us. There's a movement from the bottom up around trust-based philanthropy, but many funders still are business-asusual. Given the moment we're in with Supreme Court rulings, etc., and the ticking clock that is climate change, isn't this the time to change how we do our work? I'd love the chance to talk more about this with organizations *like us—we have a lot of* power in the role we play!

The groups that get funded by the Equity Fund are so underfunded that they're fighting to get wins in the policy arena. And once they get those wins, it's not clear that they're staffed or prepared to manage the **governance part of things**. That's where I think it would be great to have a resource. Nobody else is gonna do it. Maybe the Equity Fund can create some kind of learning table for that work, because nobody else with the competencies and connections has the money and/or inclination to do it.

ACCELERATORS

Overall, funder partners **appreciate the concept** of the Policy and Communications Accelerators and are **curious to learn more** about how they are being implemented.

Funders value the Accelerator model as a way to provide organizations access to expert resources and capacity support.

When we first started funding the Equity Fund, we were very excited about the Policy Accelerator because our foundation funds so much policy work; it was the way we could connect the Fund's approach to our strategy and get our board to sign on. I haven't had the time to have a conversation about how it's evolved, so I'm kind of curious to get an update on how the model is going and what can we be doing to help.

Questions about the Policy Accelerator range from seeking basic information to looking for a deeper understanding of how it is viewed in relation to building in-house policy capacity.

I know about the Policy Accelerator, and it is really smart, especially for grantees that are multi-issue and new to climate. Having another path for education is really important. I know the Fund is constantly iterating, but what is the thought about building the Accelerator over the long haul? What's the end game? How do you accelerate the acceleration of policy change?

What I think the Fund has done successfully with the Policy Accelerator is to help people get over their fear of marginalization if they're not climate experts. They have the expertise to think about the impact of climate on their community, and they can build trusting relationships with policy experts to ask questions.

The Policy Accelerator has done a great job of ramping folks up quickly. But is it viewed as a substitute for those organizations to build their capacity, or as a complement to it?

Questions about the Communications Accelerator included basic definitions as well as about the strategy and potential for collaboration for greater impact.

We're getting so outplayed by the fossil fuel industry on communications that we need to be much more powerful. There are a lot of different hubs and resources popping up to address this specific issue within the context of Russia's war in Ukraine and its impact on fossil fuel here and abroad, and I don't really know how the Communications Accelerator is coordinating other resources to build up communications capacity. I would love to better understand how all these groups are working together.

Communications is obviously a part of a larger narrative change strategy and a cultural strategy, and we have to acknowledge cultural competency and approach conversations in a way that is going to reach people. Communications also requires that you take care of your members who are doing the base-building or climate organizing, and philanthropy has been scarce in providing organizations with the resources necessary for building that capacity.

The Policy Accelerator seems solid, whereas the Communications Accelerator could use more structure and strategy behind it, like how to actually build a communications strategy.

More clarity and

More clarity and definition are needed there.

OTHER CAPACITY SUPPORT, WITHIN AND ACROSS STATES

Funder partners spoke about the **power of convening and networking** to create opportunities for peer learning—not only for grassroots groups but for themselves.

Some comments echoed what we heard from grantees about the **importance of less structured**, **less time-bound opportunities for grantees** to tap into resources on a more flexible basis, while others emphasized the virtues of well-structured cohort experiences.

Even just creating a space for people to say who they are, what they're working on, and what are the three biggest challenges they're facing in their work helps everybody else feel like they're not alone. It helps to start to create a network of people that you can rely on when you need to lean into something.

In my experience, capacity building that is structured as training is less powerful than capacity building that is structured as peer learning and problem-solving. When the grantees say to them, "We're thinking about building a coalition," that's the point at which they should say, "OK, we've got another two grantees that are thinking similarly—let's get y'all a facilitator, some resources, and support." I'm not against training—I think it's super important—but people are busy, and some of that real-time pure stuff can be really powerful.

We need a kind of learning community within a state where people who had been through the same training and who could trade notes can be together in the spirit of learning, versus a competitive, ego-driven space.

Several funders brought up the challenge of how funders such as the Equity Fund can best support capacity building without directly facilitating it themselves. It's not only a great deal of work—it may be best done at arm's length. One mentioned this as an opportunity for intermediaries to work together to build the field of expert practitioners.

One of the biggest challenges in this space is: How do we strike the balance of being a beacon of guidance or support without being overly directive. And it's tough as a funder; there's no denying the power dynamic there. The question is not whether to do it but how best to do it. Having a program officer pulling everyone together is probably not the best way—funders might want to think about third parties or partnerships.

A lot of our grantees are asking for more convening or for us to facilitate coalitions/ collaboration, and I don't know if it's the right fit for a funder to be doing that. We're thinking about whether we could fund more practitioners who specialize in coalition management, facilitation, and conflict resolution. It's not just a capacity issue—when a funder is involved. grantees feel pressure to collaborate. **Our field needs more practitioners** who understand movements, racial justice, and trauma and who can do facilitation, project management, specialize in collaboration, or even healing practitioners so that folks can work together.

Another important theme around capacityand coalition-building is **how funders and intermediaries could better coordinate their efforts** for greater impact, as well as what it might look like to **cast convenings more broadly**. Funders see the Equity Fund as a leader that could bring funder and intermediary peers together.

I also know that there are other organizations that are trying to do similar peer-to-peer learning and technical capacity building. Just Solutions Collective and Initiative for Energy Justice are two that come to mind. All of those organizations are putting a lot of resources into trying to build up a field and could use an IT support network. Making sure that those organizations are coordinated and sharing resources seems really important.

The Equity Fund has the platform and ability to drive state-centric convenings to bring not just the environmental justice community together but to broaden their circle of all social justice elements to, for instance, labor and voter rights. They're aware of intersectionality, and many of their grantees are multi-issue, but they're still just dealing with a subset of the organizations in each state. They could drive that conversation more deliberately.

The Fund has the potential to **be a convener of the cohort of intermediaries**, to hold space for

conversations about the work and—

importantly—to share the organizational

model of how it decides what states to

work in and not work in and help others

apply a similar model to their own places/

areas of work.

A few funders wondered about the Equity Fund's openness to sharing its tools and methods, and the organization's capacity or even willingness to lead more peer capacity building or peer learning.

I understand maybe not wanting to put something up on the website, but **the Equity Fund** could invite grantees and partners interested in learning more to let them know and then share with allies trying to improve. There is always a tension between an organization itself wanting to get bigger and helping others to get bigger so that the whole is stronger.

In terms of peer learning among grantees, is there anyone else equipped to partner with the Equity Fund? Within the funding community in particular, there might be a role for somebody like the Environmental Grantmakers Association or the Climate and Clean Energy Funders group to pick up some of this work.

INFLUENCE ON THE FIELD

Many funder partners spoke about the unique talents Roger Kim brings as an educator and advocate for this work and said that they wish he had time to do more of it in a more visible, public way.

Funders want a broader audience to hear more of Kim's voice, and the voice of the Equity Fund. They also recognize that to play more of this external-facing role, Kim will need to stock the organization's bench with other senior leaders.

Roger has kept his team lean to preserve resources for the field, but now he needs to build a central infrastructure.

There's no one like
Roger. But it would be
super important for
him to be grooming
others to represent
the organization as
well, so funders could
call others and say,
"Could you give me
your advice on this
or that?"

Roger is singularly skilled at talking to many audiences, particularly the "climate bros," so we're glad to have him speaking there. He's very skilled at speaking to multiple audiences in ways that they can hear. He needs to become more of a known voice outside of just the climate funding space, in the broader conversation. There's a dearth of people of color who are spokespeople on this issue, and we need more of his message and thoughtfulness out there.

Funder partners also indicated their desire to hear more from the Fund about its strategies and talk about how their own might diverge, overlap, and/or coalesce. Understanding that there are reasons leaders may not wish to share everything, respondents see more transparency helping others learn faster, build understanding, and enable the Fund's successful practices to be replicated and adapted more broadly.

As we go into probably pretty disappointing elections and as the ability to make change at the federal level wanes, we all know that this fight is going to continue at the local and the state levels. And that's the approach the Equity Fund has been taking.

They have this vision that they need to be sharing out with the rest of the funder community that keeps people hopeful and also underscores the importance of resourcing local and state groups.

The Equity Fund has an opportunity to push its funders harder around equitable practices, and to share more of its knowledge and information with the field for broader learning. They're currently keeping a lot very close to their vest, for good reasons, but they're also missing a huge opportunity.

Our team wishes to do more collaboration, to have more information sharing, so we all become better and stronger. Because we place such a priority on aligned funding, I think we might be missing opportunities without more deliberate coordination. Information flow would put us on an even better path and open up ways to grow this body of work.



There is also some appetite for the Equity Fund to push more and demand more of the funder community. Some funders are willing to do more; some need to be challenged to do more. At the same time, the organization will need to bring a level of collaboration and humility to any efforts to "lead" other funders.

There are only a handful of organizations that are what I would call movement intermediaries.

We fund several of them. Roger and team are in close conversation with them, but are we all working in alignment, building the field, building the movement, and investing deep in places where multi-issue Black and Latinx organizations lead?

For the Equity Fund to have more influence on the field, it should pay attention to its relationships with other re-grantors and work as partners with them. Folks are really sensitive in this space. How can the Fund use its privilege and access to bring along other, smaller, more grassroots-y re-grantors?

The Equity Fund's strength/niche in the intermediary ecosystem is really in power-building.

The Fund can help funders understand the return on investment in organizing.

With climate, I think that

"equity" continues to be, for
a lot of these funders, just a
word. It's an area where some
translation work can be helpful
to big funders that still think
that we're going to science our
way out of this.

OTHER THEMES

Funder partners were thoughtful in sharing observations and questions that didn't fall squarely into, or straddled, the above categories. Some of these include comments about the Equity Fund's sometimes-fraught identity as an intermediary as well as questions about its overall vision and plans for growth.

A couple mentioned perceptions of the **Equity Fund** being less community-centered than it might consider itself to be.

I believe some of the more justice-focused intermediaries feel like the Equity Fund, with its board being all funders, isn't accountable to grantees in ways some other re-grantors are. That's a reputational risk the Fund has to address. I've also heard grumblings from one of our grantee partners that at least one of their program officers has been a little too prescriptive about the way organizations should be working and who they should be collaborating with, and it's rubbed some of them the wrong way. The Fund is getting a reputation—a little bit—for not really being aligned with grassroots movements.

The Equity Fund and HIVE were offshoots of other big funds, and I think sometimes that sticks them between a rock and a hard place because it's not clear what their relationships are with their original seed funders, and there are a lot of regranting organizations that are more from-the-ground-up. Other re-grantors I've talked to tell me they're scraping by and Equity Fund and HIVE are taking all the money—there's a perception that they're more like the children of Big Green philanthropy, as opposed to those that are built from the grassroots.

Some funder partners expressed interest in hearing more from the Equity Fund about its bigger-picture vision and/or being part of a field conversation at that strategic level.

All of the Equity Fund's work is state-based, and their growth model is to expand to new states, but I don't know if they have a federal/ **national model of any kind.** I think of them as state-focused and bringing in groups that traditionally haven't been at policy tables at the state level. How does that roll into something aggregate, collectively, or national? **Does it roll up into something?** For example, they created a great "why should you fund in equity" report. The first part of that report is fabulous, and gets you to, "OK, so then what do we DO about it?" Then it became a selfish pitch for the Equity Fund's own fellows program. You've just outlined systemic issues across the country, and the solution is a fellows program? What's that theory of change?

That's another big-picture conversation I'd like to have: Where is climate philanthropy out of sync with the approaches people on the ground are saying are necessary? And as our movement continues to freak out about our last opportunity to make changes at the federal level, people are gonna look to the Equity Fund to ask, "Where should we be putting our money at the state level? Where do we have the opportunity to build power and progress?"

Several acknowledged the Equity Fund's recent growth—fueled in part by the \$43M Bezos grant—and are looking for indications of its future trajectory.

I'm curious to know what their vision is for the next evolution of their role in this ecosystem. It's been more like we need to be funding them to do what they are doing, and I don't know what I'd say if the board asked, "What if they got more money? What would they want to do next?"

What does the Equity Fund want to be? Is it mostly re-grantor, or is it more focused on shifting philanthropy, or on sort of establishing best practices for and supporting community-based frontline organizations? They're playing a multitude of roles at the moment.

And some funders desire the opportunity to join with the Equity Fund and other funders and intermediaries to imagine a more powerfully aligned, collective set of investments and movement building within and outside the environmental justice space given the scope and scale of climate change.

Everybody can't do everything, but we have enough folks who are in a different place and sequence on a continuum where we can really understand who's good at what and what they're most able to do. **Strategic solidarity.**

If you're going to be thinking about investing in climate and environment, you have to be investing in champions of democracy, too.

I think the Equity Fund could really play a role in saying:
For the field to succeed, there need to be a lot more BIPOCled organizations to close the equity gaps. To help drive more resources overall, the Fund would get listened to in a way that others won't because they are already connected to lots of funders.

SYNTHESIS OF OVERALL FINDINGS

The Climate and Clean Energy Equity Fund asked funder and grantee partners about their experiences with the organization, wanting to learn if its stated values, strategies, and goals are perceived and experienced as authentic. The Fund wanted feedback about what has worked well, what hasn't, and what recommendations both grantee and funder partners have for improving the organization's practice and sphere of influence toward climate and clean energy equity.

The survey of these two partner groups yielded similar and validating, useful guidance for the Equity Fund's strategy priorities going forward. Both see the organization's strengths in advancing equitable policy, building power of the most affected communities, and building grantees' capacity to advocate for policy change and communicate the urgency of climate and clean energy equity. Both encourage the Fund to continue to do more of the same, recognizing that it occupies an important niche in the climate and clean energy arena. The recently introduced Policy Accelerator and Communications Accelerator appear to be helping partners spread and scale their work, with more impact in the months and years to come.

Survey responses clearly corroborate the Equity Fund's vision in action: The Fund's long-term goal is to build the leadership, organizing, policy, communications capacity, and power of organizations working in communities of color to advance bold and equitable climate action at the state and federal levels. Importantly, key partners seem to agree that the Fund's current focus on establishing a framework to amplify and better measure community-centered impact and influence in climate and clean energy equity is a logical next step for the organization.

The survey of these two partner groups yielded similar and validating, useful guidance for the Equity Fund's strategy priorities going forward.

Both see the organization's strengths in advancing equitable policy, building power of the most affected communities, and building grantees' capacity to advocate for policy change and communicate the urgency of climate and clean energy equity.



The survey of grantees focused more on the specific supports most valuable/helpful to them, while the survey of funders focused more on perceptions of the Equity Fund's influential role in the climate and clean energy philanthropic arena. Interestingly, what we heard from both groups was similarly about more effective, equitable policy advocacy in the climate and clean energy arena. Grantees desire more capacity support to build more connections with other grantees; funders desire more grantee competency and coalition-building for equitable policy advocacy. These perceptions by grantees and funders are aligned with each other and aligned with Fund aspirations. Some grantees' comments reflect an embrace of the cumulative and long-term, "marathon" nature of policy advocacy—beyond the contentment with individual policy wins that tends to preoccupy the field.²

Indeed, the long-term goal—building political and organizing power in communities of color—is hard to quantify, a generational fight rather than a push for or against specific bills' passage. Tallying "wins" is myopic at best, and most Fund partners appear to grasp that the organization's strength is in understanding and supporting the long arc of community organizing and BIPOC people building trust and power.

Grantee and funder partners value the Equity Fund for the unique and vital intermediary role it occupies in the climate and clean energy ecosystem. It will be important for Fund leaders to continue to support grantees to build strong peer connections within and across regions for learning and collective impact, which survey results reveal are in keeping with grantees' desires. In addition, and as important, are the organization's strategies to connect and engage funders with each other, with grantees, and with yet additional resource holders (including local, state and federal resources) toward deeper, broader, longerterm, and sustainable power-building. This framing of the Fund as a catalyst for community-centered power-building within an ecosystem of partners is aligned with state-of-the-art practice wisdom.3

Grantees desire more capacity support to build more connections with other grantees; funders desire more grantee competency and coalition-building for equitable policy advocacy.

² Sarah Stachowiak et al., "Beyond the Win: Pathways for Policy Implementation," Center for Evaluation Innovation, January 2016.

³ Julia Coffman et al., "Advocacy That Builds Power: Transforming Policy and Systems for Health and Racial Equity," California Endowment, September 2021.

Full adoption of the marathon-within-a-marathon nature of equity-focused policy advocacy that prioritizes a sustained investment in power building with the most affected communities has many implications for grantees and funders. For funders, some of these implications are precisely what the grantees surveyed identified: investment in grantee capacities, including the capacity to manage higher levels of support; organizing and coalition-building, and in broader geographies; and investment that spans multiple years. For grantees, some of these implications include prioritizing the power and capacities of community leaders to lead the advocacy work; stronger communication competencies; and doing the hard work of building coalitions across geographic, cultural, racial, and campaign-centric boundaries.⁴

Interviews helped clarify the Equity Fund's unique role as perceived by its partners and provided more specific feedback regarding the Fund's purpose; funding relationships and decisions; improvements to its capacity-building efforts, including the accelerators; and expanding and strategically improving its influence in the climate and clean energy field. All want to see the organization continue in its movement intermediary role while strategically expanding and deepening its work for greater influence and impact. Below are some overall takeaways from the research.

On purpose:



Funder partners value and trust the Equity

Fund, as evidenced by their willingness to give flexible funding and to seek thought partnership (particularly with executive director Roger Kim).



They want to know more about what the Fund is thinking and doing, eager to learn about its strategies in selecting which states to work in and building grassroots power in BIPOC and working-class communities on the front lines of climate change.



Many see this moment in time, with the passage of the clean energy-boosting Inflation Reduction Act, as a **critical time** for the Equity Fund to consider its "best" place in the climate and clean energy ecosystem.

On funding:



Grantee partners appreciate the Equity
Fund as a conduit for funding, its willingness
to make significant investments, and its
emphasis on power-building.



They would like more flexibility, such as more multi-year general operating grants, streamlined processes, and more funding for 501(c)(4)s, unincorporated groups, and coalitions.



Funder partners echoed some of these same themes, such as increasing nonprofit support, and suggested tapping into a broader pool of funding sources—for instance, non-climate donors.

On Accelerators:



Funder partners want to know more about the Accelerators, sharing their curiosity about their design, implementation, and results so far.



Grantee partners who are not participating in the Accelerators shared barriers: **They have limited time, and staffers are inundated by similar opportunities** from which to choose where to focus. Multissue organizations say that **programs narrowly focused on climate/energy policy and communications** don't meet their intersectional needs.



Some grantees also said that funderhosted programs can feel more like a requirement than an opportunity due to funder/grantee power dynamics.

On other capacity support:



Grantee partners expressed interest in **flexible and responsive capacity building**, such as peer learning for 501(c)(4)s and real-time access to specialized resources—for instance, legal or campaign strategies—in which they drive the investment.



Funder partners echoed **the importance of convening and networking for peer learning and problem-solving**, but only when real-time application for learners is possible.



Funders also don't see capacity support as only for grantees and wonder whether more funder capacity building (even if not called that) is in the Fund's plans.



Grantees and funders both spoke about broadening beyond environmental justice groups to tap into cross-movement synergies, strategies, and power.

On the Fund's influence on the field:



Grantee partners appreciate the Equity
Fund's role in modeling and advocating for what funder support for this work can look like and want to see this continue. Funder partners agree and want the Fund's voice to be heard more broadly, acknowledging that this falls largely on the shoulders of Roger Kim, whom they see as having a unique ability to have these strategic conversations.



Grantees and funders see the Fund having an important role in convening funders and other intermediaries for more strategic and targeted coordination, collaboration, and alignment.



Funder partners also acknowledge that the Fund is in growth mode and are eager
for it to clarify for itself what direction and
role it wishes to take moving forward.



CONCLUDING REFLECTIONS

Among both grantee and funder partners, the Equity Fund is widely seen as a trusted partner well positioned to build on the credibility and networks it has established with movement partners and funders. Partners recognize the Fund's core commitment and role as an intermediary amplifying grassroots voices and power inside philanthropic chambers to achieve clean energy and climate—and attest that that commitment and role give the organization a distinguishing identity.

Partners unanimously recognize the Fund's work to build grassroots power to influence, change, and win climate policies using its state-based model as a major contribution to the field. Many want to see the organization continue playing this role to which it is uniquely suited, while strategically charting innovative pathways, working across state boundaries for a more regional scope, and modeling how to engage multi-issue organizations, coalitions, networks, and unincorporated grassroots groups as clean energy and climate champions.

Funders see the Equity Fund as a thought partner and want more opportunity to engage in strategic conversations with organization leaders. They are eager to learn more about the Fund's strategies and to build shared understanding about where their own might diverge, overlap, and/or amplify. All are acutely aware of the current political moment and the power dynamics shifting between federal and state and local levels. They are also cognizant of the tension inherent in real-and-present climate catastrophe calling for urgent action while at the same time requiring a long-term approach and investment in building durable community power. The passage of the clean energy-boosting Inflation Reduction Act opens the opportunity to organize and access infrastructure dollars, and the Fund is poised to help ensure that marginalized communities of color are substantially in the mix.

Partners unanimously recognize
the Fund's work to build
grassroots power to influence,
change, and win climate
policies using its state-based
model as a major contribution
to the field.

Grantee partners are also eager to see the Equity Fund grow in its funding and reach, to lean into expanding opportunities for BIPOC-led, intersectional groups to learn from one another, to fund 501(c)(4) advocacy and campaign efforts, and to give grantees access to real-time, on-demand capacity-building efforts locally or regionally based and driven by their needs.

The Fund can use its influence by skillfully pushing philanthropy to take the next step in climate equity and intersectional funding and by dreaming bigger and demanding attention from funders that have relied on traditional, less-than-successful or failed strategies that have largely excluded communities of color and working-class communities. The Fund's commitment to centering Black and Brown communities and being willing to complicate the conversations will enable the Equity Fund's continued leadership stance, as more funders need to listen to and be responsive to the people at the forefront of these issues. And funder partners are eager to learn from Equity Fund's state-by-state strategies, especially about how to show the return on investment in funding movement building that includes intersectional issue areas critical to people of color on the ground.

Some recommended actions for next-phase consideration include:

On funding:

Lean into the opportunity to be a strategic thought partner with funders, individually and collectively—that's how they see the organization. Fund leaders should tell funders what they need to drive the next-phase 10-year plan. Also, bring in others—other intermediaries, more on-the-ground organizations of color—and help leverage your funds to support them and their direct connections with funders.

On funder relationships:

Make sure the Equity Fund is more than Roger Kim. Build the competencies and credibility of other staff to be sought-after strategic thought partners and communicators.

On grantee relationships:

Follow the lead of some funders to streamline the Fund's own regranting process. Make sure the organization is modeling inclusive, equitable practices both internally and in engagements with grantees, to ensure all have access to and can benefit from support.

On the Accelerators:

Keep doing the Accelerators and perhaps even grow them, but in a more "customized," real-time learning way, taking into account how and when folks are ready to apply them. More effectively share the learning from the Accelerators, including among funders. Further develop the Communications Accelerator—and consider launching a Fundraising Accelerator.

On capacity support:

Break the philanthropic mold of siloed, single-issue funding, and double down on championing the link between the multi-issue organizing of BIPOC organizations and climate equity. This is a crucial message that many in the funding community do not yet understand and stands as a barrier to greater impact. Find ways to share more of what the organization has learned with other movement intermediaries and grantees, and engage funders to help pay for it—it is what they are there to do.

On the niche and nextphase growth plan:

Decide what the plan is: Expand to new geographies? Launching more and bigger Accelerators? Rolling out a national platform? Becoming a big-time capacitybuilder/leader of learning communities for grantees, funders, and/or other intermediaries? Getting in on the federal infrastructure money that's coming to ensure equitable shares go to communities of color? Decide and then tell everybody—they want to know. The Fund can also lean into the fact that it is BIPOCled and more demonstrably lock arms, join voices, and build power with funders of color, other BIPOCled intermediaries and grantees, and community leaders of color. And leaders can still engage traditional funders and white-led climate and clean energy organizations—Kim is seen as the person with the bridging and translation skills to do just that.

As a BIPOC-led movement intermediary, the Equity Fund is a rare combination of climate and clean energy equity wisdom, organizing competency, and proximity to BIPOC communities that are hit hardest by climate change.

Its challenge and responsibility, if it chooses to accept it, is to leverage that uniqueness to **proliferate** what putting equity at the center of the climate and clean energy movement looks, sounds, and feels like. It can be instrumental in helping to clarify the various roles and responsibilities that grantees, intermediaries, and funders could play in a larger-scale, coordinated, aligned climate equity movement for greater impact.

The climate and clean energy movement needs the road map that the Equity Fund and communities of color have known and already proven.

As a BIPOC-led movement intermediary, the Equity
Fund is a rare combination of climate and clean energy equity wisdom, organizing competency, and proximity to BIPOC communities that are hit hardest by climate change.



Climate and Clean Energy Equity Fund

Grantee Interview Protocol

Introduction

Hello, my name is _____. Thank you for agreeing to talk with me about your observations of and experience with the Climate and Clean Energy Equity Fund, referred to from here forward as the Equity Fund or the Fund. You are one of approximately 15 key informant interviewees. I will be asking questions about five aspects of the Fund's work, and this interview should take between 30–45 minutes of your time.

I am on a small team of consultants that has been brought on board by the Climate and Clean Energy Equity Fund to help them do a real-time check-in on their partners' perceptions of their work, specifically its impact and partnerships with funders and grantees. They will use the findings to improve their offerings and engagements with their partners and the marginalized communities they seek to elevate. We're honored to be able to have this time to listen to your experiences with the Fund.

The information that you share with us will remain anonymous. In our documentation we will *not* be making any attributions to who said what. We're interested in the contents of your experience and will be aggregating the themes into a final report for the Fund.

I ask your permission to record this call. The notes (or transcript from the call) will only be shared with the members on our (e)valuation team. We hope you will be candid with us to the extent you're comfortable.

And for any of the questions we ask, we encourage you to provide specific examples, anecdotes, or stories to help better illustrate your answers.

By continuing with this interview, you are indicating that you understand the purpose, benefits, and intended use of the interview information and you are consenting to be a voluntary participant in this interview.

Any questions for me before we begin?

Context

 Please give me a brief context of your work, your role, and how long you've partnered with the Equity Fund, and in what geographies.

Funding

- 2. In what ways can the Fund better support grantees to leverage existing dollars to access additional and maybe nontraditional funding streams? Are there examples of where the Fund has done this or opportunities for doing so that come to mind?
- 3. The Fund is interested in improving the grant application process. What works well for you as a grantee? What recommendations do you have to improve the grant application process?

Accelerator programs

4. What do you know about the Fund's Policy and Communications Accelerators? Based on your understanding, how can the Policy and Communications Accelerators be strengthened?

Other capacity support

5. What are the best ways the Fund can support peer learning and coalition-building within and across states?

Influence on the field and scaling investments

- 6. How can the Fund influence and/or support funders to align their investments more with what community partners truly need in this moment and the future?
- 7. One piece of feedback is that the Fund inhabits a rare, catalytic role in the climate and clean energy equity funding space. A) What is your perception of this feedback about the Fund's unique role? B) In what ways can the Fund partner with other funders to scale coordinated investments in climate and clean energy equity (through funding and other contributions)?

Other

8. What are any other thoughts you would like to add to help us provide helpful feedback to the Fund?

THANK YOU again for your time and helpful conversation. Your participation is valued and is contributing to important lessons that the Equity Fund is committed to sharing back.

Climate and Clean Energy Equity Fund

Funder interview protocol

Introduction

Hello, my name is _____. Thank you for agreeing to talk with me about **your observations of and experience with the Climate and Clean Energy Equity Fund**, referred to from here forward as the Equity Fund or the Fund. You are one of approximately 15 key informant interviewees. I will be asking questions about five aspects of the Fund's work, and this interview should take between 30–45 minutes of your time.

I am on a small team of consultants that has been brought on board by the Climate and Clean Energy Equity Fund to help them do a real-time check in on their partners' perceptions of their work, specifically its impact and partnerships with funders and grantees. **They will use the findings to improve** their offerings and engagements with their partners and the marginalized communities they seek to elevate. We're honored to be able to have this time to listen to your experiences with the Fund.

The information that you share with us will remain **anonymous**. In our documentation we will *not* be making any attributions to who said what. We're interested in the contents of your experience and will be aggregating the themes into a final report for the Fund.

I ask your permission to record this call. The notes (or transcript from the call) will only be shared with the members on our (e)valuation team. We hope you will be candid with us to the extent you're comfortable. And for any of the questions we ask, we encourage you to provide specific examples, anecdotes, or stories to help better illustrate your answers.

By continuing with this interview, you are indicating that you understand the purpose, benefits, and intended use of the interview information and you are consenting to be a voluntary participant in this interview.

Any questions for me before we begin?

Context

 Please give me a brief context of your work, your role, and how long you've partnered with the Equity Fund, and in what geographies.

Funding

- 2. In what ways can the Fund better support grantees to leverage existing dollars to access additional and maybe nontraditional funding streams? Are there examples of where the Fund has done this or opportunities for doing so that come to mind?
- 3. How would you describe the Fund's working relationship with the program officer at your foundation? What works well? What can be improved?

Accelerator programs

4. What do you know about the Fund's Policy and Communications Accelerators? Based on your understanding, how can the Policy and Communications Accelerators be strengthened?

Other capacity support

5. What are the best ways the Fund can support peer learning and coalition-building within and across states?

Influence on the field and scaling investments

- 6. How can the Fund influence and/or support funders to align their investments more with what community partners truly need in this moment and the future?
- 7. One piece of feedback is that the Fund inhabits a rare, catalytic role in the climate and clean energy equity funding space. A) What is your perception of this feedback about the Fund's unique role? B) In what ways can the Fund partner with other funders to scale coordinated investments in climate and clean energy equity (through funding and other contributions)?

Other

8. What are any other thoughts you would like to add to help us provide helpful feedback to the Fund?

THANK YOU again for your time and helpful conversation. Your participation is valued and is contributing to important lessons that the Equity Fund is committed to sharing back.

Climate and Clean Energy Equity Fund Stakeholder Focus Group Protocol

Introduction

Hello, my name is _____, and I am your facilitator. As such, I take responsibility for leading us through a focused discussion, and holding the space for us to do so. Thank you for agreeing to participate in this focus group concerning observations of and experience with the Climate and Clean Energy Equity Fund, referred to from here forward as the Equity Fund or the Fund. We will be asking questions about five aspects of the Fund's work which should take about one hour, maybe one hour and 15 minutes of your time.

I am on a small team of consultants that has been brought on board by the Climate and Clean Energy Equity Fund to help them do a real-time check in on their partners' perceptions of their work, specifically its impact and partnerships with funders and grantees. They will use the findings to improve their offerings and engagements with their partners and the marginalized communities they seek to elevate. We're honored to be able to have this time to listen to your experiences with the Fund.

The information that you share with us will remain anonymous. In our documentation we will *not* be making any attributions to who said what. We're interested in the contents of your experience and will be aggregating the themes into a final report for the Fund.

I will be recording this conversation. The notes (or transcript from the focus group) will only be shared with the members on our (e)valuation team. We hope you will be candid with us to the extent you're comfortable. And for any of the questions we ask, we encourage you to provide specific examples, anecdotes, or stories to help better illustrate your answers.

The focus groups we are conducting supplement a set of interviews we are also conducting. The focus groups differ in an important way: we are able to have a group conversation with participants who have something in common and who may be able to build upon points made in the discussion. You may agree or disagree—we are interested in hearing everyone's perspective in this group. Importantly, let's establish just a few meeting agreements for our discussion:

- Be and stay engaged in the conversation: no cell phones, emails, etc.
- · Speak for yourself and your own experience.
- Make space for everyone to have a chance to speak; if you're a person who talks a lot, please make your points as succinctly as you can. If you are a person who tends to sit back, please make sure your voice is heard.
- We don't have to agree, but please do not be disagreeable.
- Listen with curiosity and not judgment.
- Honor the conversation by keeping confidentiality.

Are you good with these agreements? Any questions for me before we begin?

By continuing to participate in this focus group, you are indicating that you understand the purpose, benefits, and intended use of the information and you are consenting to be a voluntary participant. You can stop your participation at any time without fear of consequence.

Context

 Please give a brief context of your work, your role, how long you've partnered with the Equity Fund, and in what geographies.

Funding

2. In what ways can the Fund better support grantees to leverage existing dollars to access additional and maybe nontraditional funding streams? Are there examples of where the Fund has done this or opportunities for doing so that come to mind?

Accelerator programs

3. What do you know about the Fund's Policy and Communications Accelerators? Based on your understanding, how can the Policy and Communications Accelerators be strengthened to reach more grantees and community partners?

Other capacity support

4. What are the best ways the Fund can support peer learning and coalition-building within and across states?

Influence on the field and scaling investments

- 5. How can the Fund better influence and/or support funders to align their investments more with what community partners truly need in this moment and the future?
- 6. One piece of feedback is that the Fund inhabits a rare, catalytic role in the climate and clean energy equity funding space. A) What is your perception of this feedback about the Fund's unique role? B) In what ways can the Fund partner with other funders to scale coordinated investments in climate and clean energy equity (through funding and other contributions)?

Other

7. What are any other thoughts you would like to add to help us provide helpful feedback to the Fund?

THANK YOU again, each one of you, for your time and helpful conversation.

APPENDIX C

We are grateful to the following interviewees and focus group participants for sharing their experience and candid perspectives with us:

Funder partners interviewed (14)

- Carrie Doyle, William and Flora Hewlett Foundation
- · Crystal Hayling, Libra Foundation
- Danielle Dean, Bezos Earth Fund
- · Erin Rogers, the HIVE Fund
- Jason Mark, Adriana Quintero, and Susan Frank, the Energy Foundation
- Jessica Boehland and Shamar Bibbins, Kresge Foundation
- · Karen Harris, Tortuga Foundation
- · Kimi Narita, Climate Leadership Initiative
- · Laura Wisland, Heising Simons Foundation
- · Mijo Vodopic, MacArthur Foundation
- · Trellis Stepter, Mertz Gilmore Foundation

<u>Grantee partners interviewed (9)</u>

- Andre Banks, A/B Partners
- · Andrea Mercado, Florida Rising
- · Aracely Navarro, Cultivando
- Cliff Albright, Black Voters Matter Fund
- Nathaniel Smith, Partnership for Southern Equity
- Peter Anderson, Matt Wasson, and Kate Boyle, Appalachian Voices
- · Tameika Atkins, ProGeorgia

Grantee partner focus group participants (8)

- · Alex Gomez and Tomas Robles, Lucha AZ
- Anika Fassia, We Make the Future
- Dreama Caldwell, Down Home NC
- Jennifer Raffanan Kennedy, Pittsburgh United
- · Julia Bernal, Pueblo Action Alliance
- · Marcela Diaz, Somos Un Pueblo
- · Pia Palomino, FANM



This learning and [e] valuation report was produced by an independent consulting team of Shiree Teng, Audrey Jordan, Ernesto Saldaña, and Melissa Mendes Campos.

Report designed by Anna Gagliuffi.