

# Introduction

Welcome to the *LEGACY Community Action Toolbox*, a resource of information and activities to support informed involvement in issues related to the *LEGACY* documentary. Its action-based projects can be replicated with various levels of effort, resources and investment.

Generous funding for the *National LEGACY Outreach Campaign* has been provided by The Annie E. Casey Foundation, The John D. and Catherine T. MacArthur Foundation and W. K. Kellogg Foundation.

WE ENCOURAGE INDIVIDUALS, FAMILIES, ORGANIZATIONS  
AND COALITIONS TO TAKE ACTION TO MAKE YOUR  
COMMUNITIES A BETTER PLACE IN WHICH TO LIVE.

# LEGACY Community Action Toolbox

We encourage individuals, families, organizations and coalitions to examine the issues and strategies presented in the *Toolbox*, identify the needs and resources in your communities, and take action to make your communities a better place in which to live.

The *National LEGACY Outreach Campaign* is made possible by generous grants from The Annie E. Casey Foundation, The John D. and Catherine T. MacArthur Foundation and the W.K. Kellogg Foundation. Major funding for the *LEGACY* documentary is provided by The Annie E. Casey Foundation and The John D. and Catherine T. MacArthur Foundation; with additional support from Houlby Foundation and Richard H. Dreihaus Foundation.

Section 1 highlights the information in the *Toolbox*, and provides brief profiles of the foundations supporting the outreach campaign. To encourage you to reproduce and distribute materials in the *Toolbox*, it has not been copyrighted. Visit the *LEGACY* Web site at [www.legacymovie.com](http://www.legacymovie.com) for more ideas, strategies and up-to-date information on campaign activities and events.



## II. Section 2: *LEGACY* Documentary

Section 2 of the *Toolbox* provides information on the *LEGACY* documentary; producer Tod Lending and his reflections on the “making of” the film; members of the Collins family; as well as a chronology of events. To give you even more details, the *LEGACY* Web site contains greatly enhanced versions of this information.

Produced by Nomadic Pictures, *LEGACY* tells the inspiring story of how members of one family broke free of welfare, recovered from substance abuse and escaped the specter of violence in their community. Collins family members succeeded in education and job training, secured employment, became homeowners in a safe neighborhood and gained self-respect. They found the community support structures—and internal spirit—to strengthen their family and transcend the economic and social conditions of their lives.

The 90-minute documentary follows the family through their grief and loss, tracing the *LEGACY* of 14-year-old Terrell's shooting death as memory of him evolves from earth-shattering grief into a source of inspiration. “Terrell left us with something good,” says his cousin Nickcole, “a motivation and spirit we never could have imagined—and just now we're beginning to understand.” The *Toolbox* extends Terrell's legacy to communities across America.

Developed by members of the Association of Black Psychologists, a *LEGACY Viewer's Guide* provides a culturally-based approach to viewing and discussing the documentary.

Copies of the 90-minute *LEGACY* documentary may be ordered at a special price from Nomadic Pictures for community organizing purposes. Please use the order form in Section 3 on page S3-24 to obtain your copy.

## III. Section 3: *LEGACY* Outreach Campaign

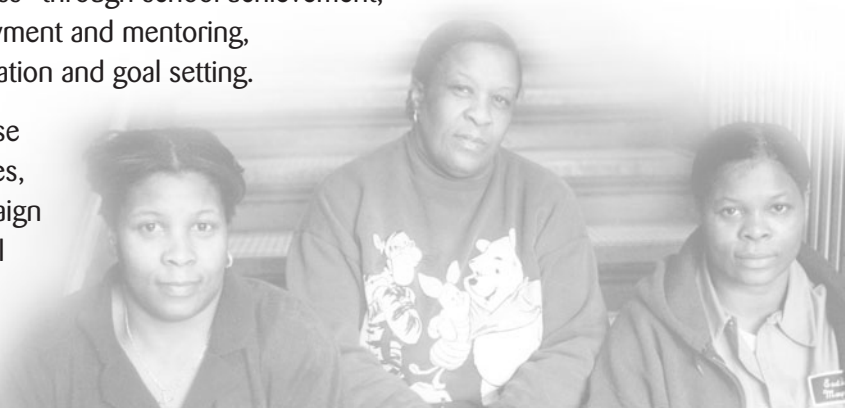
Section 3 of the *Toolbox* focuses on the *National LEGACY Outreach Campaign* designed by Outreach Extensions. An overview of the campaign and its components is provided, along with campaign management, partnerships and networking.

The outreach campaign development process began with the real-life experiences of the Collins family. We considered potential causes for their life situations, as well as the motivators and support systems that made each person's transformation possible.

- ✗ Alaisa broke free from welfare, and secured employment as a kindergarten teacher—taking the GED test, and on her way to completing her teaching certificate.
- ✗ Dorothy escaped from public housing and its violent environment and became a homeowner in a safe neighborhood.
- ✗ Wanda recovered from substance abuse, in part because of her faith in God, and became self-sufficient.
- ✗ Long the caregiver of her grandchildren, Dorothy relinquished this role to her daughter when Wanda was finally able to move into her own place.
- ✗ Nickcole, daughter of Alaisa, forged a strong path toward success—through school achievement, youth employment and mentoring, self-determination and goal setting.

By focusing on these very personal stories, the outreach campaign highlights the social and economic

*LEGACY* TELLS THE INSPIRING STORY OF HOW MEMBERS OF ONE FAMILY BROKE FREE OF WELFARE, RECOVERED FROM SUBSTANCE ABUSE AND ESCAPED THE SPECTER OF VIOLENCE IN THEIR COMMUNITY.



issues that are part of the complex reality of poverty in urban areas across America.

For *LEGACY*, the overarching issue is urban poverty. Based on discussions with community organizations and leaders; special consultants, such as the Association of Black Psychologists; as well as the project's funders, the outreach campaign focuses on several issues that combine to break down families and neighborhoods, and looks at effective approaches to promote individual and community development. The purpose in addressing these issues is to strengthen families and produce better outcomes for them. The issues are:

- X self-determination, breaking the cycle of poverty, welfare to work
- X economic empowerment, economic literacy, self-sufficiency
- X safe and affordable housing
- X intergenerational relationships (grandparents, kinship care, mentoring)
- X stay in school, educational opportunities, youth supports
- X violence prevention
- X substance abuse prevention

These issues will become the awareness/action topics for all outreach project materials, including the *Toolbox*, *LEGACY Viewer's Guide*, *Faith-Based Discussion Guide*, *LEGACY Web site*, 35-minute *LEGACY of Faith* and *LEGACY of Community Action* videotapes, *LEGACY of Faith Facilitator's Guide*, special materials and conference packets. Additional videotapes for specific audiences may also be crafted, such as one for housing and possibly for youth. Once the campaign media phase has ended, Outreach Extensions will work with groups to prepare them to take the next steps to continue the work.

## ■ CAMPAIGN OBJECTIVES & OUTCOMES

- X To develop tools and resources to advance community utilization of the film and its outreach materials/activities with key target audiences; and to offer self-help strategies to support long-term sustainability within families and communities.
- X To use the documentary and outreach resources as a means to engage community-based organizations, public housing residents, the faith community, cable television affiliates and prospective public television stations in raising awareness of the challenging issues confronting children and families in our poorest and most distressed neighborhoods and communities in America.
- X To stimulate dialogue and inform public policy initiatives which present an integrated perspective on the complex issues inherent in poverty and distressed neighborhoods (e.g., substance abuse, housing, economics, welfare to work and aging), yet which allow focused "calls to action."
- X To build upon local strengths and support coalition building and cooperative activities among community-based organizations, neighborhood associations and the faith community to mobilize resources and support programs that will strengthen the capacity of youth and families at risk to improve their lives.

FOR *LEGACY*, THE  
OVERARCHING  
ISSUE IS  
URBAN POVERTY.



# Legacy Community Action Toolbox

- X To convey realistic messages: that the cycle of poverty can be broken; that internal and external life changes can occur; that despite high risk factors, families can be strong, resilient and connect to community support structures and resources that are available to create impetus for individual and social action.
- X To increase public awareness of, and build interest in, the *LEGACY* documentary and action-based outreach campaign as a means to introduce practical interventions to advance the development of healthy individuals, strong families and effective communities.

## ■ OUTREACH CAMPAIGN AUDIENCES

While the story of *LEGACY* is important to general audiences, its messages are particularly compelling for special audiences. These include residents of public housing, grandparents rearing their grandchildren, African-American congregations, policy makers, people of color, high risk youth, families living in poverty, families dealing with substance abuse, families affected by violence and families in life-changing transitions.

To reach these audiences, Outreach Extensions has been organizing national and local groups which provide support for families and neighborhoods. The following organizations agreed to work with our project as community partners: The Interdenominational Theological Center, Center for Community Change, Generations United, Los Angeles Women's Foundation and Boys and Girls Clubs of America. Resource collaborators are United Way of America and members of the Association of Black Psychologists. Selection of the partners was based on various criteria, including the capacity to address/represent local needs and the flexibility to work on the range of issues presented in the *LEGACY* documentary. Each organization has helped to create the campaign's tools and resources and will use these materials to serve local needs.

The *LEGACY* project especially wants to reach at-risk youth, and strategically serves them through several approaches. All community partners address youth in some way, including providing model projects. The outreach campaign also offers a "call to action" for girls to participate in a National Business Plan Competition™.

- X The *Faith-Based Discussion Guide* developed by The ITC includes content and strategies to assist youth in churches and parochial schools.
- X Generations United addresses problems facing youth today, the family-strengthening benefits and legal difficulties of grandparents rearing grandchildren and intergenerational programs.
- X Center for Community Change's Public Housing Graduates (PHG) Initiative, funded by HUD, strategically intervenes in the lives and education of dependency-prone youth.
- X Boys & Girls Clubs of America describe their supportive programs for youth; and provide a discussion guide for youth-serving organizations.
- X Los Angeles Women's Foundation presents the Collaborative for the Economic Empowerment and Readiness of Girls (CERG), its model project on economic education/literacy for girls, including hands-on activities.

To set the stage for effective community utilization, United Way has outlined a process for community mobilization.

## ■ CALL TO ACTION:

### ANNUAL NATIONAL BUSINESS PLAN COMPETITION™

The *LEGACY* outreach project, Los Angeles Women's Foundation (LAWF) and the Collaborative for the Economic Empowerment and Readiness of Girls (CERG) are pleased to join in sponsoring

WHILE THE STORY OF *LEGACY* IS IMPORTANT TO GENERAL AUDIENCES, ITS MESSAGES ARE PARTICULARLY COMPELLING FOR SPECIAL AUDIENCES, INCLUDING RESIDENTS OF PUBLIC HOUSING, GRANDPARENTS REARING THEIR GRANDCHILDREN, AFRICAN-AMERICAN CONGREGATIONS, POLICY MAKERS, PEOPLE OF COLOR, HIGH RISK YOUTH, FAMILIES LIVING IN POVERTY, FAMILIES DEALING WITH SUBSTANCE ABUSE, FAMILIES AFFECTED BY VIOLENCE AND FAMILIES IN LIFE-CHANGING TRANSITIONS.



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the National Business Plan Competition™ for the year 2000. An application form is available on page S3-19 of the *Outreach Campaign* section (Section 3) of the *Toolbox*.

Sponsored by Independent Means, Inc., the National Business Plan Competition™ is open to all girls 13-19 in the U.S., Canada and Australia. The purpose of the Competition is to give young women the opportunity to “put their dreams on paper and be taken seriously for them.” This annual Competition opens in October, with applications also available on the Web at [www.independentmeans.com](http://www.independentmeans.com) or in the mail by calling 800-350-1816.

The deadline for entries this year is May 15, 2000. Winners will be announced in September 2000 and The National Awards Ceremony will be held in October 2000. Prizes include cash awards, an expense paid trip to the Awards ceremony, business resources, time with role models and mentors and a scholarship to Camp \$tart-Up™. A *Briefing for Educators* is available as a supplement to the National Business Plan Competition™. To participate or receive the *Briefing* call 800-350-1816; register online at [www.independentmeans.com](http://www.independentmeans.com) or send an e-mail to [contactus@independentmeans.com](mailto:contactus@independentmeans.com).

## ■ CALL TO ACTION: COMMUNITY EVENTS/ACTIVITIES

Community organizations are invited to submit applications for *LEGACY* Community Action Minigrants to enable them to conduct events or activities to support the *National LEGACY Outreach Campaign*. Minigrants are available in amounts ranging from \$500 to \$2,500 depending upon the proposed scope of work. All activities should utilize materials presented by the *Campaign*. Suggestions include: screenings of the *LEGACY* documentary or 35-minute videotapes (*LEGACY of Faith*, *LEGACY of Community Action*), panel presentations/discussions, local Web site information on relevant issues and a link to the

national *LEGACY* Web site ([www.legacymovie.com](http://www.legacymovie.com)), resource displays and reading lists at libraries, public information campaigns (radio, newsletter, newspaper, Web site), reprints and distribution of sections of the *LEGACY Community Action Toolbox*. Please see the guidelines and application form on page S3-22 (in Section 3) for more details. Information and the minigrant application form are also available on the *LEGACY* Web site.

## ■ SECTIONS 4–8: COMMUNITY ACTION & ADVOCACY

The *Toolbox* is informative and solution-driven. Our various community partners provide critical research data; current information on public policy and regulations governing welfare, public housing and child welfare; best practices and examples of effective and replicable model projects; hands-on activities for youth; and extensive resources. Here is what you'll find in Sections 4–8 of the *Toolbox*:

- ✗ Faith-Based Community—the power of faith and the role of churches and religious institutions—The Interdenominational Theological Center (The ITC)
- ✗ Neighborhood Reinvestment—The ITC
- ✗ Families and Children in Public Housing—Center for Community Change
- ✗ Grandparenting and the Intergenerational Concept—Generations United
- ✗ Economic Literacy—Los Angeles Women's Foundation and the Collaborative for the Economic Empowerment and Readiness of Girls
- ✗ Youth Development—Boys & Girls Clubs of America

Some critical information is addressed by more than one organization. For example, both Generations United (GU)

THE *TOOLBOX* IS INFORMATIVE AND SOLUTION-DRIVEN. OUR VARIOUS COMMUNITY PARTNERS PROVIDE CRITICAL RESEARCH DATA; CURRENT INFORMATION ON PUBLIC POLICY AND REGULATIONS GOVERNING WELFARE, PUBLIC HOUSING AND CHILD WELFARE; BEST PRACTICES AND EXAMPLES OF EFFECTIVE AND REPLICABLE MODEL PROJECTS; HANDS-ON ACTIVITIES FOR YOUTH; AND EXTENSIVE RESOURCES.



# Legacy Community Action Toolbox

and the Center for Community Change discuss the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) which repealed Aid to Families with Dependent Children (AFDC), replacing it with the Block Grant for Temporary Assistance for Needy Families (TANF). Each presents a different perspective. GU describes the impact on grandparents rearing their grandchildren, while CCC talks about the impact on families living in public housing.

## IV. Section 4: Faith-Based Community

### Community Partner: Interdenominational Theological Center

*LEGACY* is an incredible story of hope and a testimony to the power of faith. Faith is the thread that ties the family's lives to Terrell and to one another. It is their belief in God that helped members of the Collins family make sense of the senseless and find meaning where, for others, there might be none.

Historically, it has been the Black Church that has been the most influential catalyst in the transformation of African-American lives and communities, for it remains the singular entity that has the organizational structure; physical, financial and spiritual resources; and legions of volunteers dedicated to faith-based personal enrichment and community revitalization.

Developed by The Interdenominational Theological Center, the *Faith-Based Discussion Guide* in the *Toolbox* is designed to extend the impact of *LEGACY* into the pulpits and pews of the nation's more than 70,000 African-American church congregations. Its purpose is to assist the pastors and lay leadership of these congregations in understanding and addressing the complex challenges facing their congregants and their communities, and to encourage a more thoughtful response to moving their parishioners from welfare to work...

from substandard housing to homeownership—from substance abuse to self-respect...and from violence to fulfilling the promise of a true sense of community.

Under the leadership of The ITC, producer Tod Lending edited a 35-minute *LEGACY of Faith* videotape which highlights the key issues in *LEGACY* and provides a structure for discussion and community action. Its companion *LEGACY of Faith Facilitator's Guide* (on the *LEGACY* Web site and available from The ITC) supports the use of the videotape in community settings, primarily in relation to the faith community—in churches and parochial schools.

The ITC is participating in the “Regional Neighborhood Reinvestment Training Institutes” produced by the Neighborhood Reinvestment Corporation. Its involvement includes presenting special *LEGACY* sessions at conferences. Participants are asked to consider issues such as asset building while viewing the *LEGACY of Faith* videotape. Key objectives for faith-based community development include: increase family income; increase financial literacy and stewardship; increase family assets; increase ownership opportunities; increase collaboration with other specialists; and increase leverage of income, property and location.

SOME CRITICAL INFORMATION IS ADDRESSED BY MORE THAN ONE ORGANIZATION. FOR EXAMPLE, BOTH GENERATIONS UNITED (GU) AND THE CENTER FOR COMMUNITY CHANGE DISCUSS THE PERSONAL RESPONSIBILITY AND WORK OPPORTUNITY RECONCILIATION ACT (PRWORA) WHICH REPEALED AID TO FAMILIES WITH DEPENDENT CHILDREN (AFDC), REPLACING IT WITH THE BLOCK GRANT FOR TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF). EACH PRESENTS A DIFFERENT PERSPECTIVE.



## V. Section 5: Grandparenting and the Intergenerational Concept

### Community Partner: Generations United

In *LEGACY*, Dorothy Jackson was primarily responsible for raising the children of her daughter Wanda who was addicted to drugs. She was also a strong presence in her daughter Alaiissa's single-parent family. Dorothy is not alone. Currently, more than 3.9 million children in America are being reared by grandparents and other relatives—keeping families together and serving as a safety net to keep children out of the formal foster care system.

Unique issues arise when grandparents become the parents of their grandchildren, a form of kinship care. These range from the emotional issues of grandchildren who may feel abandoned by their parents, to financial issues (poverty; leaving or returning to the job market), to legal problems related to custody and guardianship issues. This may also include legal difficulties in providing for medical care; and a lack of knowledge about court procedures and jurisdiction.

For the *LEGACY* project, Generations United focuses on key issues in the documentary to encourage community action. GU defines intergenerational terms, offers facts and statistics, and outlines benefits, resources and policy issues. Seven model projects are described, with action steps that can be replicated in communities, including a range of school-based programs, mentoring and an intergenerational daycare center. Its section on grandparents and other relatives rearing children provides information on support services and innovative programs. GU recommends asking questions and taking action in areas such as education, medical, affordable housing, legal, support groups and the press.

## VI. Section Six: Families and Children in Public Housing

### Community Partner: Center for Community Change

For 25 years, through the Center for Community Change (CCC), groups of low-income people have been developing businesses, building affordable housing, influencing companies and governments, and showing that, with resources, poverty can be overcome. This is a powerful message leading to sustainability in strengthening families and communities.

Housing is often a poor community's first priority. For the Collins family, the hopelessness and danger inherent in their lives, was attributed in large measure to the Henry Horner public housing project where they lived.

A generous gift from an anonymous donor who heard about the death of her grandson Terrell helped Dorothy Jackson realize her dream of homeownership. The reality for the majority of people living in public housing is that they will remain residents for a substantial period of time—even to the end of their lives.

The current climate of deregulation of public housing and welfare aims to eliminate most of the protections provided to residents by federal policies, making residents vulnerable to a new political order at the local level.

The CCC presents community organizing and leadership development strategies as models to help residents in public housing projects organize strong resident associations and coalitions to fight unwarranted demolition, rehabilitate housing, improve management and improve their quality of life.

The Center's other model project is its Public Housing Graduates (PHG) Initiative which strategically intervenes in the lives of dependency-

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prone youth, providing opportunities for them to lead productive lives. Funded by HUD, this two-year demonstration project assists every eighth to twelfth grade students in Washington, DC.

## VII. Section 7: Economic Literacy

**Community Partner: Los Angeles Women's Foundation/Collaborative for the Economic Empowerment and Readiness of Girls**

A central issue in the *LEGACY* documentary is that of economic independence—which seemed an insurmountable goal to Dorothy and her daughters. Nickcole, the third generation, gained the skills and resiliency she needed to achieve successful education, workforce and economic outcomes. Having access to economic opportunity through support structures and information on economic literacy should be available to all girls—especially those in distressed neighborhoods.

As part of its work to address economic inequities and build community capacity, the Los Angeles Women's Foundation (LAWF) identified the need to break new ground to ensure that concepts of economic literacy become part of the national agenda for programming for girls. To do this, LAWF forged an alliance with community groups engaged in the overall development of girls: Girls, Inc., Angeles Girl Scout Council, Independent Means, Junior Achievement and the YWCA. Individual schools within the Los Angeles Unified School District, and their parenting/pregnant teen programs also participated. They pooled their resources and shared their “best practices” to form the Collaborative for the Economic Empowerment and Readiness of Girls (CERG). This strategy of partnership and using combined assets, as well as the focus on economic literacy to assist low-income girls, offers a model for other urban centers.

Investing in women ensures the quality and sustainability of economic growth, as noted in a World Bank publication on women and development:

“Returns on investments in women's education and health are significantly greater than for similar investment in men, largely because of the strong interaction of women's education, health, nutritional status, and fertility levels and their effects on the education, health and productivity of future generations.”  
(*Toward Gender Equality: The Role of Public Policy*. The World Bank, Washington, DC: 1995)

LAWF/CERG developed a set of “how to” materials for the *Toolbox* which can be replicated in other communities. These include definitions of economic literacy, the functioning of the Collaborative, “real-life” economic strategies and tools, stay in school and career options/readiness, social well-being and ideas for utilization in school-based and out-of-school venues, as well as conferences, focus groups and public relations/public policy strategies.

## VIII. Section 8: Youth Development

**Community Partner: Boys & Girls Clubs of America**

Terrell and Nickcole Collins excelled, in part, because of the leadership and guidance they received from the Boys & Girls Clubs of America, the only afterschool program in the Henry Horner Homes. Nickcole also benefitted from the mentoring and support of the Club. She gained self-esteem, stayed in school, found part-time employment and went on to college.

“RETURNS ON INVESTMENTS IN WOMEN'S EDUCATION AND HEALTH ARE SIGNIFICANTLY GREATER THAN FOR SIMILAR INVESTMENT IN MEN, LARGELY BECAUSE OF THE STRONG INTERACTION OF WOMEN'S EDUCATION, HEALTH, NUTRITIONAL STATUS, AND FERTILITY LEVELS AND THEIR EFFECTS ON THE EDUCATION, HEALTH AND PRODUCTIVITY OF FUTURE GENERATIONS.”

— TOWARD GENDER EQUALITY: THE ROLE OF PUBLIC POLICY. THE WORLD BANK, WASHINGTON, DC: 1995



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In a B&GCA-sponsored study led by Steven P. Schinke, Ph.D., of Columbia University, researchers found that Clubs made a significant difference. When compared to other public housing sites, those with Clubs experienced a 25% reduction in the presence of crack cocaine, 22% reduction in overall drug activity and 13% reduction in juvenile crime. Adult family members in communities with Clubs are more involved in youth-oriented activities and school programs.

Major portions of the B&GCA materials in the *Toolbox* were specifically written for their staff and volunteers. Information useful to all audiences includes tips for conducting a successful screening of the *LEGACY* documentary, along with a suggested agenda, with various audiences; and a tip sheet to help youth deal with trauma. A discussion guide provides questions and resources for a set of topics related to the documentary: grief and violence; public housing and homeownership; welfare, welfare reform and career development; family issues: teen parenting, child care, absence of fathers and intergenerational care; self-esteem and values; addiction and recovery; and social supports.

## **Ix. National Foundation Support**

The *National LEGACY Outreach Campaign* brings together three national foundations whose support makes possible our effective reach to individuals and organizations—offering resources, linkages and strategies—as a way to strengthen families and build effective communities.

**The Annie E. Casey Foundation** has been working to promote the well-being of vulnerable children for the last 50 years. It was established in 1948 by Jim Casey, one of the founders of UPS, and his siblings, who named the Foundation in honor of their mother. Today, the Foundation supports a diverse range of

activities with a mission to build better futures for millions of American children at risk of poor educational, economic, social and health outcomes. Its work is divided into three areas: reforming public systems; promoting accountability and innovation in policy, programs and practice on behalf of poor children and families; and transforming tough neighborhoods into family-supporting communities. Headquartered in Baltimore, The Annie E. Casey Foundation is the 20th largest private foundation in the nation, with assets of almost \$1.6 billion. Established in 1976 as the direct operating unit of the Foundation, Casey Family Services (CFS) operates eight offices in six New England states. CFS provides programs that demonstrate values, principles and strategies that lead to permanency through family-based care for children who are separated or at risk of separation from their families.

*Making Connections* is the centerpiece of The Annie E. Casey Foundation's multifaceted effort to improve the life chances of vulnerable children by helping to strengthen their families and neighborhoods. *Making Connections* will begin with a three-year demonstration phase in which the Foundation will work with neighborhoods in 22 cities to promote programs, activities and policies that contribute to strong families. The primary aim of this effort is to stimulate and support a local movement that engages residents, civic groups, political leaders, grassroots groups, public and private sector leadership and faith-based organizations in an effort to help transform tough neighborhoods into family-supportive environments.

*Making Connections* is about strengthening families by connecting them to the opportunities, resources and support they need to rear happy, healthy, confident and successful children. The three kinds of connections the Foundation has identified as most critical include:

MAKING  
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**Economic Opportunity**—connecting young people and adults to information and networks that increase their pathways to local and regional labor markets, their access to affordable goods and services, and the likelihood that they will secure adequate and predictable incomes and meaningful opportunities to accumulate savings and assets.

**Social Networks**—connecting families to networks of friends, neighbors, kin, community organizations, role models, mentors, faith-based institutions and other positive social relationships that encourage and provide neighbor-to-neighbor support and mutual aid and make people feel less isolated and alone.

**Services and Supports**—connecting people in need to accessible, affordable, family-centered and culturally appropriate forms of help that provide preventive and ongoing support.

*Making Connections* will seek to foster and deepen these connections in selected neighborhoods in 22 cities. The Foundation will work with neighborhoods to identify relevant indicators and interim benchmarks that can be used to gauge progress in improving conditions for families. The ultimate measure of success is whether families are in a better position to raise their children well.

*Making Connections* should not be thought of as a housing initiative, neighborhood revitalization project, community safety program or school reform movement. Rather, this effort seeks to draw from, build on, and weave together what our work, the work of others, and the experience of communities show to be the most effective practices and strategies in community building, system reform, family support and economic development. The Annie E. Casey Foundation is committed, in all of its efforts, to maintain a focus on the hardest to reach, most isolated families and to work across the boundaries of race, culture, class, gender, language, politics and ideology.

The **John D. and Catherine T. MacArthur Foundation** is a private, independent grantmaking institution dedicated to helping groups and individuals foster lasting improvement in the human condition. The Foundation seeks the development of healthy individuals and effective communities; peace within and among nations; responsible choices about human reproduction; and a global ecosystem capable of supporting healthy human societies. The Foundation pursues this mission by supporting research, policy development, dissemination, education and training, and practice.

The Foundation makes grants through two major integrated programs—*Human and Community Development* and *Global Security and Sustainability*—and two special programs. *The Program on Human and Community Development* supports national research and policy work and, in Chicago and Palm Beach, Florida, direct local efforts. *The Program on Global Security and Sustainability* focuses on arms reduction and security policy, ecosystems, conservation, and population, and on three cross-cutting themes: concepts of securing and sustainability; new partnerships and institutions; and education about United States interests and responsibilities.

The Foundation's two special programs are the *General Program*, which undertakes special initiatives and supports projects that promote excellence and diversity in the media; and the *MacArthur Fellows Program*, which awards fellowships to exceptionally creative individuals, regardless of field of endeavor.

Several assumptions underlie the policies of the Foundation: that the most important efforts to improve the human condition are those that seek systematic and sustainable change; that

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AND A GLOBAL  
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HUMAN SOCIETIES.



human progress requires reducing inequities in the distribution of power and resources; that the healthy, educated, creative individual is an essential instrument of constructive change; and that the Foundation's effectiveness depends in part on its capacity to learn from others, including grantees, about the problems confronting global society.

The Foundation was created in 1978 by John D. MacArthur (1897–1978), who developed and owned Bankers Life and Casualty Company and other businesses. His wife Catherine (1909–1981) held positions in many of these companies and served as a director of the Foundation. One of the nation's ten largest foundations, MacArthur today has assets of \$4 billion and makes grants totaling more than \$150 million annually.

The **W.K. Kellogg Foundation** is a nonprofit organization whose mission is to “help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations.” Its founder, W.K. Kellogg, the cereal industry pioneer, established the Foundation in 1930. Programming activities center around the common visions of a world in which each person has a sense of worth; accepts responsibility for self, family, community and societal well-being; and has the capacity to be productive, and to help create nurturing families, responsive institutions and healthy communities.

To achieve the greatest impact, the Foundation targets its grants toward specific focal points or areas. These include: health; food systems and rural development; youth and education, and higher education; and philanthropy and volunteerism. When woven throughout these areas, funding also is provided for leadership; information systems/technology; efforts to capitalize on diversity; and family, neighborhood and community development programming. Grants are concentrated in the United States, Latin America and the Caribbean, and southern Africa.

This *Toolbox* is just the beginning. Many more ideas, strategies, informative materials and Web linkages are presented on the *LEGACY* Web site at [www.legacymovie.com](http://www.legacymovie.com). To discuss the *National LEGACY Outreach Campaign*, or obtain materials, please contact:

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