



A PODCAST WITH RUSTY STAHL | S6 EP1

How Funders Can Support Nonprofit Workers in the Age of Burnout - Part 1

WITH

Jamie Allison
Walter & Elise Haas Fund



INTRO (00:04)

Welcome to the Fund the People Podcast! I'm your host, Rusty Stahl. I'm President and CEO of Fund the People, where our mission is to maximize investment in America's nonprofit workforce. We give funders and nonprofits cutting edge ideas, research and tools to help drive equity, effectiveness, and endurance in the social sector. So let's start the show!

RUSTY [00:00:34]

Hello, welcome to the Fund the People Podcast, thank you for listening! And welcome to Season 6 of our show. It's going to be an incredible season and this is an incredible episode to kick things off with.

I hope you enjoyed Season 5 with my Rants and Reflections! If you missed it, I offered provocative critiques of the field, as well as a vision for the future. And now we are in Season 6, we are back with our one-on-one interview format! And we have lined-up incredible guests sharing how they are investing in the nonprofit workforce.

We're kicking off the season with a special three-part series based on Fund the People's presentation at the Center for Effective Philanthropy conference last fall in 2023. Our session there focused on "How Funders Can Support Nonprofit Workers in the Age of Burnout." These episodes will feature our panelists from our session, three incredible women of color foundation CEOs: Jamie Allison (from the Haas Sr. Fund), Jennifer Roller (from the Wean Foundation), and Desiree Flores (from the General Service Foundation). Each of their episodes will document their unique and important approach to talent-investing.

I want to thank the Center for Effective Philanthropy for having us at the conference. It was a great opportunity to discuss the need for investing in the nonprofit workforce and how it connects to effective, equitable philanthropy for both grantmakers and nonprofits. I had a great time and met some incredible people. And I had fun in my halloween costume at a conference.

Before we get started with the episode - I have some exciting news: **We have our first-ever Season Sponsor: Loftis Partners!** You'll hear more about them and their Pay Equity Collective later in the show. We really appreciate their support. And **if your organization is also interested in sponsoring Fund the People Podcast, please send me an email: rusty@fundthepeople.org.**

Today we're going to have a conversation with a foundation executive who is leading a very important and interesting new experiment in how philanthropy can invest in the workforce in grantee organizations. **That leader is Jamie Allison, the foundation is the Walter & Elise Haas Fund, and the experiment is the Endeavour Fund,** which is a program of the Haas Fund.

So let me tell you a little bit about our guest. With 20 years of experience working in philanthropic foundations, Jamie Allison now leads the Walter & Elise Haas Fund with the trustees, ensuring that the foundation's work expresses its values, resonates with community, and catalyzes the field. Jamie earned her undergraduate degrees from the University of Tennessee and a Masters from UC Berkeley Goldman School of Public Policy. She has a lot of civic involvement including lecturing at universities, serving on the boards of SFJAZZ, BoardSource, and The Whitman Institute, a spend-out foundation that coined and promoted trust-based philanthropy. She also serves on the faculty of Northern California Grantmakers' New Grantmakers Institute.

I think you're going to get a lot of value from this episode hearing about how the Haas Fund came up with the Endeavour Fund and what it does, and what its implications are for other foundations and nonprofits. So please enjoy my conversation with Jamie Allison.

(music)

RUSTY [00:04:35]

So Jamie Allison, thank you for making time to be here. Let's dive in, folks want to hear from you.

JAMIE

Rusty, thank you so much for inviting me to be part of your podcast and to join the many esteemable guests that you've had in the past.

RUSTY

So give us a snapshot of the Walter and Elise Haas Fund and where it sits in the family of institutions of which it is a part.

JAMIE

The Walter and Elise Haas Fund is a 70 year old family foundation that's physically located in San Francisco. It focuses its grant-making geographically in the city and county of San Francisco as well as Alameda County which includes the city of Oakland where a lot of our work happens. The foundation is named for its founders Walter and Elise Haas. Elise Haas, born Elise Stern was born in 1893 on October 29th. So Elise is the great niece of Levi Strauss, the founder of what's now a global apparel company, and the descendants of Levi Strauss have made an enduring commitment to the community through both personal philanthropy and institutional philanthropy and civic engagement. In the Bay Area there's a network of family foundation's all descendants from Levi Strauss and Walter and Elise Haas that include: Haas Senior, which is the organization that I'm representing here today, but there's also a Haas Junior, a Mimi and Peter Haas Fund, a Pete Haas Jr. Family Fund, Goldman Environmental Prize, John and Marsha Goldman Foundation and several others. So it is a network of family foundations and institutions all of which are physically located in the Bay Area that are part of demonstrating that commitment that the founders of the Walter and Elise Haas Fund had and instilled in their descendants.

RUSTY [00:06:49]

I'm so excited that you're here because I've been so excited about what you're doing at the Walter and Elise Haas Fund with the **Endeavor Fund** that you've created, you and the board and the staff have created together. So **that was the impetus for having you come on the show, because we're always looking to give examples of what funders are doing proactively and positively to invest in the nonprofit workforce** and help organizations strengthen their support systems for their people, their staff in particular. So, thank you for what you've been doing and thanks for coming on to talk about it. Can you share what the Endeavor Fund is and what it does?

JAMIE [00:07:35]

Thank you for your encouraging words about Endeavor Fund. I'm really proud of the work that staff and trustees did together to co-create and launch this piece of work. **The Endeavor Fund's north star is to close the racial and gender wealth gap. It is a grant-making initiative that has pledged seven-year grants to seven organizations at five hundred thousand dollars a year for each of those seven years. So each organization will receive 3.5 million dollars over the course of the seven years, for a total investment of 24.5 million dollars, which is the largest investment, the largest commitment that the Walter and Elise Haas Fund has ever made in its 70 year history.**

You know, it's remarkable for a number of reasons. Seven-year grants for example is a reason why it might be notable, and at five hundred thousand dollars a year, but for us it really represents a sea change in our grant-making approach. We talk a lot at the foundation now about our "how" of grant-making and we're a foundation that in its very recent history has had a

grant size that's hovered at less than 50 thousand dollars a year. So, this is a really big change for how we have done our work in the past.

I'm relatively new at the fund, in February of 2024 I will have been there for 6 years. My arrival at the fund also coincided with a generational shift in leadership at the trustee level, moving from a board that in the past had usually been composed of two generations, most recently third and fourth generation, to now a board that is fully comprised of fourth generation descendants of Walter and Elise. I started there in 2018. Fast forward, we get 2020 with the global pandemic and the racial justice protest of the summer... And those things combined, **change in executive leadership, change and trustee leadership, the pandemic and those protests created opportunities for us to ask ourselves a lot of hard questions.**

During the pandemic there were lots of narrative shifts asking us as a community to respect our grocery store clerks, bus drivers... There was that narrative around essential workers, and one of the things that we started to talk about during that time is that our nonprofit partners are our essential partners. They are our most valuable players. **Philanthropy has to do its work through nonprofit partners and if we are serious about being part of helping to bring about a society that cares about all of us and enables us all to flourish, then we have to be serious about how we support our partners in making that world possible.**

And so internally, we refer to that, our shorthand, we refer to that as funding our nonprofit partners to win for their missions. And then we started to ask ourselves: what does it take for a non-profit to win? What do they need? Well, nonprofits have been telling us for a really long time what they need. **They need multi-year general operating support grants, they need transparency, dependability in their funders, they need room to stretch and grow and innovate, and importantly they need high quality committed staff that earn living wages and have the same opportunity to flourish that we want for everyone in the community. And unfortunately, we have chronic income insufficiency in our nonprofit sector** and the very people that we depend on to house us, educate us, feed us, provide enriching arts opportunities and enrichment are the very people we show little respect for the vital role that they play in the community, by not valuing their work through compensation, through opportunities for advancement within their roles, and we can't keep doing that if we are serious about the change we want to see in the world.

And so we got really serious about the role that philanthropy can play in undermining the change we want to see by underfunding it or the role we can play in bolstering the work of nonprofit partners and ensuring that the people who work in nonprofits are paid fairly so that they can support their families and direct their attention to the work at hand. I'd also just like to say, you didn't ask me this, but that it is not lost on me that **much of the nonprofit community is made up of women and people of color and so yes, the Endeavor Fund is focus on closing the racial and gender wealth gap and we think about that broadly, but within the sector there are many women and many people of color who are also struggling to make ends meet.**

RUSTY [00:13:27]

So the north star as you've put it for the Endeavour Fund is about closing the racial and gender gap in the Bay Area, in society. That's the north star for these grants, the intent, the goal that you share with the grantees and sort of the internal stated goal for the grantees is how do you put it to them, as good jobs or...?

JAMIE: Empowering nonprofit jobs.

RUSTY: and within that there's the racial and gender and other kinds of inequities that you hope they'll use these funds to address.

JAMIE: That's right.

RUSTY: It's great. And the funds are structured as general operating.

JAMIE: That's right.

RUSTY: With these sort of understood goals, aims.

JAMIE [00:14:13]

Yes. And the Endeavour Fund launched in April, but already we are starting to see the kinds of decisions that organizations can make because they have additional or sizable resources and because they know that the fund wants to be a partner to them in treating their staff well. So for example, there are two organizations within the Endeavor Fund cohort that are unionized. In one case, I've had conversations with the executive director of one of those organizations to say that because she has the seven-year commitment of the Endeavor Fund the negotiations with the union went much more smoothly than if they hadn't had committed resources, because they were able to come to agreement about a salary floor, about offering staff paid time off if they are enrolled in additional education that would help them advance in their roles within the organization, but their careers more generally. So to me that's already a win that there is an organization that's part of the cohort that management has really good relationships with staff and that they were able to agree on what a quality empowering job looks like in that organization. And management, the executive leadership, could enter into those negotiations knowing that it could say yes to things that management wants for staff and that staff wants for itself and I'm really proud of that, but also recognize that there are many nonprofit organizations that simply are not in that position.

SPONSOR AD [00:16:16]

I'm pleased to introduce our Season 6 Sponsor, Loftis Partners! Are you frustrated with a lack of progress on equitable pay in your organization? Look no further than Loftis Partners, your go-to source for human resources consulting with a unique twist! Loftis Partners is not just a consulting firm. They are a 100% woman-owned powerhouse at the intersection of HR, organizational development, and social justice, with a focus on

nonprofits. They've launched the Pay Equity Collective, a peer learning experience that provides capacity building, strategic resources, and a supportive community for nonprofits seeking pathways to pay equity. Visit payequitycollective.com to learn more! Loftis Partners – Empowering organizations and advancing equity, one collective step at a time!

RUSTY:

Tell us about, one of the things you talked about on the plenary here at the Center for Effective Philanthropy Conference was about the sort of facilitative leadership that you and your team used to kind of work together, the board and the staff, to get to build this Endeavor Fund.

JAMIE [00:17:37]

Thank you for asking about this. This is a thing I really like to talk about, like this is a point of pride for me and for our trustees, because it has a bit of myth-busting quality to it I think, what I'm going to call a myth anyway. But one of the stories we tell in the philanthropic sector is that the staff at foundations are typically creative and bold and forward thinking and progressive and I am sure that that is true. But then we also say, oh but trustees of foundations are slow and conservative and they don't like change and they block the kinds of innovation, bold thinking and recommendations that staff bring and so people ask me all the time. Like, how in the world did you get your board to move to a place of making annual project support grants that, you know, range somewhere between 15,000 and 40,000 dollars, to creating an initiative that provides seven-year grants at 500,000 dollars a year?

And the truth is, we worked really hard on alignment and accompaniment. What that looks like internally for us is that the board and the staff, we were on a shared learning journey. Staff did not come to trustees to say look at this package that we have created for you with a big red bow on top, now say yes or no. We didn't do that. Instead, we took a learning posture and said we think we've been doing good work, but when we look at society, when we look at the world around us, when we look at the suffering in our community, but we also look at the resilience and the assets of our community, we think we should be behaving differently in order to set up our grantee partners to make more impact and to make change in the community. And that's a conversation trustees wanted to have. That's a conversation trustees want to have, trustees want to behave in ways that benefit the community, trustees want to behave in ways that make them a good partner to our nonprofit partners. They want that as much as staff wants it.

And so, when we designed a series of learning conversations that included a voice from community, we ran something called Learning Labs where we asked the community questions that would influence the direction of our work, and brought that information back to trustees. When we had speakers come to our board meetings to talk with trustees, those engagements allowed us to establish what we call our operational pillars at the foundation that really guide how we want to do our work. And once we established how we wanted to do our work, what kind of funder we wanted to be, coming to the conclusion of multi-year grants at seven years in sizable awards each year, made sense to everyone. It was the right conclusion that everyone came to together. And you know, that process took about 18 months depending on when you

start the count, but what's wonderful to me about it is that you could ask any person on the staff and any person on the board any time or day or night, you can wake someone up at 3 a.m. and ask them. What does the Walter and Elise Haas Fund care about, what's the Endeavor Fund and why do you do it? And we're all aligned. We will all say pretty much the same thing. We might use different words...

RUSTY: At 3:30 in the morning. I would use different words if someone asked me that.

JAMIE: [00:21:48]

You know, it might get a little more colorful, you know at 3:30 in the morning, but every person on the staff had a role in creating this body of work and launching it and everybody on the team is aligned on the things we know going in and on the things we don't know, and are excited about the experiment and what we're going to learn together.

RUSTY: Wow, fantastic. Thank you for that. I think it would be awesome if you told us a little bit about a few of the grantees. I know you were talking to me the other day about the process for selection, if you want to share that, but I think it'd be great if you want to shout out a couple of the grantee groups. What they do, who they feel they're accountable to, how they are thinking about using these funds, like give us a picture of who you're working with.

JAMIE: Picture seven organizations that are all trusted by the communities they serve. Part of our staff learning process and selection process for the seven organizations is that we interviewed community members that have been served by the organizations or that somehow participate in the organizations, so we checked references for each of the organizations. So these are organizations that are loved and respected by the communities that they serve and partner with. These are all organizations that include community voice in their decision-making about their programs and what they are going to do. These are all organizations that do a combination of direct service related to closing the racial and gender wealth gap and also policy work. All of the organizations are led by black indigenous people of color, as I mentioned a couple are unionized, a couple have co-leadership models. Most of the organizations have budgets that are 5 million dollars or less (I think there's one organization that's a bit larger than that), and the organization's do a mix of working with adults or young people and do some community organizing as well.

One of the ones I'd like to mention to you is an organization called **EBCLC, East Bay Community Law Center**. It is an organization that provides civil legal services, primarily to women of color in Oakland and the East Bay (San Francisco Bay Area East Bay), and one of the things it does really well is that it tracks the kind of civil legal cases that it is doing for individual clients, but uses that information to identify trends about the kinds of challenges the community is having, and then based on that information it will create a policy response that helps to improve the conditions, not just for those clients, but for many people living in the Bay Area who are living on low incomes. One of the best examples of this is the organization's work during covid. It helped to draft the local ordinance in Alameda County that tied eviction prevention measures to the federal declaration of the public health emergency. So this meant

that it had one of the longest lasting eviction protection measures in Alameda County in Oakland, than the rest of the country and specifically in the Bay Area because it was tied to the National Public Health State of Emergency as opposed to local declarations. So that's a really good example of how that organization was like seeing individual cases related to eviction and was able to use that information to advocate for a policy that prevented lots of renter's from losing their housing during a really difficult time.

RUSTY: [00:26:13]

My professor, who I studied philanthropy with, gave us a poem. I forget who is by, but it was like there's a man standing in the rain asking for food... and then reverses itself. I'm messing this up, but it's basically saying like there's the structural issues and then there's the individual issues and it sounds like they're bringing those together. That's what came to mind as you were talking about their work.

So tell me about push back and like thorny challenges of making this happen. Because we have pushed back at Fund The People. Funders have all kinds of holdups of why they don't invest in good jobs and their grantees, why they don't support salary benefits, you know, and they have all kinds of excuses -I mean reasons- for that not doing...

JAMIE: I heard that...

RUSTY: So, you know, other funders, your board, program staff, like what are the stress points of doing this? Grantees...

JAMIE [00:27:14]

Well first I want to talk a little bit about the words of encouragement that we received. I'm not saying there aren't some pain points. There are definitely some pain points. While I'm excited about the ways the Walter and Elise Haas Fund is changing and while I'm very excited about the Endeavor Fund, it is not perfect. But I want to tell you about some of the encouraging things and some consequences of doing this work.

So, in creating the Endeavor Fund the Walter and Elise Haas Fund collapsed and integrated what had been three siloed program areas: education, economic security and safety net and we created the Endeavor Fund out of of those three areas, which if I'm direct and candid, which I am going to be, it means that we sunset those three areas and it means that we went from having about 120 to 125 grantees across those three areas to now having about 25 grantees in that area, the foundation has other grantees. So it means that we are making fewer grants that are much larger. And I spoke with about a third of the organizations that were part of portfolios that we sunset and had one-on-one conversations with each of the organizations, many of them had been receiving grants from the foundation for 20 years, to talk to them about why the foundation was changing the approach and sun setting the program area that it had previously been part of. And grantees in those conversations universally would of course express, you know, some disappointment and lamentation that they were no longer going to be grantees of the Fund, but were also quick to

say but we think you're doing the right thing and what we ask of you is to talk to your funding peers about how you're changing and encourage them to make larger multi-year grants. We might not be eligible for Endeavor Fund today, we hope one day we will be, but the philanthropic ecosystem is bigger than just Haas Senior. Please talk to your peers about how you're changing and why you're changing. That's going to have a big impact on the nonprofit community and we need you to do that for us.

And I bring that up to say that I'm so humbled by the way everyone in those conversations could hold the disappointment of knowing that a funding source that they had counted on in the past was no longer going to be there, but also saw the bigger picture of the change in practices that we need to see in the philanthropic sector, and that even though it might seem like it comes at a cost to them, that supporting us and encouraging us to move in this direction was going to be better for the nonprofit sector overall. So this is just when I say I continue to be humbled by the leadership of nonprofit organizations, I continue to really be in awe of how much they understand that philanthropy is beyond the individual relationship they might have with one funder and that we are influencing each other. And so they've asked us to do what we can to influence others.

RUSTY: [00:31:11]

I mean, that's one of the challenges of improving wages and benefits and working conditions in the nonprofit sector is that it's no one entity's responsibility to do that. It's a problem of the commons and so the ecosystem needs to change but everybody needs to move. It's not just one player or another. So that makes sense that the nonprofits could see that, even if the funders can't always see that if each of them change, can contribute. A rising tide lifts all boats. So...

JAMIE: But you did ask me a question about pain points and consequences...

RUSTY: That's a pretty big pain point to end that many funding relationships.

JAMIE: Just the other thing I would say, which is an internal challenge that might not be apparent to our nonprofit partners current or former, is that changing the way we work in terms of moving away from siloed program areas, making fewer grants that are larger, you know for 7 years, it's also changed the internal staff roles in ways that I hadn't fully anticipated. And so as a staff we are also learning new skills, finding that some things we used to do we don't need to do anymore. I really enjoy learning new things and expanding my skill sets, but that's sometimes also really difficult. If you've been accustomed to doing a job a certain way for a certain amount of time and then suddenly: Oh! We don't need to do that thing anymore, but we need this other set of things. Am I the right person to do that other set of things? What is our staffing pattern look like to support these other things?

So for example, one of the things Endeavor Fund grantees have asked us to do, and I just alluded to what some former grantees have asked us to do, was to tell our story more. So suddenly, you know, we went from an organization that really didn't have a comms function to

an organization that suddenly we need a comms function, and we haven't completely sorted that out yet. We're working with some consulting firms right now, but that's new for us. I'm on your podcast, that's also somewhat new for me. I was you know in a plenary discussion yesterday at this conference, that is new for me. That's not something that I'd been called upon to do before. **So we're learning all kinds of new skills and recognizing new functions**, new roles we need at the foundation. You described facilitative leadership when you talked about the way I've worked with the board. That's also true in the way we work in community now. **While we're still a grant-making institution, the focus on grant-making as our primary tool, that's not how we work now. Now we have a focus on convening, now we have a focus on network facilitation, now we have a focus on communication. And what does it look like if we activate all of the funds resources and tools towards supporting our nonprofit partners to win, not just grants.** That's a different organization, that's a different set of skills, that's a different staff team, that's a different organization of staff.

RUSTY: [00:34:48]

I can see that, offering so many amazing opportunities and also growing pains with them, yeah. One thing that came up as we were talking I was thinking about in Judaism, and I'm Jewish but I'm not particularly knowledgeable, but you know, there's the whole seven days of the week and then the Sabbath day of rest; and then there's also like a seven-year cycle, where you let your fields get a break from growing food after the seventh year and so the fields get like a sabbatical, their own Sabbath... So it's just interesting that you guys picked and I know it's a Jewish Family...

JAMIE: Yes, we do have Jewish roots, many of the things you just mentioned we discussed as we were talking about developing, designing Endeavor Fund, though it obviously didn't have a name at the beginning of our conversations. You know other things related that we talked about in our community learning sessions -Learning Labs we call them- you know, one of the things we heard from principals for example, school principals that said, school leaders need about seven years to make a change at a specific school site, for example. You know, we also heard from some native individuals in our networks the idea of planning for seven generations beyond where you are, so that number seven came up a lot. It also came up in the fact that San Francisco was seven by seven miles. There was a time when we internally, the nickname for what became the Endeavor Fund was Seven by Seven.

RUSTY: Wow.

JAMIE: There are a lot of references that have deep cultural traditions that influenced the name and the timeframe related to the Endeavor Fund.

RUSTY: Interesting. As you were saying, the nonprofit folks encourage you to talk to other funders, you're here on this podcast, you're communicating in a whole new way about your work and with your stakeholders. So, in that spirit, as we come to the conclusion of this conversation,

are there any lessons learned or advice or questions or thoughts that you would leave with the funders who are listening to this?

JAMIE: [00:37:421]

What comes to mind is that we started small, and not because our ambitions aren't huge, because they are. Like our ambition for the kind of world we can live in is huge. But what I've learned through this process is that one of the first things we had to do was to establish that we had the capacity for change. And while the thing I'm going to share, one of the first changes that we made, is not going to sound like it would lead to Endeavor Fund, it absolutely did.

One of the first changes that we made at the Walter and Elise Haas Fund when I came there as executive director is to change the design of the docket, the board packet that we use for each board meeting. And in the past, the board docket could be three to four hundred pages, full of memos from staff, full of two page write ups for each grant being recommended to trustees for approval. And as you can imagine it's a heavy lift for staff to produce three to four hundred pages of content for a board meeting. It was a really heavy lift for trustees to attempt to read three to four hundred pages to prepare for a board meeting...

RUSTY [00:38:50] Was that annual or quarterly or?

JAMIE: Quarterly, can you imagine? And I thought, how could anyone absorb all of this information in one sitting and then come to a meeting prepared to make decisions? And on the staff side, you know, it takes a really long time to produce 400 pages of high-quality content...

RUSTY: That's like a book a quarter!

JAMIE: Right, we're prolific! And so I said to the team, let's change the docket. How do we provide trustees with enough information to be able to make decisions without overwhelming them with so much text? How do we prepare packages for board members without creating so much stress and burden on ourselves? And when I first proposed this, I got a lot of pushback from the team. The team said, oh my gosh, this is how we've always done it, this is what trustees expect. What are we going to do if they hate it? And I said well, I'll simply ask them, did you hate everything? Was there anything about the new design, about the new way, that you liked? And are there any things about the old way that you'd like us to bring back?

And what happened is that trustees were thrilled that we took the time to figure out how to streamline the docket to make it more readable, to focus on what was most important for that meeting. And it created, I believe, an opening for board and staff to start having conversations about what are other things that we're doing just because the foundation has been doing it that way for 70 years that might not be serving staff, that might not be serving trustees, and might not be serving community, either. So **my advice is find the opening, find the thing. Even if it seems like it's something small that you can begin to interrogate your practices at your foundations to say why do we do this thing in this way? Who does it benefit if anyone? And is that what we want to benefit? Like who do we actually want to benefit from**

whatever it is we're doing and how do we design for them? Find something small, start there and you'll never know where you might end up. You might end up with your own version of Endeavor Fund.

RUSTY: Wonderful, that that makes it doable, right? We don't have to do everything all at once, but finding those openings and creating the process and the trust to change.

JAMIE [00:41:34]

Changing the dockets then made it possible to start having conversations about converting board meetings to being less about grant by grant transactions, to being about shared learning between the staff and board. Moving the meetings away from transactions to shared learning, invited more engagement from trustees, invited more engagement from staff that were the precursor to then having the conversations about who are we? What do we care about? How do we want to show up for community? And that's what led us to the Endeavor Fund.

RUSTY [00:42:13]

Well what I love about this story is it combines so many good things. It's about shared leadership, it's about trust. Building trust based philanthropy is so important to so many funders and nonprofits now. One of the challenges with talent-investing is people say well, we don't want to restrict our funding for salaries and benefits, we want to do this more unrestricted. And so I've been saying well, they're not in competition with each other necessarily. And what you've done is created that, synthesized that, it doesn't have to be in competition. You've set this intention of let's create good jobs, but we're giving you multi-year general op to do it with...

JAMIE: And to do it in the way that makes sense for your organization. Some organizations are providing wellness stipend, some organizations are investing in more time off, some organizations are investing in retirement accounts. **You do the thing that's right for your organization. That's what general operating support is about. That's what trust-based philanthropy is about. I trust that you are going to make the decisions that are right for the organization you lead. I trust that you're going to make the decisions in concert with community that are right for the community that you serve.** And we filtered for that, like we filtered forward and were looking for organizations that had a commitment to creating empowering jobs within the organizations.

Again, we screened for organizations that were beloved in their community and that were working in partnership with community to create their programs, to create their policy platforms. You can do that with general operating support, recognizing that it's going to look different in every organization and that's why the learning is so rich.

RUSTY: Right. So everyone is doing their own experiments and Jamie, that's great. So how can folks learn more and get in touch with or read more about Haas Senior Fund, the Endeavor Fund, you, hear you singing, where are you in concert, when?

JAMIE [00:44:20]

Just now when you said where can people learn more? I almost said “just call me, pick up the phone and just call me, call me and I'll be around”. In all seriousness. I am easy to find. You can find out more about the Walter and Elise Haas Fund and the Endeavor Fund on our website, which is haassr.org. My email address is on our website, my phone number is on our website. So if you're interested to learn more, please check out our website. We have several blogs that chronicle our learning journey in creating the Endeavor Fund, there are two blogs, learning out loud blogs that are about our process for the Endeavour Fund. One is about what did we do, the other blog is about: here's some lessons we've learned about how we created this thing, and some things that we might have done differently, or some things that we forgot to do, or things that we didn't think about. We are very much interested in getting feedback from our funding peers and from the community because we're striving to improve and make our work as best as it can be so that we can be the best partners to community that we can be. So if you're interested email me, let's talk.

RUSTY [00:45:45]

That's great, and I'm excited because we're doing a session together tomorrow at this conference about how funders can invest in nonprofit workers in this age of burnout. So that was one of the premises for coming here and doing these conversations. And then we're also at this conference, **we've announced this California Conference and set of convenings that Fund The People's going to do kind of in collaboration with Haas Sr, Rework the Bay out of San Francisco Foundation, Irvine Foundation and many many others**, hopefully. So if you're listening and you want to get involved in that, there's a blog post on the Haas Sr Funds website about why we're doing that together and you can find more info and sign up for updates about our California convenings at fundthepeople.org/california. And then I'll also get you a link to that blog post as well.

JAMIE: Rusty, thank you so much for inviting me to do this and thank you for your leadership and for being the voice of nonprofit organizations that might not feel like they can have this conversation directly with their funders. I recognize that unfortunately the power dynamics in philanthropy sometimes makes it difficult for nonprofits to have the tough conversations with their funders about what's really necessary for true community impact and transformation. So thank you for using your platform, your connections, your networks to have those conversations. It's really important.

RUSTY: Thanks. Yeah, I agree completely. We all need to be giving people, having people's backs, totally. Well, thank you for your time and your leadership and excited for the year ahead. And thanks for being on the show.

JAMIE: Thank you for having me.

OUTRO [00:47:40]

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