



TADLER PROGRAM

ON IMPACT INVESTING IN APPALACHIA

2024-2025 ANNUAL REPORT



FRANK BATTEN SCHOOL
of LEADERSHIP *and* PUBLIC POLICY

Tadler Program on Impact Investing in Appalachia



Over the past five years, the partnership between the Tadler family and the Frank Batten School of Leadership and Public Policy has significantly increased the interest and engagement of UVA students in the economic conditions and challenges in Appalachia. Since the launch of the prestigious Tadler Program on Impact Investing in Appalachia, **more than 175 students have benefited from Tadler Fellowships**. These fellowships have allowed students to travel to the region, gain valuable hands-on experience, and intern with impact investors. The investors are working to direct capital toward social entrepreneurs who are advancing initiatives that support the region's transition from coal to new industries, create new career pathways, and offer alternatives to poverty and addiction.

The Tadler Fellows' work shows a significant need and demand for capacity building in rural economic development. Appalachia registers as the most distressed place in the country, with poverty rates hovering at 46%, disability rates at 33%, the highest opioid addiction rates, and the lowest levels of educational attainment, innovation, and economic growth. With incredibly low tax bases, community leaders working to rebuild main streets and kickstart economies are hitting major roadblocks, including a lack of funds and staff necessary to develop comprehensive plans. Without a plan, many areas are disqualified from federal funding programs, and they don't have access to trained grant writers who could work to secure catalytic funding from other sources.

During the 2024-25 academic year, the Tadler Program on Impact Investing worked to scale up its direct support for these struggling communities through internships, year-long fellowships, and applied coursework. This report provides an overview of the program's impressive accomplishments, including **thousands of hours of pro-bono consulting**, internship work, and **millions of dollars of grant proposals** submitted to support the region.

The Tadler Graduate Fellowship in Impact Investing in Appalachia

The Tadler Graduate Fellows in Impact Investing in Appalachia began their year-long fellowships and internships with a four-day program in August that introduced them to rural economic development leaders from the local, state, and federal levels. The fellows spent two days at UVA Wise, where they enjoyed a Jeffersonian Dinner at the home of Chancellor Henry. Guests included investing and public policy experts from the region, private sector CEOs, angel investing directors, policymakers, Board of Visitors members, and philanthropists, who engaged the students in meaningful conversation and shared their perspectives.



Tadler Fellows on a site visit during the J-Term Impact Investing in Action course.

The following day, the fellows had the opportunity to tour the Wildwood Recovery Center in Dickenson County, an opioid recovery center, job training site, and economic development engine. They then enjoyed two days of in-depth programming and immersive learning in the UVA Rotunda on Grounds. Speakers included Donna Gambrell of Appalachian Community Capital, Heidi Binko of the Just Transition Fund, UVA's own João Ferreira, regional economist at the Weldon Cooper Center for Public Service, and many other experts and policymakers.

The programs and lectures served as valuable context on the challenges facing Appalachia, and offered valuable inspiration and information for their research and work throughout the fellowship.

INCREASING OUTREACH

As a component of the Tadler Graduate Fellowship in Impact Investing in Appalachia, the fellows participate in a year-long internship with local governments in the coalfield region. Since the program's launch, **25 Master of Public Policy (MPP) students** have contributed an estimated **10,828 hours of pro-bono support** to Appalachian economic development partners during their internships and capstone projects.

During the first year of the program, fellows conducted their MPP capstone project for Appalachian clients. To better meet the needs of local communities, fellows now provide **eight hours of pro-bono internship support** to local governments and economic development organizations, in addition to a **year-long graduate capstone** advanced policy project (APP) for additional Appalachian clients.

The Tadler Fellows' work meaningfully supported communities throughout Appalachia, including Wise County, the Town of Wise, Buchanan County, Dickenson County, Huntington, West Virginia, and Bristol, Virginia. In collaboration with local officials and economic development organizations, they worked on initiatives to build capacity, secure funding, and bolster local economies, including organizing job fairs, conducting zoning studies, recommending business-friendly development processes, supporting community comprehensive planning processes, writing economic development plans, and coordinating landowner meetings for public-private partnerships.

Impact Investing & Blended Finance Course

During the fall semester, Christine Mahoney, professor of public policy and politics, taught an Impact Investing & Blended Finance course specially designed for Tadler Fellows. Students learned about catalytic capital, impact venture capital, entrepreneur support organizations, and more through case studies, workshops, and from a variety of impact investors with decades of experience seeking a range of financial, social, and environmental returns. A highlight of the semester was when Mr. Tadler, senior advisor and former chairman of TA Associates, joined the class to share his insights and experience.

Students' primary focus was a semester-long project in collaboration with their internship placement towns and counties to research funding opportunities and draft grant proposals for priority projects. Natalie Roper, director of the Federal Access Center at the Just Transition, taught a 2.5-hour grant writing workshop, after which fellows researched federal, regional, state, and private funding opportunities to address the localities' top priorities. Their thorough work identified over **130 viable funding opportunities** for local governments to pursue and found matching funds where needed.

BY THE NUMBERS

12
PROPOSALS DRAFTED
BY TADLER FELLOWS

\$3,496,560
IN GRANT FUNDING IDENTIFIED
FOR TOWN AND COUNTY
PARTNERS

A full list of the Tadler Fellows' grant proposals is in the appendix.

In addition, students wrote op-eds related to economic development in Appalachia and submitted them to local and regional Appalachian news outlets. Kalista Pepper's (Batten '25) piece, "Where are Kentucky's angels? A call for investment in Appalachian growth," was selected for publication in The Lexington Herald-Leader.

The Tadler Fellows also learned about blended finance and worked on an immersive research project for a local coalition of impact investors and philanthropists that raised \$96 million in blended finance to redevelop public housing and dramatically expand affordable housing in Charlottesville. A short version of their research was submitted for publication with the Stanford Social Innovation Review.

Master of Public Policy Capstone Projects

In April, the Tadler Graduate Fellows in Impact Investing presented their graduate capstone projects. The goal of these projects is to ignite professional interest in the Appalachia region for students. This was effective, as after graduating, several Tadler Fellows continue to work in rural Virginia and West Virginia and apply for jobs at Appalachian economic development organizations.

For their capstones, the fellows worked in partnership with 13 different Appalachian communities and economic development organizations to address a range of policy challenges.

Partners have reported that this forward-thinking, in-depth comparative economic development policy research was invaluable. Economic development directors, industrial development authorities, county board of supervisor members, and town councils have shared the Tadler Fellow's research with colleagues, drawing on their drafts for grant proposals and incorporating their work into economic development plans and city strategic plans.

2024-25 Tadler Graduate Fellows



Jaynae Wright (Batten '25) of Lebanon, Virginia, is a Master of Public Policy and Doctor of Education Policy Student. Her research interests are focused on Appalachian and rural southern early education access, labor markets, and shared services. Wright's capstone, Voices for Virginia's Children, is a state-wide child, youth, and family policy advocacy organization. The program lacks the time and human capital to engage with Southwest Virginia. With plans to expand its footprint to the region, the program must decide what policy area it wants to focus on for this pilot expansion: child welfare or early childhood education. The former is a deep policy problem as it affects few, but the effects are substantial. The latter is a wide policy problem as it affects about a third of Southwest Virginian families who do not have access to childcare.

"I'm so grateful for this opportunity provided by the Tadler Family, so I could spend more time learning about and serving the rich and unique region of Appalachia, my home. I hope to devote my career in public policy to the youngest citizens in Appalachia, as well as their families."

—Jaynae Wright (Batten '25)



Adam Ashley (Batten '25) of Annandale, Virginia, is a fourth-year pursuing a B.A. in Politics and an Accelerated Master of Public Policy. His capstone, New River Gorge Regional Development Authority & WV Hive Network, works to improve economic development outcomes in southern West Virginia so that small business owners and entrepreneurs aren't left behind. Economic growth in rural communities is limited by ineffective state-level government program capacities, barriers to accessing federal capital resources, and a lack of private contributions. West Virginia's historical dependence on coal has resulted in an under-participatory and highly volatile workforce, further hindering economic development and growth and exacerbating existing economic, educational, and health disparities.

"Thank you to the Tadler Family for the support this Fellowship. My goal is to create tangible impacts on the lives of residents in Appalachia, as well as gain valuable insight on how to practically implement policy solutions that best serve ruralities across the region. Thank you for the resources, support and opportunity to do so."

—Adam Ashley (Batten '25)

A full list of Tadler Fellows' capstone projects and abstracts is in the appendix.

Tadler Summer Fellowship



The highly competitive Tadler Summer Fellowship supported the placement of eight students in Appalachian, rural impact investing, or entrepreneurial ecosystem organizations from May to July 2024. The cohort enjoyed incredible learning and networking opportunities, while providing tangible value to the social enterprises and economic development organizations working on thin margins and, at times, with limited talent pools.

2024 Summer Fellows and their internships:

- **Adam Ashley (Batten '25)**, New River Gorge Regional Development Authority, West Virginia
- **Carson Crenshaw (Batten '25)**, Appalachian Sustainable Development, Virginia
- **Rosemarie Dojcak (Batten '25)**, Invest Appalachia, West Virginia
- **John Entsminger (Batten '25)**, Appalachian Botanicals Co., West Virginia
- **Makala Gray (Batten '25)**, Invest Appalachia, West Virginia
- **Sheila Joyce (Batten '25)**, City of Bristol, Virginia
- **Hannah Quinn (Batten '25)**, Appalachian Sustainable Development, Virginia
- **Charles Sewell (Batten '25)**, City of Bristol, Virginia

Undergraduate January-Term Tadler Impact Investing in Action Fellowship

For two weeks in January, 14 undergraduate students participated in an immersive impact investing course, “Impact Investing in Action: Appalachia,” traveling throughout Central Appalachia to engage with entrepreneurs, investors, and ecosystem builders focused on economic development and social impact.

This experiential learning opportunity, led by Stephanie Randolph, a program and grants officer for Invest Appalachia and the Cassiopeia Foundation, introduced students to the challenges and opportunities of investing in rural communities across Virginia, West Virginia, and Kentucky. Throughout the trip, fellows met with leaders in community capital development, regenerative agriculture, clean energy finance, and social enterprises, including Black Sheep Brick Oven Bakery in Kentucky, a social enterprise supporting individuals recovering from opioid addiction; Solar Finance Fund, exploring clean energy investments in the region; and West Virginia Hive, a startup incubator fostering entrepreneurship.

In addition to site visits, fellows engaged in discussions, investor spotlights, and community capital conversations, culminating in a final reflection paper that connected their experiences to broader themes in impact investing.

Looking Ahead: Grants Secured to Further Advance the Tadler Program on Impact Investing in Appalachia



Community Change Grant: Appalachian Resilience, \$20 million

In January 2025, the U.S. Environmental Protection Agency awarded a three-year, \$20 million federal grant to a Southwest Virginia coalition led by the University of Virginia Frank Batten School of Leadership and Public Policy. The project, aimed at increasing resilience in Appalachia, was one of 105 proposals to receive funding out of 2,700 total applications. The Tadler Program on Impact Investing’s innovative work on addressing economic development in Appalachia greatly contributed to laying the groundwork for these programs.

The coalition, comprised of Dickenson County, Buchanan County, EO Companies, UVA and its College at Wise, James Madison University, Virginia Tech, Clinch River Valley Initiative, and the Nature Conservancy, will advance local, on-the-ground projects that reduce pollution, increase community resilience, and build community capacity. The projects will fund the development of climate-resilient workforce housing, disaster preparedness hubs, telemedicine health outposts, dramatic energy cost savings for childcare centers, the development of a green jobs training pipeline, brownfield redevelopment, community resilience strategic planning, and ecotourism and citizen science initiatives.

As a result, the Appalachian region will see tremendous results, including reduced pollution and carbon emissions while simultaneously advancing critical community needs like affordable housing and childcare, workforce training, access to healthcare, and climate-resilient gathering spaces that double as community capacity-building spaces. By the end of the three-year grant, the projects will collectively mitigate 7,000 metric tons of CO₂ and 40,000 metric tons of CO₂ over the life of the equipment.

The people and communities of Appalachia have a long history of navigating and thriving in the face of various challenges—from the time the region was settled to today—through hard work, determination, perseverance, and creativity. This transformative grant will further advance Appalachian resilience.

at.virginia.edu/AppalachianResilience

As part of the Community Change Grant, the Batten School will facilitate and coordinate eight major projects that will further advance Appalachian resilience:

Dickenson County: Build a Resilience Hub (community center and natural disaster haven) in the Town of Haysi outside the floodplain. The project includes engineering and architectural design and permits, construction of the facility, and the installation of an EV fast charger.

Buchanan County: Build 22 units of safe, healthy housing in Southern Gap, moving nearly 100 residents outside of the floodplain. The project includes construction of water, sewer, power, and telecommunications infrastructure; interior roadways and walkways; two single-family dwelling units; multi-family townhouse rental units; and an EV charging station.

EO Companies: Improve energy efficiency at care centers in some of America’s most distressed counties, including through solar installation and upgrades to childcare facilities, outdoor classrooms, and other initiatives. Upgrades will save over \$50,000 annually in energy costs and over \$600,000 over the equipment's lifespan, allowing more funding to be directed toward childcare worker salaries.

Virginia Tech and UVA’s Institute for Engagement & Negotiation at the Weldon Cooper Center for Public Service: Lead a community engagement project on resilience strategic planning. Utilizing UVA’s Resilience Adaptation Feasibility Tool (RAFT), which helps planners and localities pinpoint and evaluate environmental risks, community resilience goals, and implementation action plans will be developed for 10 communities in the region.

James Madison University: Advance energy career development and build job pipelines for entry-level, project management level, and leadership level in the energy sector

Healthy Appalachia Institute: Build and outfit 10 Telemedicine and Resilience Hubs to also serve as havens during natural disasters. Limited access to healthcare, broadband, and technology presents significant challenges in the region, often forcing patients to travel long distances to reach providers and specialists. These hubs will bridge the gap by enabling patients to connect with healthcare professionals locally, enhancing care delivery, and reducing the need for travel.

Clinch River Valley Initiative: Protect the health and biodiversity of the Clinch River Valley for generations to come so it can serve as a place to live, work, play, and attract tourism dollars. In collaboration with UVA Wise and the Nature Conservancy.

UVA School of Engineering: Conduct preliminary research on repurposing brownfields.



**UVA’s Environmental Institute Climate Collaborative:
Appalachian Renewable Energy & Resilience, \$1.5 million**

Now in its second year, the Climate Collaborative involves 25 professors, professional researchers, post-docs, and graduate students. The collaborative provides pro-bono community resilience planning for Appalachian communities and researches potential revenue streams for communities through renewable energy development opportunities. at.virginia.edu/ClimateCollaborative

Appendix

Tadler Fellow Grant Proposals

In total, the Tadler Fellows in Impact Investing drafted 12 grant proposals that totalled \$3,496,560 in potential funding for town and county partners:

- DHCD CDBG Community Improvement Grant to develop vacant land plots into residential/mixed-use; Town of Wise; \$500,000; Virginia Department of Housing and Community Development
- Good Jobs in Clean Energy Prize; Wise County (Energy DELTA Lab); \$50,000 - \$450,000; U.S. Department of Energy
- Hometown Grant (for a business incubator); Dickenson County; \$50,000; T-Mobile in partnership with Mainstreet USA
- Grant for commercial site development at the Southern Gap Industrial Park; Buchanan County, Virginia; \$500,000; Virginia Coalfield Economic Development Authority
- Green Cities; Town/County Roanoke City; \$50,000; Virginia Department of Forestry
- Bear Creek Reservoir Trail; Town of Wise, VA; \$32,000; Cumberland Forest Community Fund (CFCF)
- ARC ARISE Building Capacity, Planning Grant; Marshall University & City of Huntington, WV; Multi-state project; \$500,000; Appalachian Regional Commission
- Solid Waste Infrastructure for Recycling Grants for Political Subdivisions of States and Territories (SWIFR); Town of Bristol, Virginia; \$1.5 million; Environmental Protection Agency
- Infrastructure and Utility Development in Southern Gap; Buchanan County, Virginia; \$100,000; Funding agency/ foundation: Virginia Coalfield Economic Development Authority (VCEDA)
- Public Works and Economic Adjustment Assistance (For business/entrepreneurship incubator); Wise, Virginia; \$930,000; Economic Development Administration
- Firefighter Support Dickenson County; \$114,560; FEMA Assistance to Firefighter Grant
- *Capacity Building Training Grant; Dickenson County, Wise County, Lee County, Scott County, and the City of Norton; \$20,000; Virginia Housing

The Tadler Graduate Fellows in Impact Investing MPP Capstone Projects

Skylar Brement

West Virginia Solar United Neighbors: Despite ambitious national progress to decarbonize the U.S. power grid, West Virginia generates approximately 90% of its electricity using highly polluting coal. Environmentally friendly renewable energy alternatives are crowded out of the market due to its unsustainable, historic reliance on fossil fuels. Solar United Neighbors' West Virginia branch is a non-profit that is committed to improving solar energy access in the state, but the industry faces significant legislative, regulatory, and economic barriers that make implementation and policy inaccessible.

Kalista Pepper

City of Jackson, Kentucky: The collapse of coal, timber, and the railway in Jackson, Kentucky, has led to severe economic decline, worsened by systemic disinvestment and lack of strategic local leadership. While government and nonprofit programs increasingly provide funding, technical assistance, and capacity-building resources, the Mayor of Jackson struggles to access these due to limited local capacity and a consequent inability to mobilize available resources effectively. Without a shared strategic vision and strengthened local capacity, external investments from regional and national funders will continue to fall short, leaving Jackson's economic decline unaddressed and sustained.

Makala Gray

Roanoke City Council - Roanoke, Virginia: In the City of Roanoke, homelessness has increased dramatically in the last year, with 20% more people lacking a safe place to live and sleep since 2023. Individuals are unable to secure permanent housing due to a lack of affordable housing and insufficient income, exacerbated by barriers like mental health challenges and addiction, which leads to people being forced to sleep in public spaces without basic necessities. Without intervention, the homeless population in Roanoke will surpass the peak reached in 2012 within the next two years.

Anastasia Jones-Burdick

Cabell-Huntington Health Department, WV DHHR: In Huntington, WV, housing instability severely disrupts continuity of care for approximately 244 patients experiencing homelessness, who face a 3x higher all-cause mortality rate when sheltered and a 10x rate when unsheltered, compared to housing-secure individuals. High rates of substance use disorders, mental health conditions, and Huntington's HIV cluster compound these risks, while limited access to stable housing and health services leave many with unmanaged comorbidities. This gap drives preventable hospital admissions, an unsustainable burden on municipal emergency services and healthcare systems, and exacerbates health disparities.

Rosemarie Dojczak

Appalachian Citizens Law Center: For well over a century, the Appalachian region has been marked by themes of dispossession and extraction. From timber to coal and natural gas, the Appalachian region has contributed its natural resources to the development of the entire country, and yet the region itself remains largely underdeveloped. 75% of surface land, and 80% of mineral rights are owned by actors outside of the region, and such land is taxed at exceedingly low rates, leading Appalachian communities to suffer from little tax revenue to fund community needs. These ownership patterns are associated with higher rates of poverty, fewer opportunities, and suffering in public works. For years, the coal industry, which largely operated on this absentee-owned land, helped keep many Appalachian communities propped up. However, with a boom/bust economy, employment and wages were unstable and unpredictable. Further, the coal industry has been in a significant decline, with WV and Kentucky alone losing 38,000 coal jobs over the last 30 years. In 2005, coal made up less than 20% of the labor force in 13 central Appalachian counties, the decline of which has contributed to economic hardships and rampant poverty for entire communities. Now, as demand for coal has waned, in part due to an increase in demand for cleaner alternatives, clean energy developments risk exacerbating the same inequities that have existed under the coal economy.

Dylan Craig

Kentucky Center for Economic Policy: In October 2024, approximately 62,000 Able-Bodied Adults Without Dependents in Kentucky were required to meet Supplemental Nutrition Assistance Program work requirements to maintain benefits, unless they lived in a county waived from these requirements due to high unemployment. This Applied Policy Project, conducted for the Kentucky Center for Economic Policy, evaluates the impacts of these work requirements on food insecurity, employment, and program participation. The project synthesizes evidence and assesses several policy alternatives, including maintaining Kentucky's current practice of requesting waivers for high-unemployment counties, allowing waivers to expire, reinstating the use of discretionary waivers, and increasing state-provided or funded job supports to improve compliance with work requirements. Through descriptive analysis of demographic, economic, and program data from 2017 to 2024, the project highlights disparities between counties with and without waivers, providing a foundation for future policy recommendations for the state of Kentucky.

Jennifer Donovan

Zero Emissions Transportation Association (ZETA): As investment in the clean energy sector ramps up, demand for employees is exceeding supply. 76% of employers within the national clean energy sector are struggling to find qualified workers. This difficulty is particularly pronounced in the electric vehicle (EV) industry, where nearly half of employers report hiring challenges. The Appalachian Region has seen massive investments in the EV industry, resulting in huge amounts of job creation; one in five new EV-related jobs is in the Appalachian Region. However, employers are struggling to fill these positions; 20% of employers in the Appalachian Region report it has been “very difficult” to find qualified workers. Therefore, workforce uptake of EV-related jobs in Appalachia is too low relative to workforce needs. As an industry-backed coalition advocating for the full adoption of electric vehicles, Zero Emission Transportation Association is interested in finding ways to bridge this gap to ensure the US EV supply chain is well-equipped with skilled workers. The analysis examines the complex factors contributing to this workforce shortage in Appalachia, including educational deficits and a lack of awareness about EV career opportunities.

Hannah Quinn

Roanoke City Gun Violence Prevention Commission: As of 2023, Roanoke City has one of the highest suicide rates in Virginia, with 22 suicides per 100,000 residents. This rate is substantially higher than the state average of 13 per 100,000 residents. Notably, 55% of all suicides in the United States involve the use of a firearm. Too many people in Roanoke City are dying from firearm-related suicide, resulting in social and emotional damage, community insecurity, loss of life, and economic costs. The Roanoke Gun Violence Prevention Commission researches gun violence, however, their limited resources have prevented their focus on gun suicides in the city. Evidence shows gun access, mental health concerns, and social factors commonly contribute to gun suicides. Limiting access to firearms, expanding mental health resources, and implementing community education campaigns, such as safe storage laws and lethal means counseling, are proven strategies to reduce suicide rates.

Mariama Mohammed Sanni

Dickenson County, Virginia: Improving Employment Outcomes for Individuals Recovering from Substance Use Disorder (SUD). SUDs remain a critical public health challenge, particularly in rural areas like Southwest Virginia. Despite advancements in traditional treatment methods (behavioral therapy, counseling, and medication-assisted treatment), long-term recovery and sustained abstinence continue to be a huge challenge. This document explores the systemic barriers to employment for individuals in recovery, including lack of transportation, education and skills, stigma and discrimination, and criminal history, which combine and pose as barriers to employment for individuals in recovery. The Wildwood Recovery Center in Dickenson County aims to address these challenges by providing comprehensive, evidence-based recovery services. This study explores policy alternatives the center could integrate for employment support, vocational rehabilitation, and Individual Placement and Support, to empower individuals in recovery through job training, skill development, and access to meaningful employment opportunities. The research emphasizes the role of employment in fostering economic stability, social reintegration, and reduced relapse rates among individuals recovering from SUD. Innovative transportation solutions, such as subsidized travel vouchers, ridesharing programs, and vehicle donation initiatives, are also proposed to enhance access to job opportunities and recovery services.

Media Coverage

Op-ed by Tadler Fellow Kalista Pepper

The Kentucky Herald-Leader, “Where are Kentucky’s angels? A call for investment in Appalachian growth,” November 14, 2024

at.virginia.edu/Pepper24

Coverage of Tadler Fellow Katharine Barbour’s Research

Dickenson County Blog, “Importance of Small Business,” May 6, 2024

at.virginia.edu/Barbour24

Coverage of Tadler Fellows Raegan Larussa and Katharine Barbour

Dickenson County Blog, “Economic Development Director Partners with Tadler Graduate Fellows from the University of Virginia,” September 12, 2023

at.virginia.edu/BarbourLarussa24

Media on Tadler Summer Internships Fellow Adam Ashley

The West Virginia Daily News, “NRGRDA Summer Intern Addressing Policy and Project Priorities,” August 7, 2024

at.virginia.edu/Ashley24

Media on the 2025 Undergraduate January-Term Tadler Impact Investing in Action Fellowship

UVA Today, “Aspiring Financiers’ Appalachian Bus Tour Finds Investments With an Impact,” January 17, 2025

at.virginia.edu/TadlerJTerm25

Announcing the Community Change Grant

The Office of Mark R. Warner, “Warner & Kaine announce Nearly \$20 Million in Federal Funding to Promote Climate Resilience and Lower Energy Costs in Southwest Virginia,” January 15, 2025

at.virginia.edu/CommunityChangeGrant