YOU CAN CHANGE THE WORLD
GET THERE ONE STEP AT A TIME
FROM HERE OUR JOURNEY BEGINS...
30 years ago, we began our journey to find out what was possible.

How could we really change the world for the better? What would we need to learn? How could we make the biggest impact? Who would we meet? Who could we help? What should we pack?

And who would travel with us?

30 years later, we’ve learned quite a bit. A few key lessons:
Keep asking questions.
Keep learning.
And keep going.
I sit down to write this after packing and prepping for a two-week river trip in the Grand Canyon. While I discussed our preparations with the other guides, it began to rain. Then came the thunderstorm, unleashing lightening strikes in every direction and disturbingly close. Then came the deluge of the “can’t hear yourself speak” variety.

Balancing risk and reward, all we could do was wait it out. Frequently these storms yield to a steamy return of the sun, and work can carry on as before. We were following the general dictate: Preparation, safety, awareness—then have as much fun as you can.

In our own element, Tides staff frequently act as guides to those with whom we work. As these pages demonstrate, we prepare diligently. We want to know the issues, the best practices, the regulations, and the right way of doing things for our donors. Last year, for example, the passage of the Pension Protection Act (known as HR 4) changed the landscape for donor advised funds, creating new rules, new definitions, and new restrictions. But we didn’t throw up our hands. We went out and researched the right way to make grants overseas, the right way to manage conflicts, and the proper procedures to ensure that our board understands its oversight role. And we believe safety is found in knowing the dos and don’ts of our field as well as understanding the complexities of the issues our donors want to address.

Unlike commercial donor advised fund operations, Tides is dedicated
to helping its donors become aware of the depth and complexity of the issues we face in the world and, when appropriate, bringing them together to learn and act collaboratively. Our constantly changing social landscape demands close attention to nuance and opportunity, and that’s what makes our staff so extraordinary. We try to engage the entire community of activists, policy experts, community leaders, and emerging leaders while we help our partners explore new dimensions and opportunities for contribution to the public good. And our third Momentum conference in July 2008 will take this commitment to new levels.

Finally, we do try to have fun in the process of doing this work. There are few things we enjoy more than stepping up and pursuing an untried idea, uncovering a new approach, seeing a young leader thrive with adequate resources, or support a community finding its voice. The independent sector’s role in the United States is unique in the international community. No other nation devotes the resources we do to things that are neither government nor private sector. In our heterogeneous society, the richness of initiative to make things better for all is beyond remarkable.

I often ask my fellow guides—the real ones, those who spend their lives down here taking people on little boats through big water—why they keep coming back. Almost to a person, they respond that they see people transform themselves in these two short weeks. After more than 30 years at Tides, I can say we enjoy a very similar experience. People with whom we work are rarely untouched by the experience of meaningful, strategic philanthropy. “Giving back” doesn’t come close to explaining it.

A closing note: This past summer, we bid farewell to a great contributor to the Tides story. Idelisse Malavé graced us with her leadership, her passion for social justice, and her warmth toward so many for eleven years. She is off to new pursuits in which we wish her the very best. We are changed for the better in so many ways by her gifts.

Drummond Pike
— 2007
# Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>06</td>
<td>Smart Traveling</td>
</tr>
<tr>
<td>08</td>
<td>In the Know</td>
</tr>
<tr>
<td>10</td>
<td>Itineraries</td>
</tr>
<tr>
<td>14</td>
<td>Services</td>
</tr>
<tr>
<td>16</td>
<td>Before You Go</td>
</tr>
<tr>
<td>18</td>
<td>How to Get There</td>
</tr>
<tr>
<td>20</td>
<td>2006 Highlights</td>
</tr>
<tr>
<td>22</td>
<td>Points of Interest</td>
</tr>
<tr>
<td>24</td>
<td>Marketplace of Ideas</td>
</tr>
<tr>
<td>26</td>
<td>By the Numbers</td>
</tr>
<tr>
<td>28</td>
<td>Tides 2006 Financial Data</td>
</tr>
<tr>
<td>30</td>
<td>What’s Possible</td>
</tr>
</tbody>
</table>
Smart Traveling

08 In the Know
10 Itineraries
> 11 Expanding Reproductive Rights
> 12 Bridging the Economic Divide
> 13 Building Electoral Power
Building a more just and equitable world through progressive philanthropy is an exciting, inspiring journey—but also a daunting one.

What kind of giving will affect the greatest change? Where are needs the greatest? Which projects best reflect your vision for a better world: Fair wages for a fair day’s work? Increased voter participation? Sustainable and clean energy projects? And where are the points of connection, between issues, between strategies, and between people?
Possible routes and destinations abound; it’s easy to lose focus. That’s why Tides equips donors with the philosophical compass they’ll need to stay on their intended paths. Our seven Strategic Principles provide reliable navigation toward a truly progressive vision providing maximum benefit for the greatest number of constituents.

01. Remember that Race and Class Matter: Addressing long-ignored issues of race and class is at the heart of any progressive vision. That’s why Tides emphasizes support to groups with a racial and ethnic justice lens in their analyses and to leaders of color. Whether it’s ensuring that Latino communities are empowered to vote or challenging gentrification in the reconstruction of New Orleans, Tides makes issues of race and class a cornerstone of its philanthropy.

02. Listen to the Field: The Tides principle of responsive philanthropy keeps grantmaking connected to the ground-level realities of activists and constituents. We encourage support to think tanks and policy groups that directly involve community activists to inform their research as just one way to embody a more responsive approach to giving.
03 Connect the Connectors: Building an integrated progressive movement means supporting collaborative efforts among organizations, breaking down “issue silos,” and reaching out across cultural lines, across communities, and across strategies. By linking large national players, diverse coalitions of organizations, and nationwide efforts with local organizers, Tides donors and partners can unite under a banner of shared values and goals.

04 Seize Today, Plan for Tomorrow: Tides sees “temporal diversity”—that is, investing in a wide range of project potential whether short-term, long-term, or high-risk—as a key success strategy. Some groups organize to respond quickly to an immediate need; others are more established agencies with long-term capacity; still others are innovators with new ideas that could have either long- or short-term impact. Tides believes that funding all of the above will provide the bare necessities, the vision, and the risk-taking that a strong progressive movement needs.

05 Re-frame the Vision: Strong, coordinated messages about the values of fairness, equality, and compassion need to be incorporated across the spectrum of issues and strategies. We can make this happen by providing operational support to think tanks effectively framing the progressive agenda, by making sure this framework is disseminated outward to those implementing policies, and by funding visible spokespeople who successfully use the framework.

06 Re-think How We Make Change: By going beyond traditional models of change through policy and politics, we can create new ways of doing business and being consumers. The Tides community has been innovating in this field by supporting green development in low-income neighborhoods, community benefit agreements that guarantee grassroots participation in economic development, and campaigns to force corporations like Wal-Mart to adhere to fair wage and healthcare standards.

07 Fund from Bottom to Top, from Side to Side: In its 30 years of philanthropy, Tides has seen that integrated funding strategies are powerful. Supporting a diverse and inclusive array of efforts—from small grassroots organizations to top-level policy developers, from think tanks to local organizing campaigns, and domestic agencies to international ones—ensures the broadest possible impact.
For over 30 years, Tides has been at the vanguard of progressive philanthropic services, charting new territory, methods, and tools to create a more complete grantmaking experience.

Tides Initiatives express the essence of the progressive vision and values held by the Tides community. The Initiatives include a whole array of ways to engage with and influence crucial topics defining the progressive movement. You can learn more about an issue through access to publications, conferences, and site visits; meet with activists, thought leaders, and like-minded people; and fellowship with your peers in a discreet, low-pressure context.

And of course, each Initiative includes a fund that allows you to pool your resources with other donors for greater impact. These collective giving vehicles are designed to leverage your grantmaking in the framework of a strategic, well-managed, and well-staffed fund with national reach.
EXPANDING REPRODUCTIVE RIGHTS:
Tides Reproductive Justice Initiative

Protecting and advancing the rights of women and girls is central to democracy.

In order to achieve social and economic justice in this country, women and girls need quality, affordable health care; the right to bear and parent children; access to safe and legal abortions; a commitment to end domestic violence; and the removal of environmental health threats, just to name a few critical issues.

The Tides Reproductive Justice Initiative supports a wide spectrum of women to strengthen a grassroots movement—a movement that resonates with the public and has the power to win real victories at the local, state, and federal levels.

The Fund helps build this practical strength by supporting efforts to increase engagement and cultivate leadership within underrepresented communities—specifically reaching out to women of color, low-income, young, rural, immigrant, LGBT, and incarcerated women.

Groups like the Missouri Religious Coalition for Reproductive Choice and the National Latina Institute for Reproductive Health are working to secure the rights of women and girls in the 21st century. And organizations such as The California Black Women's Health Project, California Latinas for Reproductive Justice, and Asian Communities for Reproductive Justice were key to defeating the repressive Proposition 85.
Fair pay for a fair day’s work is a basic American value. Yet the federal minimum wage has not budged from $5.15 in more than eight years. Living wages are not simply a matter of justice, they’re also a powerful touchstone that can mobilize new voters into action and awareness.

Since 2000, Tides Bridging the Economic Divide Fund has granted more than $3 million to economic justice activists all over the country. The results are palpable: seventeen state-level minimum wage victories were won in the 2006 elections (including some surprises in states like North Carolina), indicating that workers nationwide feel empowered to start making a change.

Forwarding a diverse strategy, this Initiative supported immigrant workers’ rights and workers’ centers, targeted organizing efforts in the South, and funded policy research. National groups like the Association of Community Organizations for Reform Now (ACORN), local groups such as the Santa Fe Living Wage Network, and intermediaries such as the Brennan Justice Center have all proven to be critical and effective partners.

In addition to grantmaking, we also produced “Arcing Toward Justice: The Evolution of the Living Wage Movement,” providing big-picture context and analysis for philanthropists and activists, available free at www.tidesfoundation.org
There are more and more organizations working today to increase voter participation in this country. However, voter turnout rates still hover at around 60%, and more than 23 million Americans still don’t vote. Rates of nonparticipation are especially high in low-income communities.

**The Tides Voter Action Initiative** supports work to change that. This Initiative supports groups working toward truly equitable citizenship. That means keeping voters engaged between elections and eliminating barriers to voting in every election, including local, state, and primaries.

To achieve these goals, the Initiative supports the protection of voter rights. We were among many groups organizing support around the re-authorization of the Voting Rights Act. We also strongly support education and engagement efforts directed at young voters and new voters through groups such as the Hip Hop Convention and Mobilizing the Immigrant Vote.

The Voter Action Fund not only supported Get Out The Vote efforts across the country but also bolstered support for ballot measures to increase the minimum wage and protect the reproductive rights of young women.
Services

16 Before You Go
18 How to Get There
Effective philanthropy can be a challenging journey, presenting crossroads at every turn. Which issues best represent your values? How can your giving create long-term solutions? Where is your support most needed?
Before embarking, you’ll be stocking up on resources, gear, and information and considering how they’ll all work together to enhance your experience. Most of all, you’ll need a trusted companion who not only shares your values and vision but has the acquired wisdom of the road to anticipate your most pressing philanthropic needs. Tides offers a comprehensive set of donor services to help you reach your destination.

Tides’ 30-plus years of work with the progressive community means you’ll have a rich variety of contacts and networks at your disposal. If you’d like to meet with experts, leading-edge thinkers, or on-the-ground activists or obtain big-picture issue research and updates on the particulars of grantmaking, Tides can make it happen.

If it’s facts you need, Tides can provide research from the widest in scope to the finest in detail. Personalized funding dockets and values planning sessions help you expand your giving experience.

Donor advised funds, institutional services, and expert philanthropic advice demonstrate Tides’ distinctive array of options for voyagers like you.
Donor Advised Funds
Let Tides take care of the administrative, financial, legal, and informational details of your fund while you concentrate on pinpointing the issues that mean the most to you.

Expert Advice
Stay on top of the issues and your giving priorities with personalized funding dockets, face-to-face learning opportunities, values planning sessions, and topical landscape research.

Family Giving
Tides helps your family foundation align its giving programs with your values; develop its board; administer its books, tax reporting, and applicant intake; and much more.

Collective Giving
Tides Collective Giving Vehicles provide an opportunity to effectively meet an urgent need such as disaster relief or shelter development. Our donor community supports efficient collective giving efforts that deliver help on time.

Institutional Partners
Whether your institution is looking for help with grant administration, an opportunity for collaborative philanthropy, or wants to start a fund where activists in the field make the decisions, Tides can be there to ensure your organization makes a difference.

Corporate Giving
Our administrative and consulting services help corporate giving programs improve efficiency and effectiveness. We can handle a wide range of your needs—from managing application and review processes, to conducting due diligence and administering grants, to designing creative and innovative programs.

Global Giving
Tides offers a range of services that simplify and streamline international giving. Get help navigating the new regulatory landscape, or access convenient collaborative global giving opportunities such as the HIV Collaborative Fund.

Planned Giving
Make sure that your charitable objectives will be honored with Tides Planned Giving Services. We'll be there to help ensure your gift supports issues and organizations that are important to you.
Whether you’re looking to start a Donor Advised Fund, a Family Foundation, or a Corporate Giving Program, Tides can help you support positive social change. For more than 30 years, we have worked with everyone from new donors to international institutions committed to making the world a better place.

01 DONOR ADVISED FUNDS
Donor Advised Funds represent the core of Tides Philanthropic Services. Our administrative, financial, and informational offerings let you concentrate on pinpointing the values and issues that mean the most to you. And because Tides is a public charity, contributions to your fund are immediately tax deductible to the extent permitted by law.

Open a donor advised fund with Tides, and you can leave the management details to us, maintain absolute anonymity, and take advantage of expert philanthropic advice, well-researched funding collaboratives, and online tools for monitoring your grantmaking activities.

02 PHILANTHROPIC ADVICE
Personalized Dockets
If you’re focused on specific issue areas, Tides can produce a
specialized docket of research, including background information and funding recommendations on grantees. Dockets include a formal report with a summary of funding objectives, proposals, and analysis of researched organizations.

**Face-to-face Learning Opportunities**
A Tides Philanthropic Advisor can help you connect your values with particular issue areas, develop a mission statement, and meet with experts in the field presenting the latest in thinking and strategies on movement building. They can also facilitate site visits to organizations you’d like to know more about.

**Values Planning Sessions**
Tides can work with you to clarify what motivates your philanthropy in a Values Planning Session. Discuss “money issues” and “money values,” explore your principles, refine your grantmaking strategies, and get a full summary report of the session. Determine what’s most appropriate for you: a half-day session, a full day session, or beyond. We’re here to suit your needs.

**Landscape Research**
Gain a general overview of an issue area before beginning your travels into philanthropy. Tides can create a landscape research report spelling out the larger context of a particular topic, discussing trends and strategies within that topic, identifying broad funding needs, and recommending strategic planning.

**INSTITUTIONAL SERVICES**
Independent private foundations, charitable organizations, and corporations committed to funding social change often need specialized services to make the most of their giving.

For businesses, Tides is there to lend a hand when they expand their current giving, enter philanthropy for the first time, or develop innovative new giving programs. Our longstanding experience in corporate giving makes us a powerful partner enabling your business to channel its resources into building a better society.

For nonprofit foundations, Tides can do the heavy lifting when it comes to grants management tasks such as application intake, grantee communications, and impact evaluation; we can also provide such financial administrative support as quarterly fund reports, transaction tracking, investment of long-term funds, and reporting to the board of directors. Tides enables easier small-scale grantmaking by performing all necessary research and due diligence.
2006 Highlights

22 Points of Interest
24 Marketplace of Ideas
Traveling’s great gift is the opportunity to look back on milestones passed. 2006 was a momentous year for Tides, with the forging of innovative partnerships and vital connections, expansion of facilities and services, and the continuation of integral support to the social change community.
POI NTS O F INTEREST
Highlights of 2006

BUILDING A MOVEMENT:
IMMIGRANT RIGHTS GRANTS
In 2006, grassroots efforts in support of immigrant rights presented the rest of the progressive community with a unique opportunity to build an integrated movement that reaches out across cultural lines. Tides donors supported efforts to bring together local groups to share information and analysis, educate communities, and build a strategy to defend immigrant rights by granting almost $600,000. Tides will continue to work to ensure immigrants’ voices are part of the national dialogue.

INNOVATIVE INVESTMENT:
ALTRUSHARE SECURITIES, LLC
AltruShare Securities is the country’s first nonprofit-owned financial brokerage firm. In 2006, AltruShare gifted a majority of its shareholder interest to Tides Foundation and the Underdog Foundation. Over the next 10-15 years, Tides will receive one-third of AltruShare’s earnings to support the AltruShare Opportunity Fund, which will benefit nonprofits in locations where the brokerage firm does business. As part of this unique partnership, Tides supplied AltruShare with landscape research and reports on community investment, education, and youth issues.

TURNING MANHATTAN GREEN:
THOREAU CENTER NEW YORK
In 2006 Tides Shared Spaces opened Thoreau Center New York, a green
nonprofit center in Lower Manhattan with eleven tenants working on human rights, social justice, environment, economic opportunity, and the arts. The building meets LEED Silver national standards for environmental sustainability and provides cost efficient shared space and services to the tenants as well as meeting space for NY based social change nonprofits. Young people from around the city attend the career programs sited at 55 Exchange Place, the home of Thoreau Center New York. Tides Foundation is excited to have its New York office located in Thoreau Center New York.

SHARING IDEAS: TIDES DONOR GUIDES
In 2006, Tides added three Donor Guides to its series of publications about progressive issues and social change. The Momentum Papers, accompanying April’s Momentum conference, contained 60 pages of concrete funding strategies, intensive issue analysis, and background research in eight critical areas. Changing the Social Climate offered an in-depth conversation between Cathy Lerza, Senior Philanthropic Advisor at Tides, and Michael Gelobter, of Redefining Progress, about how to effectively organize around the growing crisis presented by global warming. In partnership with the Opportunity Agenda, our third donor guide presents a unifying vision of a progressive agenda based on opportunity as a core American belief. These three publications can be found online at www.tidesfoundation.org
When the road is long, it’s sometimes a good idea to stop for a moment to reflect and to share information with your fellow travelers. For donors who want to give strategically, it’s invaluable to meet with like-minded philanthropists. For activists on the front lines of social change, the opportunity to gather and think about collaborative strategies is as rare as it is vital.

Tides Momentum 2006 conference in Berkeley, California was just such a rare opportunity—where philanthropists and activists in the social change movement gathered for a weekend of connection-making, authentic dialogue, and strategy.

Poised at the crucial mid-point between elections, Momentum 2006 provided valuable information and updated hundreds in the social change community on issues ranging from race to class, poverty to civic participation, sustainability to reproductive justice.

Tides assembled several informative resource briefings to highlight each of Momentum’s key issues: an impressive array of published articles, white papers, and opinion pieces representing the cutting edge of topical information. Presented alongside the research were sample funding strategies designed by seasoned grantmaking experts at Tides.

With this wealth of information at their fingertips, guests then took part in working sessions where they could find common language around issues, engage in open dialogue, and candidly express innovative ideas for funding. Most importantly, they went home with new networks of contacts and potential collaborative partners with whom they could connect and exchange ideas throughout the year.

Featuring a young leaders’ reception and speakers from groups like the Latina Institute, Ella Baker Center for Human Rights, Blackout Arts Collective, Green Worker Cooperatives, and the Trust for Indigenous Culture and Health, and Laurie David and David Brancaccio discussing global warming, participants came from all walks of the progressive movement. Bringing together people and ideas, Momentum puts our vision of a more integrated progressive movement into practice.
By the Numbers

28  Tides 2006 Financial Data
30  What’s Possible
  > 31  Tides Foundation Board of Directors
  > 32  Tides Publications
  > 33  Tides Foundation Contact Information
Smart travelers keep a close eye on their money to ensure their dollar (or yen or pound or Euro) goes as far as possible. It’s about being accountable and staying on course.
Tides’ financial numbers tell a story of success in 2006: grants to a wide array of work throughout all levels of the field, vigorous support for international projects, and a generous payout rate that dramatically demonstrates our commitment to social change.

**DOMESTIC & INTERNATIONAL GRANTS**

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<tr>
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<th>Amount</th>
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<tr>
<td>Domestic</td>
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<td>International</td>
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**OPERATIONAL NUMBERS**

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</thead>
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<tr>
<td>Total Assets</td>
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<tr>
<td>Gifts Received</td>
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<td>Support &amp; Revenue (including Gifts Received)</td>
<td>$81,546,327</td>
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<td>Expenses (including Grants Paid)</td>
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<td>Grants Paid</td>
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</table>

**Total Grants Dollars for 2006**

$66,775,759
Below are a few highlights of the issue areas with more than $800,000 awarded in grants. For a full list of all our grantees, visit [www.tidesfoundation.org](http://www.tidesfoundation.org)

### GRANTMAKING BY ISSUE AREA

<table>
<thead>
<tr>
<th>Issue Area</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
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<td>Civic Participation</td>
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<td>Economic &amp; Racial Justice</td>
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<td>Education</td>
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<td>Environment</td>
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<td>Health</td>
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<td>HIV/AIDS Treatment &amp; Prevention</td>
<td>$4,269,969</td>
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<td>Human Rights</td>
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<tr>
<td>International Development</td>
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<tr>
<td>LGBT Issues</td>
<td>$995,283</td>
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<td>Native Communities</td>
<td>$822,834</td>
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<td>Peace &amp; Conflict Resolution</td>
<td>$2,244,803</td>
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<td>Progressive Arts &amp; Media</td>
<td>$4,050,216</td>
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<tr>
<td>Spirituality</td>
<td>$854,945</td>
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<tr>
<td>Women’s Empowerment &amp; Reproductive Health</td>
<td>$5,135,648</td>
</tr>
<tr>
<td>Youth</td>
<td>$1,673,508</td>
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</table>

**Total Grants for 2006**

2,981
At Tides, our vision is a world where human rights are preserved and protected, and economic opportunity is broadly shared; where democratic processes are robust and inclusive, and the environment is healthy and sustainable; where local communities are supported, and diversity is celebrated.

Through Tides Foundation, Tides Center, and Tides Shared Spaces, Tides offers an array of services for forward-thinking philanthropists, foundations, activists, and organizations across the country and across the globe.

We offer Donor Services, Grants Management, Program Development, Fiscal Sponsorship, and the development of Green Nonprofit Centers.

We invite you to join us.

With a team of committed experts, Tides can help you do the most with your money, your ideas, and your ideals.

Let us help you discover what’s possible.

www.tides.org
www.tidesfoundation.org
www.tidescenter.org
www.tidessharedspaces.org
TIDES FOUNDATION
Board of Directors

Melissa Lynn Bradley
Secretary

Joanie Bronfman
Director

Quinn Delaney
Director

Drummond Pike, Foundation
CEO, Director

John a. powell
Director

Wade Rathke
Director

Charles C. Savitt
Director

Joel Solomon
Chair

Lauren Webster, Foundation
CFO, Treasurer

Robin Wolaner
Director
THIS PUBLICATION
The 2006 Annual Report is part of Tides Foundation’s series of publications about progressive issues and social change.

Other publications include:
The Right to the City:
Reclaiming our urban centers, reframing human rights, and redefining citizenship.

Changing the Social Climate:
How global warming affects economic justice, the future of the progressive movement, and whether your child walks to school.

Global Change:
A Donor’s Guide to International Grantmaking

The Momentum Papers:
Funding Strategies for the Progressive Movement

Arcing Toward Justice:
The Evolution of the Living Wage Movement

Words That Work:
Messaging for Economic Justice

You can download these publications at www.tidesfoundation.org/resources
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You can find a complete list of our grantees at:
www.tidesfoundation.org/grants-impact/list-of-grantees/index.html

You can see complete 990 tax forms for Tides Foundation at:
www.tidesfoundation.org

For a complete audited financial statement, please contact us at:
info@tides.org