
GRANTEE PERCEPTION REPORT®

PREPARED FOR

The Ralph M. Parsons Foundation

February 2019



THE CENTER FOR
EFFECTIVE PHILANTHROPY

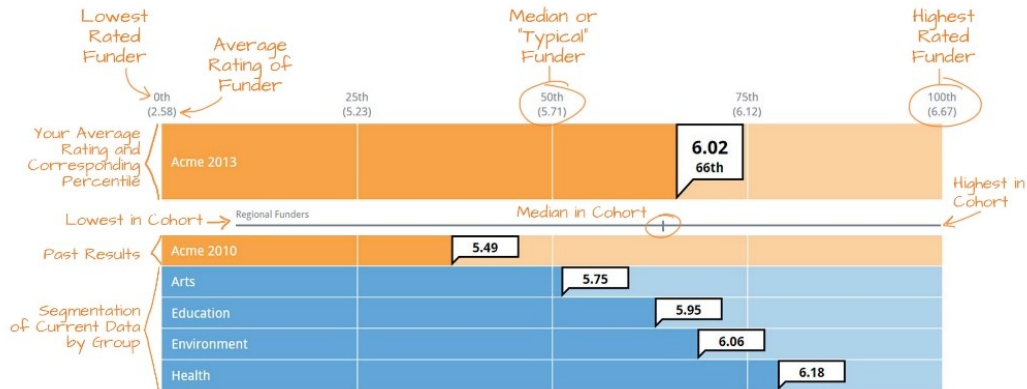
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Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.



Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

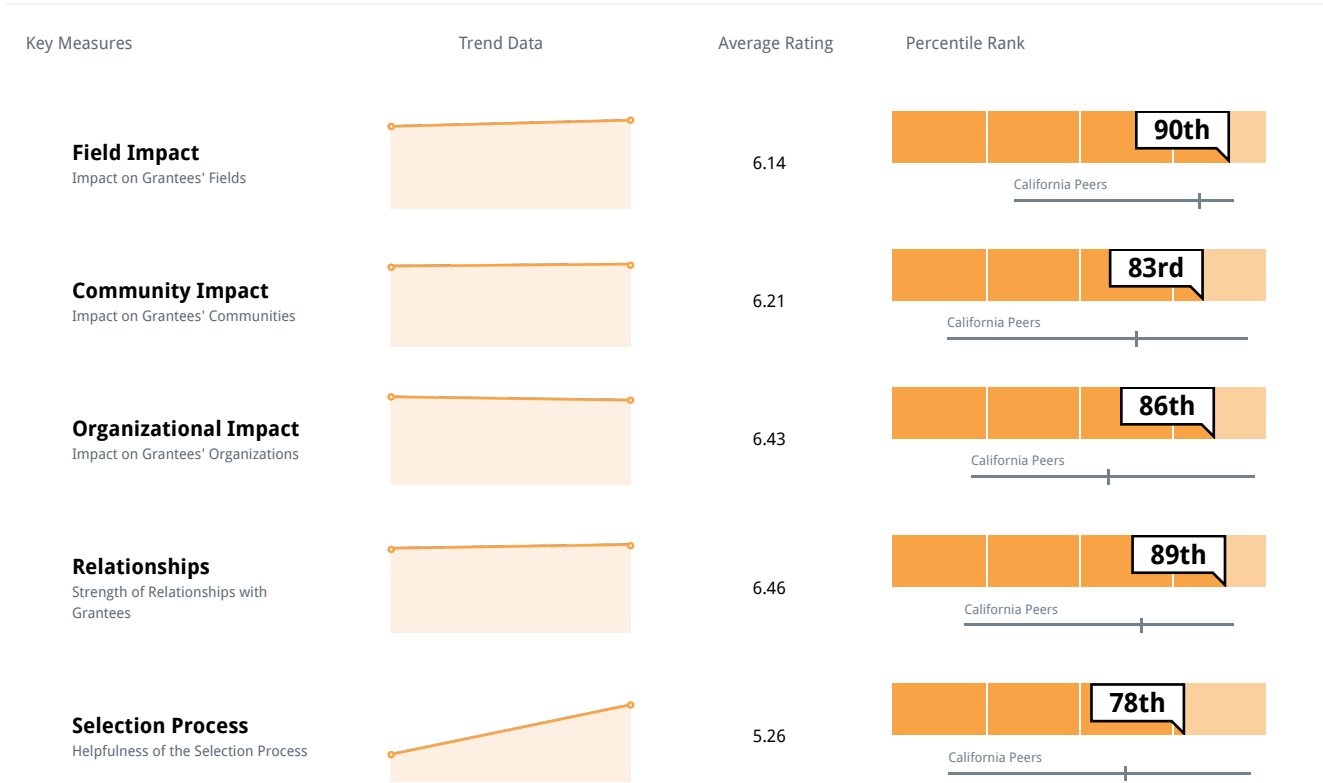
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.



Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.



Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Forty grantees described Parsons as "responsive," the most commonly used word.

Education	66
Civic and Cultural	111

Subgroup Methodology and Summary of Differences

In the Foundation's contact list, all grantees were tagged to one of four program areas - Human Services, Health, Education, and Civic and Cultural. CEP used that information to segment and analyze responses by program area. Our analysis found that there are no consistent significant differences in grantee ratings when segmented by program area.

Comparative Cohorts

Customized Cohort

Parsons selected two sets of funders to create smaller comparison groups that more closely resemble Parsons. The first cohort consists of funders that more closely resembles the Foundation in size and priority areas, while the second cohort consists of other California-based funders.

Regional Funders

Eugene and Agnes E. Meyer Foundation
Geraldine R. Dodge Foundation
Peter Kiewit Foundation
Rasmuson Foundation
Richard M. Fairbanks Foundation, Inc.
The George Gund Foundation
The Hyams Foundation, Inc.
The Morris and Gwendolyn Cafritz Foundation
The Ralph M. Parsons Foundation
Virginia G. Piper Charitable Trust
Z. Smith Reynolds Foundation, Inc.

California Peers

Blue Shield of California Foundation
California Community Foundation
Conrad N. Hilton Foundation
Evelyn and Walter Haas, Jr. Fund
Leichtag Foundation
S. H. Cowell Foundation
Sobrato Family Foundation
Stuart Foundation
The California Endowment
The James Irvine Foundation
The Ralph M. Parsons Foundation
Walter and Elise Haas Fund
Weingart Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	35	Funders with median grant size of \$20K or less
Large Grant Providers	82	Funders with median grant size of \$200K or more
High Touch Funders	34	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	32	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Invitation-Only Grantmakers	71	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	88	Funders that make at most 10% of grants by invitation only
International Funders	48	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	59	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	145	All private foundations in the GPR dataset
Family Foundations	69	All family foundations in the GPR dataset
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	17	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	29	Funders that are primarily based outside the United States
Recently Established Foundations	67	Funders that were established in 2000 or later

Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

Median Grant Size

0th (\$2K) 25th (\$40K) 50th (\$92K) 75th (\$209K) 100th (\$1680K)



Cohort:

Past results: On Off

Subgroup:

Average Grant Length

0th (1.0yrs) 25th (1.8yrs) 50th (2.2yrs) 75th (2.7yrs) 100th (7.9yrs)

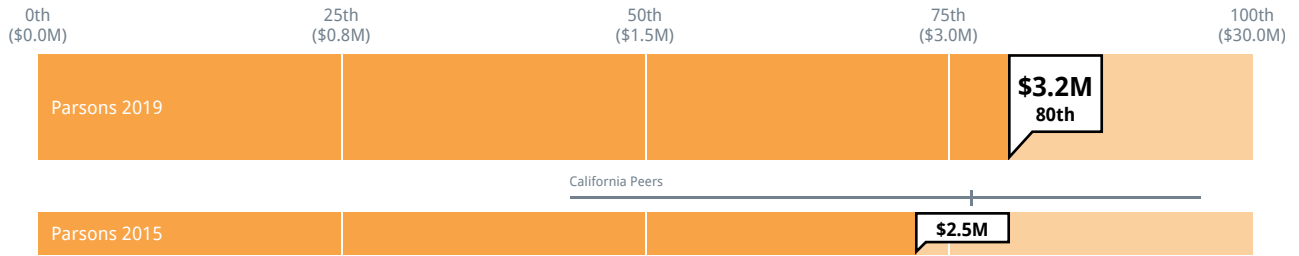


Cohort:

Past results: On Off

Subgroup:

Median Organizational Budget



Cohort: Past results: On Off Subgroup:

Grant History	Parsons 2019	Parsons 2015	Average Funder	California Peers
Percentage of first-time grants	16%	20%	29%	23%

Program Staff Load	Parsons 2019	Parsons 2015	Median Funder	California Peers
Dollars awarded per program staff full-time employee	\$4.1M	\$4.8M	\$2.7M	\$3.5M
Applications per program full-time employee	61	88	29	29
Active grants per program full-time employee	131	98	33	34

The following question was recently added to the grantee survey and depict comparative dataset from 23 funders in the data.

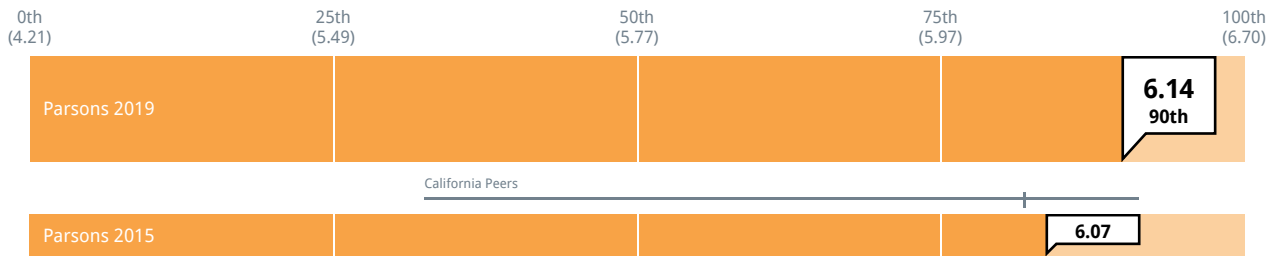
Was the funding you received restricted to a specific use?	Parsons 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	59%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	41%	71%



Impact on and Understanding of Grantees' Fields

Overall, how would you rate the Foundation's impact on your field?

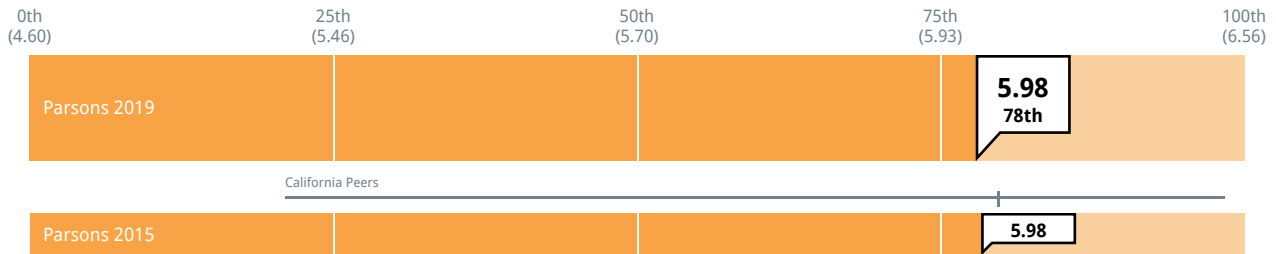
1 = No impact 7 = Significant positive impact



Cohort: Past results: On Off Subgroup:

How well does the Foundation understand the field in which you work?

1 = Limited understanding of the field 7 = Regarded as an expert in the field

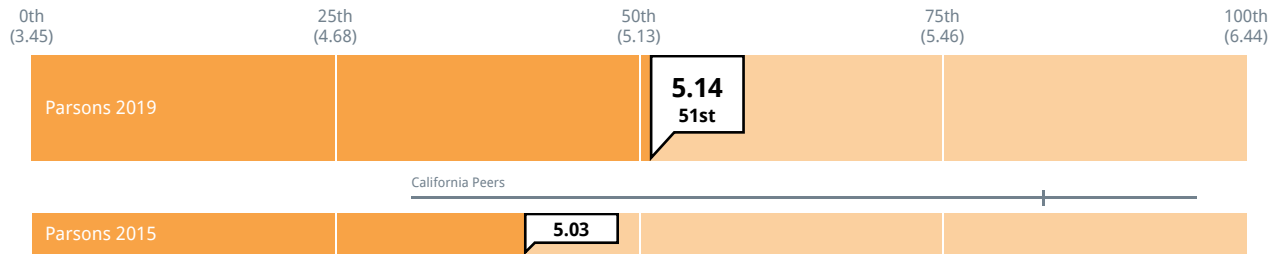


Cohort: Past results: On Off Subgroup:

Advancing Knowledge and Public Policy

To what extent has the Foundation advanced the state of knowledge in your field?

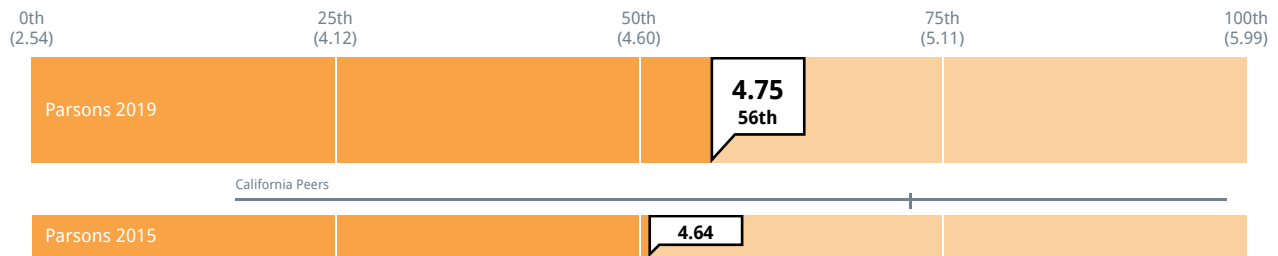
1 = Not at all 7 = Leads the field to new thinking and practice



Cohort: Past results: On Off Subgroup:

To what extent has the Foundation affected public policy in your field?

1 = Not at all 7 = Major influence on shaping public policy

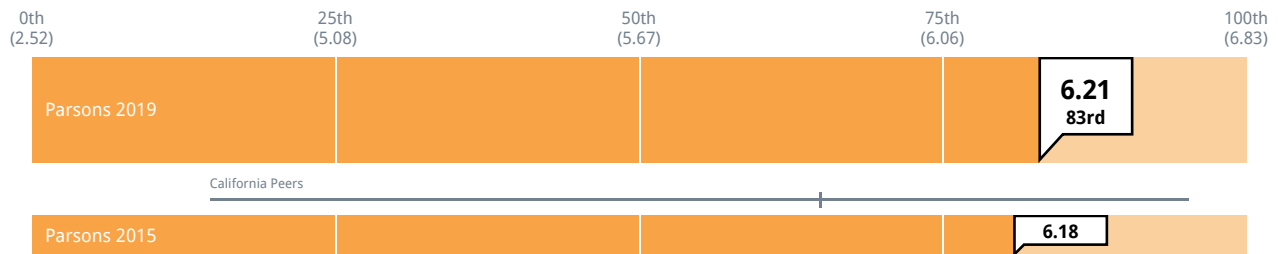


Cohort: Past results: On Off Subgroup:

Impact on and Understanding of Grantees' Local Communities

Overall, how would you rate the Foundation's impact on your local community?

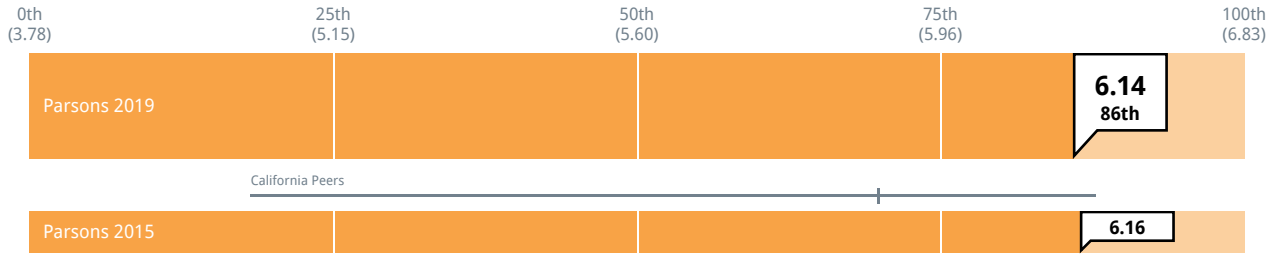
1 = No impact 7 = Significant positive impact



Cohort: Past results: On Off Subgroup:

How well does the Foundation understand the local community in which you work?

1 = Limited understanding of the community 7 = Regarded as an expert on the community

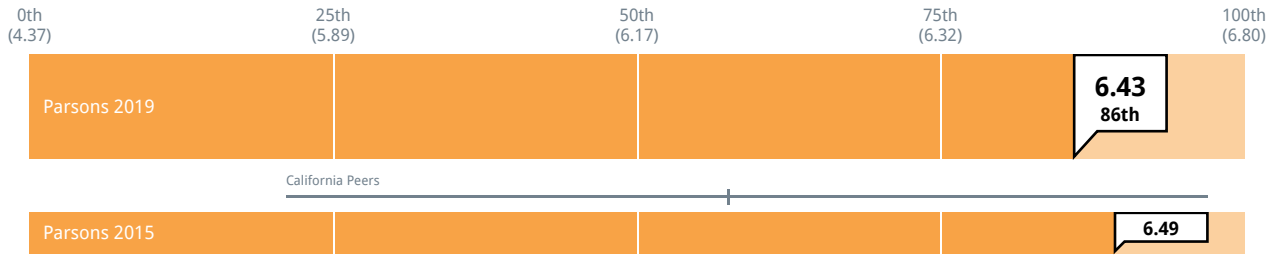


Cohort: Past results: On Off Subgroup:

Impact on and Understanding of Grantees' Organizations

Overall, how would you rate the Foundation's impact on your organization?

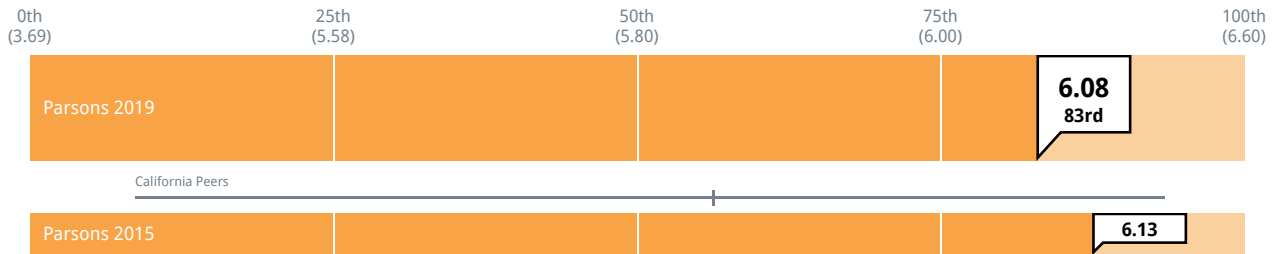
1 = No impact 7 = Significant positive impact



Cohort: Past results: On Off Subgroup:

How well does the Foundation understand your organization's strategy and goals?

1 = Limited understanding 7 = Thorough understanding

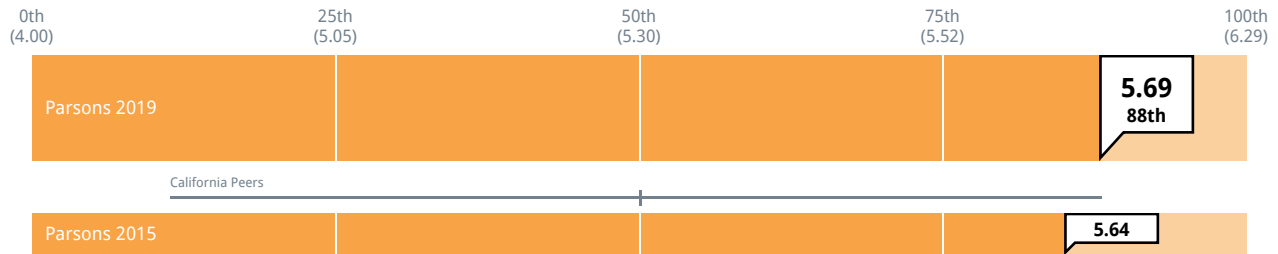


Cohort: Past results: On Off Subgroup:

Grantee Challenges

How aware is the Foundation of the challenges that your organization is facing?

1 = Not at all aware 7 = Extremely aware



Cohort: California Peers

Past results: On Off

Subgroup: None

Funder-Grantee Relationships

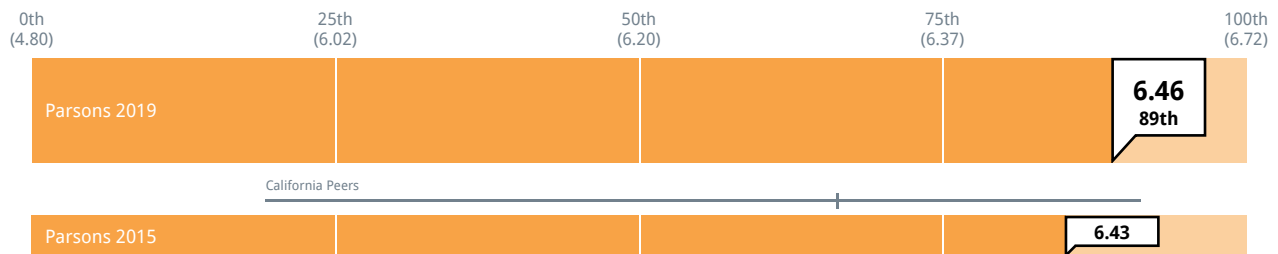
Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as "relationships." The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by Parsons
2. Comfort approaching Parsons if a problem arises
3. Responsiveness of Parsons staff
4. Clarity of communication of Parsons's goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort: California Peers

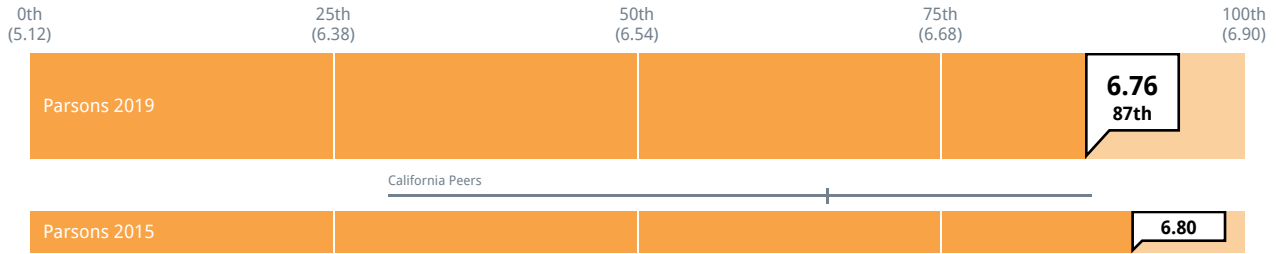
Past results: On Off

Subgroup: None

Quality of Interactions

Overall, how fairly did the Foundation treat you?

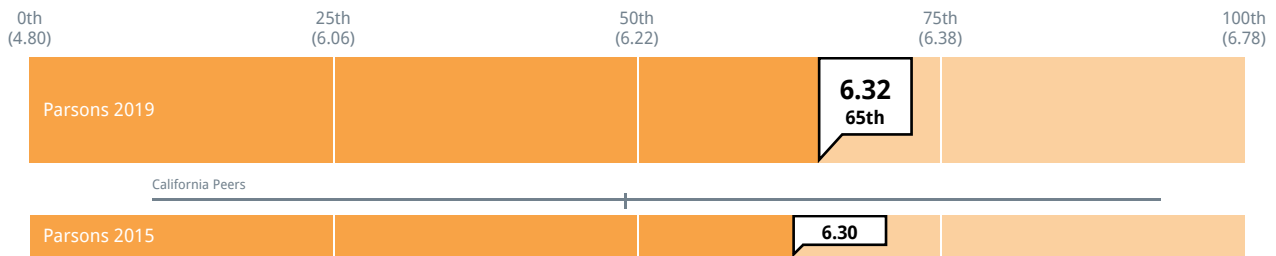
1 = Not at all fairly 7 = Extremely fairly



Cohort: Past results: On Off Subgroup:

How comfortable do you feel approaching the Foundation if a problem arises?

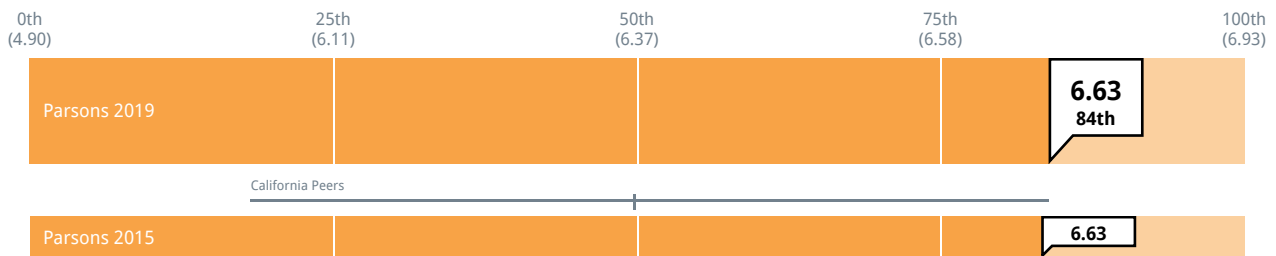
1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Past results: On Off Subgroup:

Overall, how responsive was Foundation staff?

1 = Not at all responsive 7 = Extremely responsive

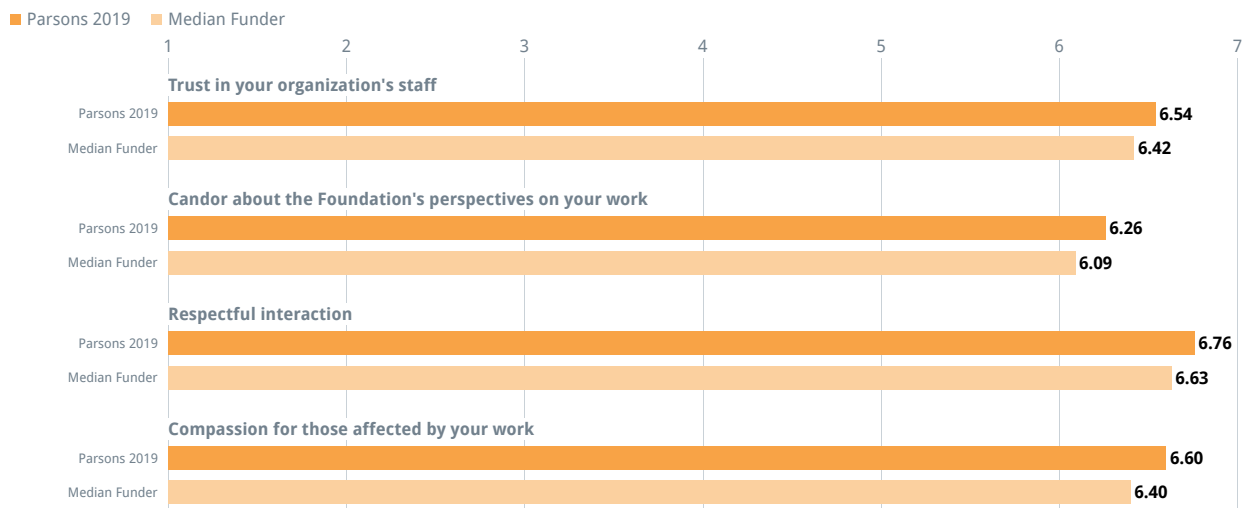


Cohort: Past results: On Off Subgroup:

The following questions were recently added to the grantee survey and depict comparative data from 23 funders in the dataset.

To what extent did the Foundation exhibit the following during this grant:

1 = Not at all 4 = Somewhat 7 = To a great extent



Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

Frequency of Contact with Program Officer	Parsons 2019	Parsons 2015	Average Funder	California Peers
Monthly or more often	6%	7%	29%	24%
Once every few months	48%	56%	53%	52%
Yearly or less often	45%	37%	18%	23%



Frequency of Contact with Program Officer (By Subgroup)

- Monthly or more often
- Once every few months
- Yearly or less often



"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer	Parsons 2019	Parsons 2015	Average Funder	California Peers
Program Officer	15%	16%	15%	15%
Both of equal frequency	38%	38%	47%	47%
Grantee	39%	37%	32%	32%



Initiation of Contact with Program Officer (By Subgroup)

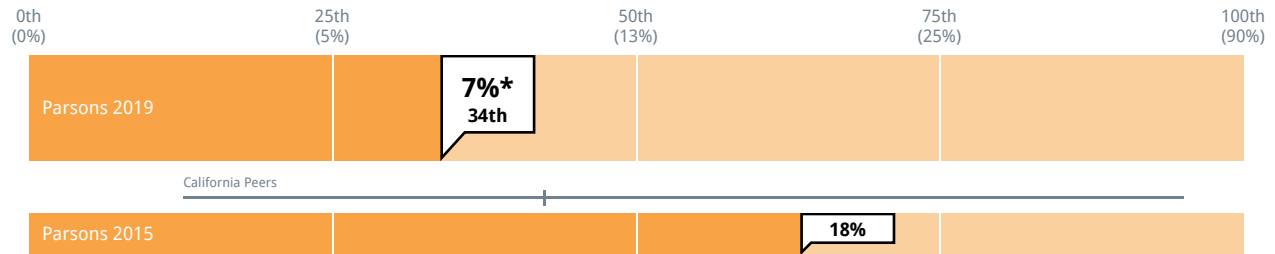
- Program Officer
- Both of equal frequency
- Grantee



Contact Change and Site Visits

Has your main contact at the Foundation changed in the past six months?

Proportion of grantees responding 'Yes'



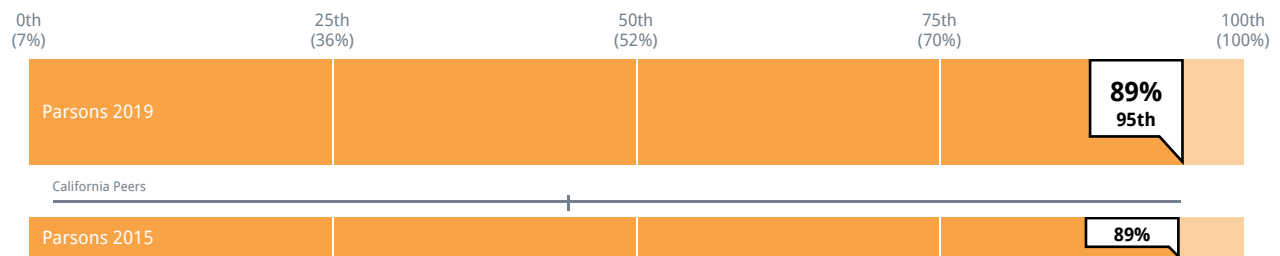
Cohort: California Peers

Past results: On Off

Subgroup: None

Did the Foundation conduct a site visit during the course of this grant?

Proportion of grantees responding 'Yes'



Cohort: California Peers

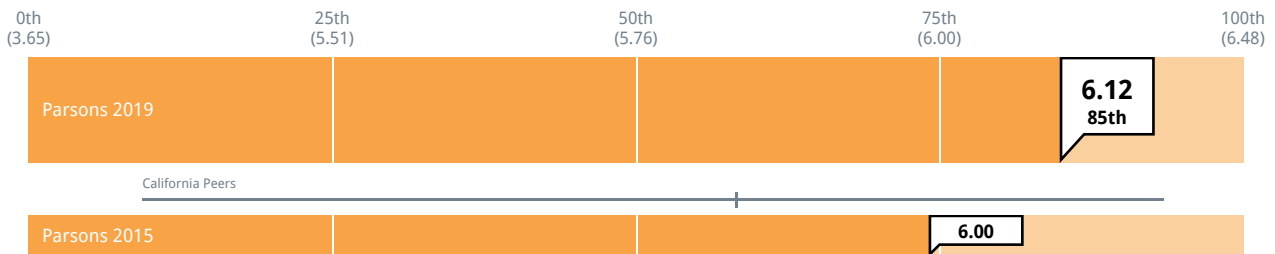
Past results: On Off

Subgroup: None

Communication

How clearly has the Foundation communicated its goals and strategy to you?

1 = Not at all clearly 7 = Extremely clearly



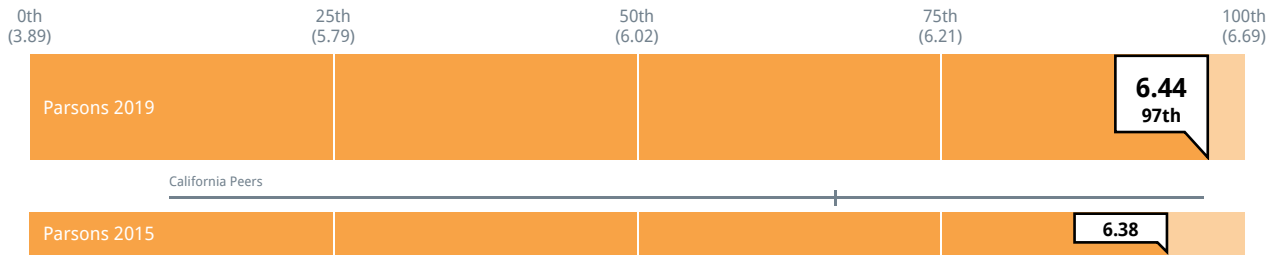
Cohort: California Peers

Past results: On Off

Subgroup: None

How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?

1 = Not at all consistent 7 = Completely consistent



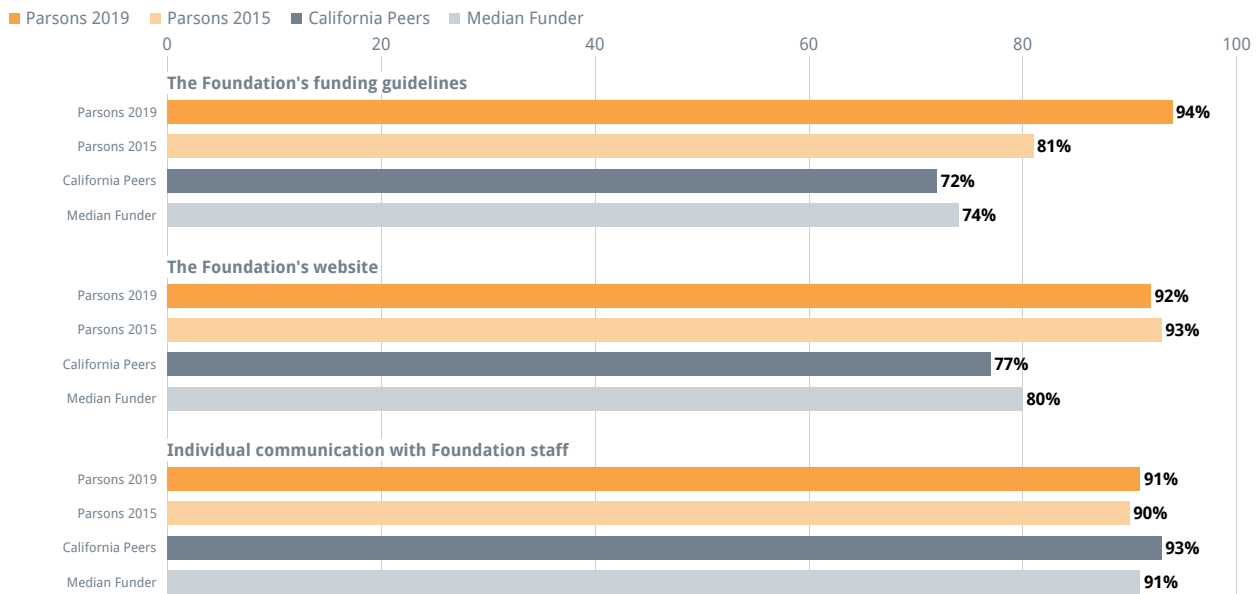
Cohort: California Peers Past results: On Off Subgroup: None

Communication Resources

Grantees were asked whether they used each of the following communications resources from Parsons and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

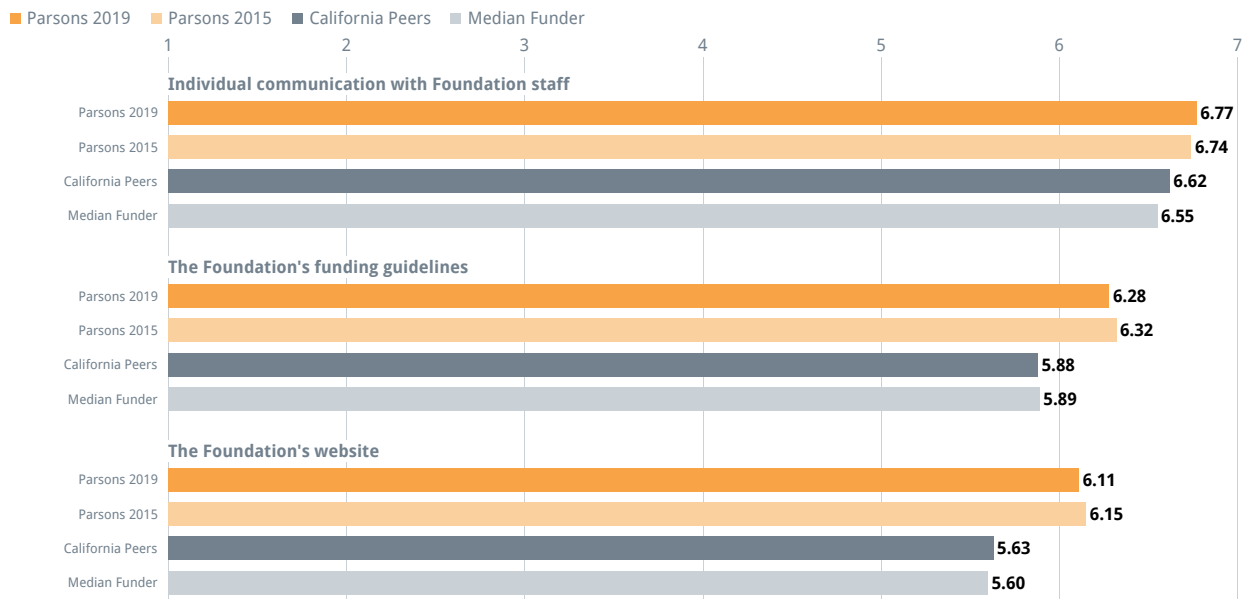
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources



Helpfulness of Communication Resources

1 = Not at all helpful 7 = Extremely helpful



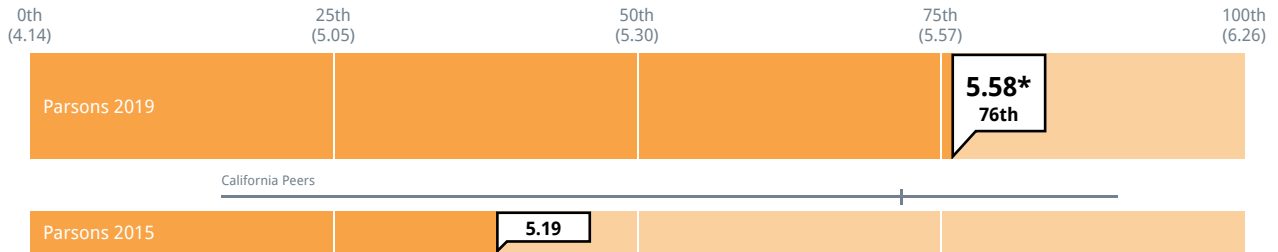
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Openness

To what extent is the Foundation open to ideas from grantees about its strategy?

1 = Not at all 7 = To a great extent



Cohort:

Past results: On Off

Subgroup:

Top Predictors of Relationships

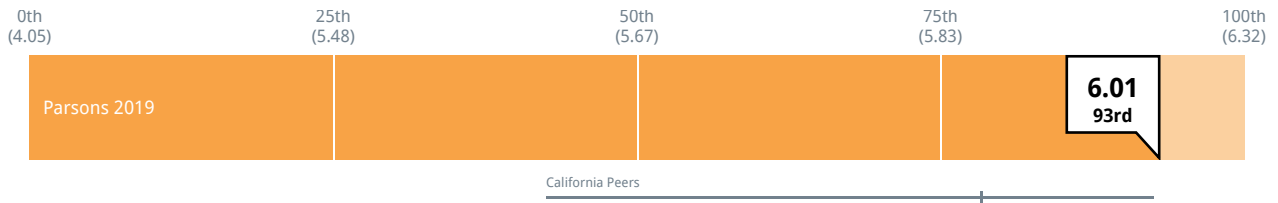
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding summary measure below is an average of ratings on the following measures:

- Parsons's understanding of partner organizations' **strategy and goals**
- Parsons's awareness of partner **organizations' challenges**
- Parsons's understanding of the **fields** in which partners work
- Parsons's understanding of partners' **local communities**
- Parsons's understanding of the **social, cultural, or socioeconomic factors** that affect partners' work
- Parsons's understanding of intended **beneficiaries' needs**
- Extent to which Parsons's **funding priorities** reflect a deep understanding of partners' intended beneficiaries' needs

Understanding Summary Measure

1 = Very negative 7 = Very positive



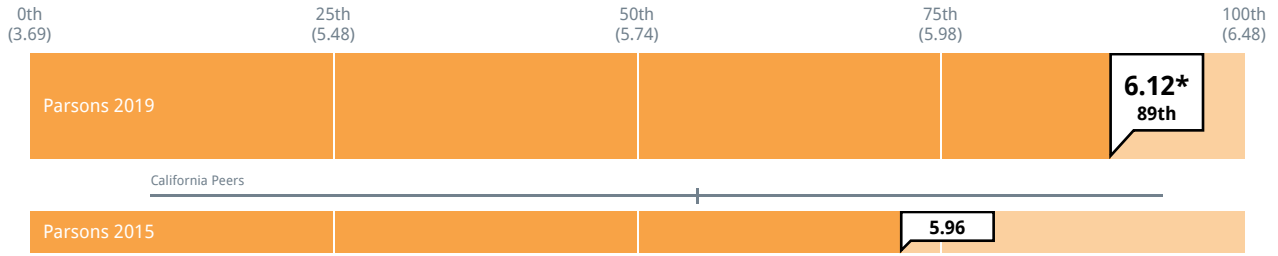
Cohort:

Past results: On Off

Subgroup:

Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent

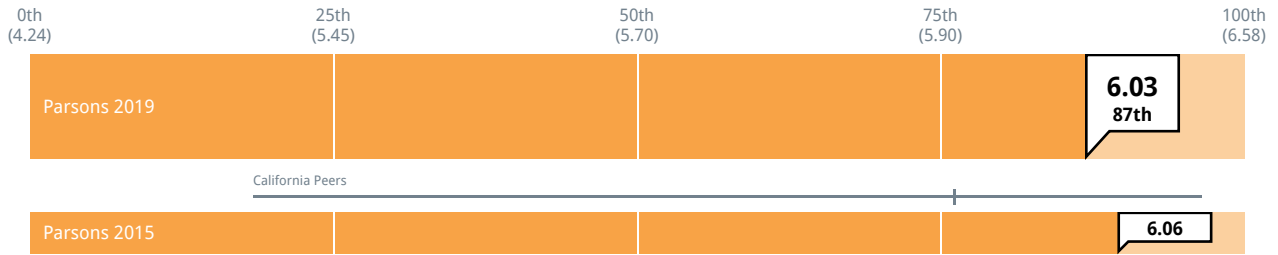


Cohort: Past results: On Off Subgroup:

Beneficiary and Contextual Understanding

How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?

1 = Limited understanding 7 = Thorough understanding

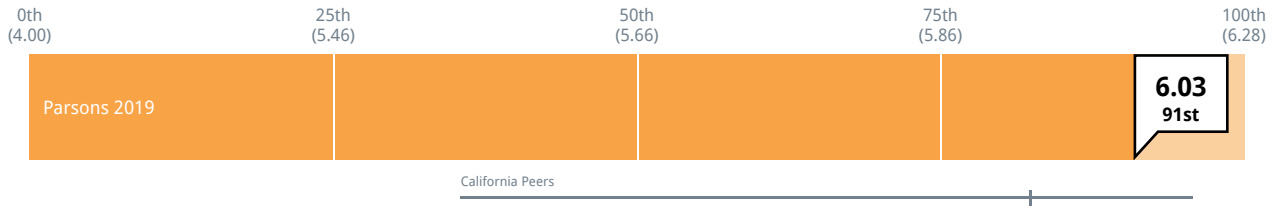


Cohort: Past results: On Off Subgroup:

In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, constituents, or participants.

How well does the Foundation understand your intended beneficiaries' needs?

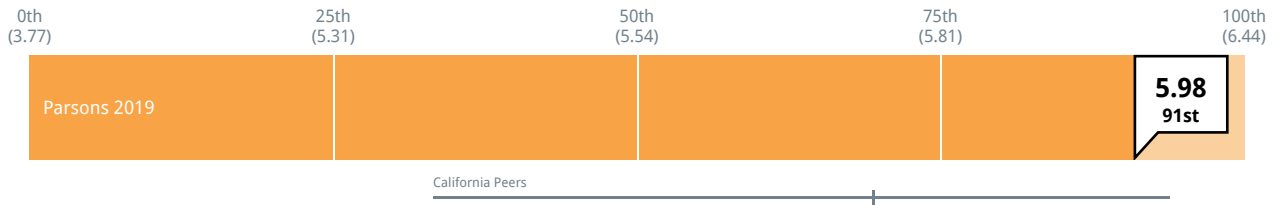
1 = Limited understanding 7 = Thorough understanding



Cohort: Past results: On Off Subgroup:

To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?

1 = Not at all 7 = To a great extent

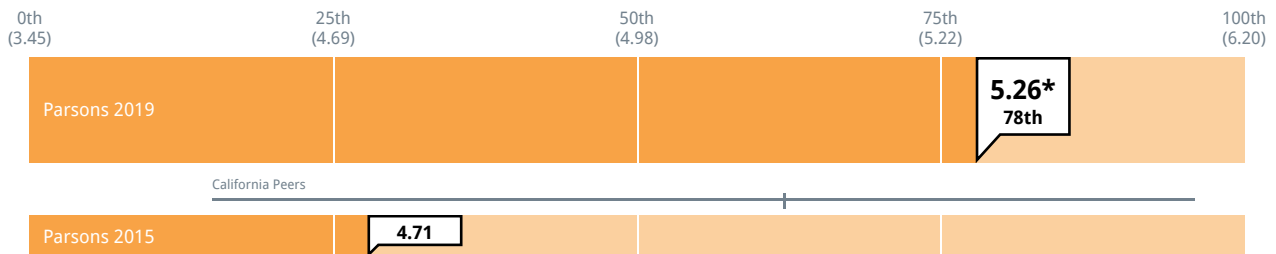


Cohort: Past results: On Off Subgroup:

Grant Processes

How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?

1 = Not at all helpful 7 = Extremely helpful



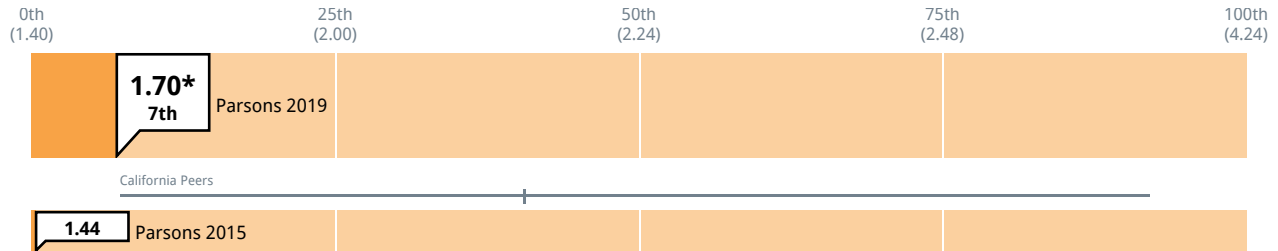
Cohort: Past results: On Off Subgroup:

Selection Process

Submitted a Proposal	98%	99%	94%	94%
Did Not Submit a Proposal	2%	1%	6%	6%

As you developed your grant application, how much pressure did you feel to modify your organization's priorities in order to create a grant application that was likely to receive funding?

1 = No pressure 7 = Significant pressure



Cohort: Past results: On Off Subgroup:

Time Between Submission and Clear Commitment

“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Parsons 2019	Parsons 2015	Average Funder	California Peers
Less than 1 month	1%	0%	7%	8%
1 - 3 months	33%	15%	55%	56%
4 - 6 months	48%	50%	29%	29%
7 - 9 months	14%	24%	5%	5%
10 - 12 months	3%	8%	2%	1%
More than 12 months	1%	2%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)

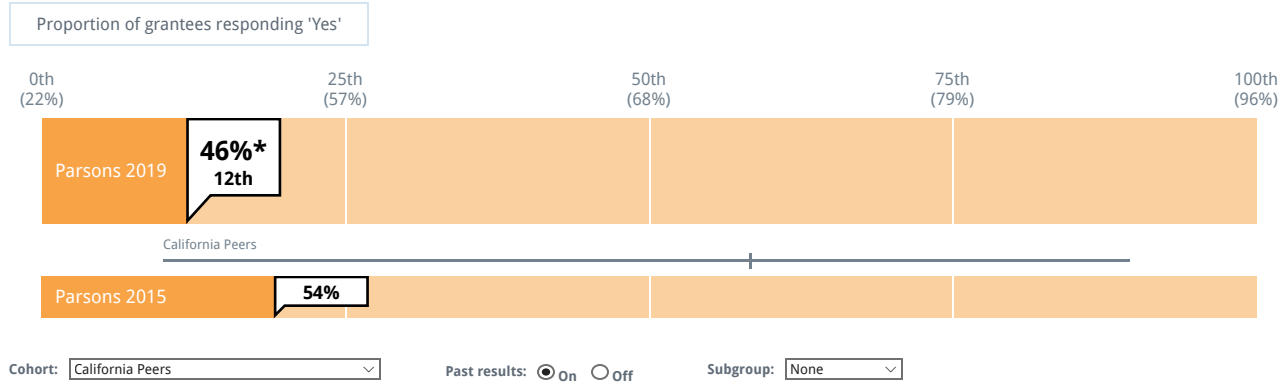
- Less than 1 month
- 1 - 3 months
- 4 - 6 months
- 7 - 9 months
- 10 - 12 months
- More than 12 months

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities beyond reporting undertaken to assess or learn about the grant, Parsons's program, or other efforts.

At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?



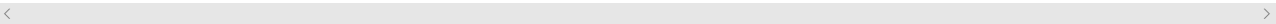
The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

Participation in Reporting and/or Evaluation Processes	Parsons 2019	Average Funder
Participated in a reporting process only	70%	55%
Participated in an evaluation process only	1%	1%
Participated in both a reporting and an evaluation process	10%	32%
Participated in neither a reporting nor an evaluation process	19%	12%



Participation in Reporting and/or Evaluation Processes (By Subgroup)

- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process

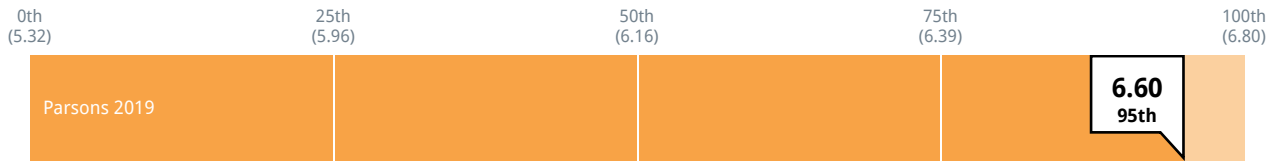


Reporting Process

The following questions were only asked of grantees that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

To what extent was the Foundation's reporting process straightforward?

1 = Not at all 7 = To a great extent



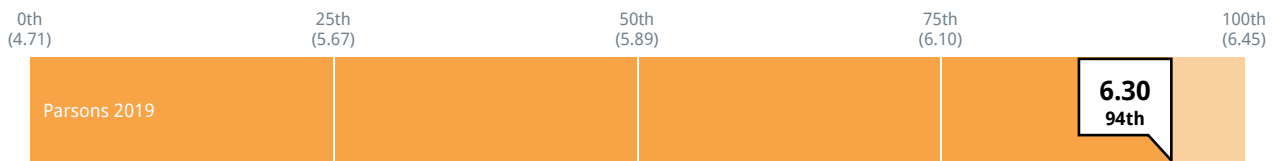
Cohort:

Past results: On Off

Subgroup:

To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all 7 = To a great extent



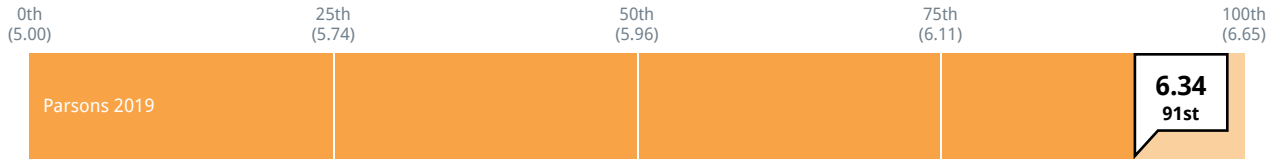
Cohort:

Past results: On Off

Subgroup:

To what extent was the Foundation's reporting process aligned appropriately to the timing of your work?

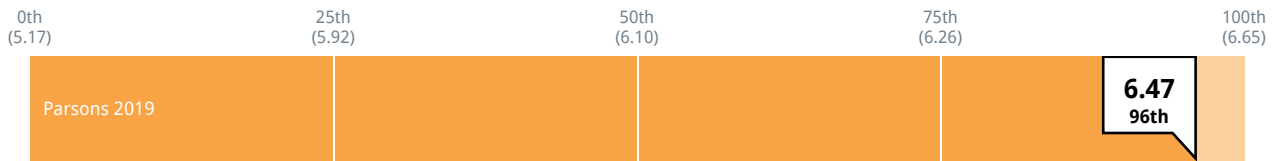
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

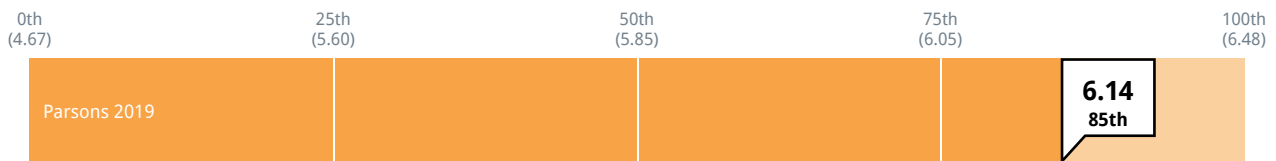
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

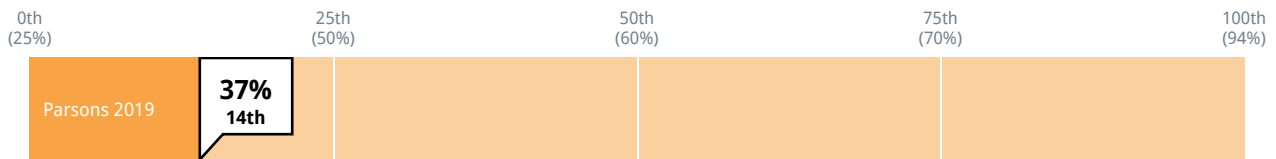
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

At any point have you had a substantive discussion with the Foundation about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of grantees responding 'Yes'



Cohort: Past results: On Off Subgroup:

Evaluation Process

The following questions were only asked of grantees that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

Who was primarily responsible for carrying out the evaluation?	Parsons 2019	Average Funder
Evaluation staff at the Foundation	18%	22%
Evaluation staff at your organization	63%	50%
External evaluator, chosen by the Foundation	5%	15%
External evaluator, chosen by your organization	13%	13%

Who was primarily responsible for carrying out the evaluation? (By Subgroup)

- Evaluation staff at the Foundation
- Evaluation staff at your organization
- External evaluator, chosen by the Foundation
- External evaluator, chosen by your organization

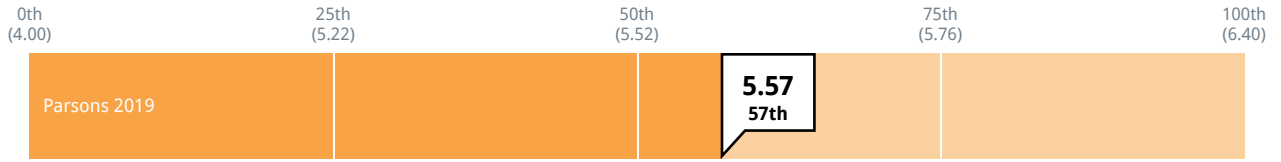
Did the Foundation provide financial support for the evaluation?	Parsons 2019	Average Funder
Yes, the evaluation's costs were fully funded by the Foundation	11%	35%
Yes, the evaluation's costs were partially funded by the Foundation	21%	16%
No, the evaluation's costs were not funded by the Foundation	68%	49%

Did the Foundation provide financial support for the evaluation? (By Subgroup)

- Yes, the evaluation's costs were fully funded by the Foundation
- Yes, the evaluation's costs were partially funded by the Foundation
- No, the evaluation's costs were not funded by the Foundation

To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all 7 = To a great extent



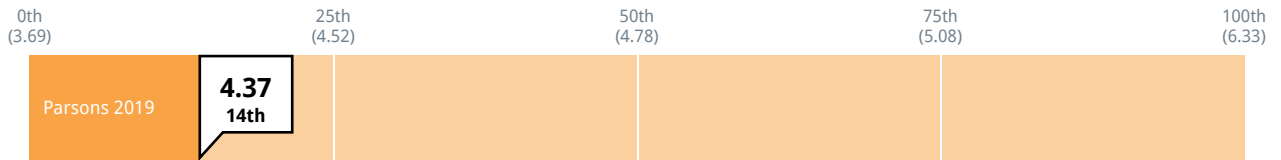
Cohort:

Past results: On Off

Subgroup:

To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all 7 = To a great extent



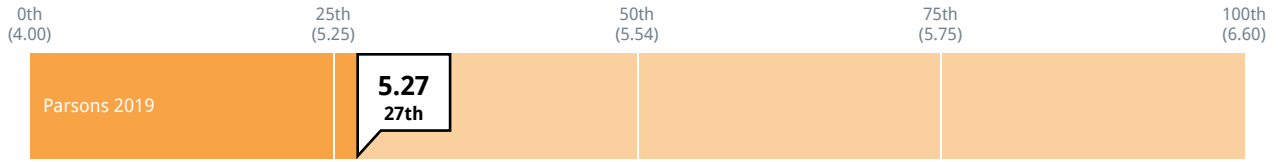
Cohort:

Past results: On Off

Subgroup:

To what extent did the evaluation generate information that you believe will be useful for other organizations?

1 = Not at all 7 = To a great extent

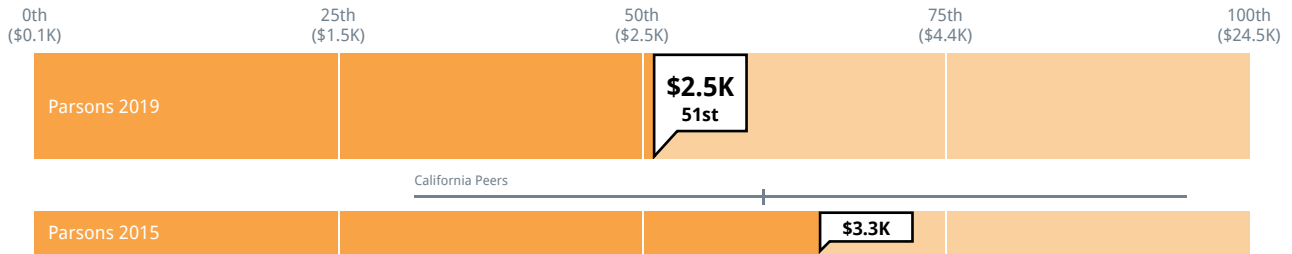


Cohort: Past results: On Off Subgroup:

Dollar Return and Time Spent on Processes

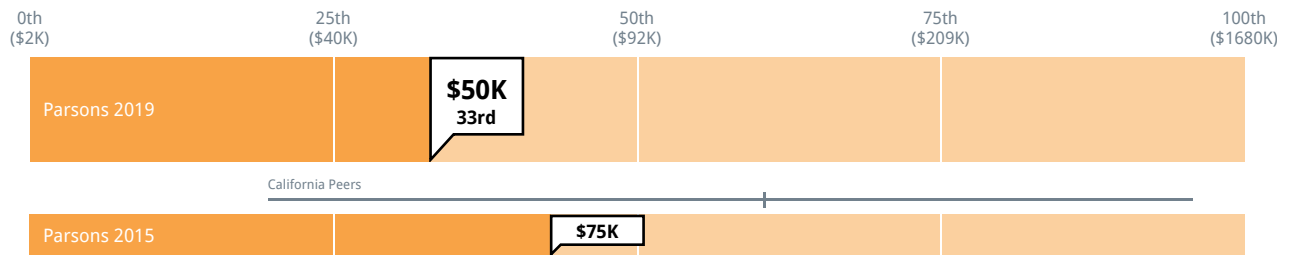
Dollar Return: Median grant dollars awarded per process hour required

Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



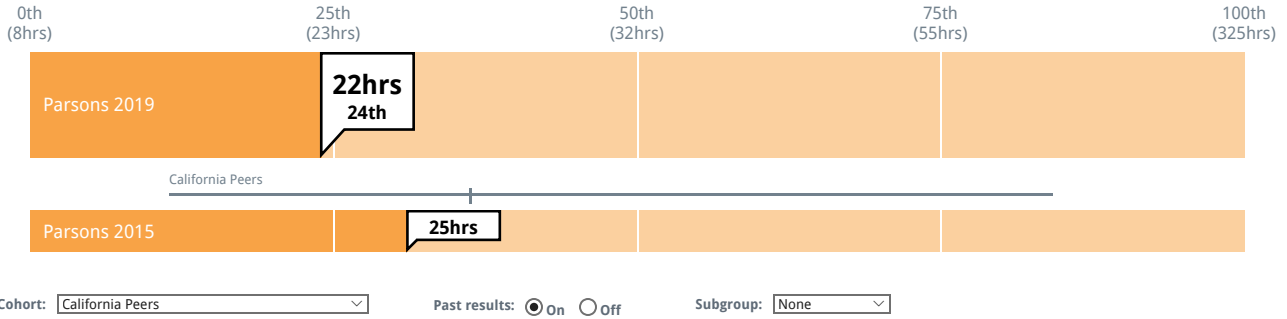
Cohort: Past results: On Off Subgroup:

Median Grant Size



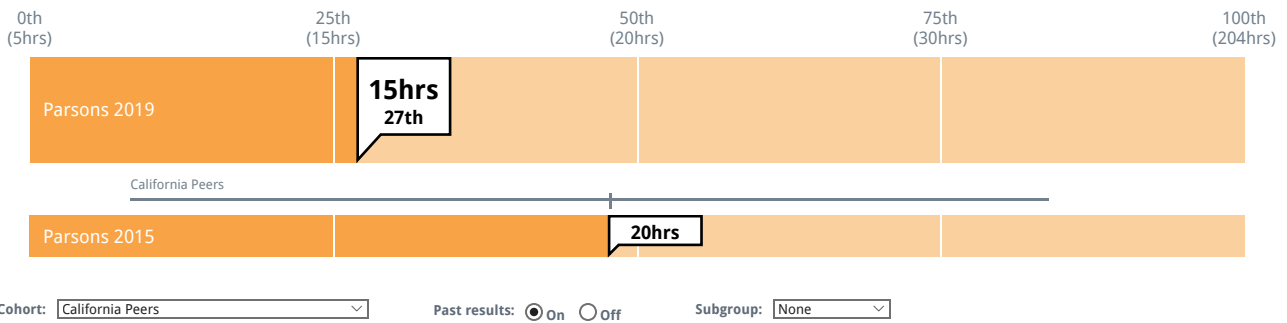
Cohort: Past results: On Off Subgroup:

Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

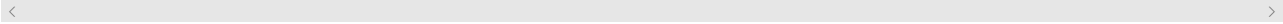


Time Spent On Proposal And Selection Process	Parsons 2019	Parsons 2015	Average Funder	California Peers
1 to 9 hours	20%	18%	20%	22%
10 to 19 hours	33%	27%	21%	24%
20 to 29 hours	26%	28%	18%	20%
30 to 39 hours	6%	8%	8%	7%
40 to 49 hours	10%	12%	12%	12%
50 to 99 hours	3%	5%	11%	10%
100 to 199 hours	1%	1%	6%	3%
200+ hours	0%	0%	3%	2%

Time Spent On Proposal And Selection Process (By Subgroup)

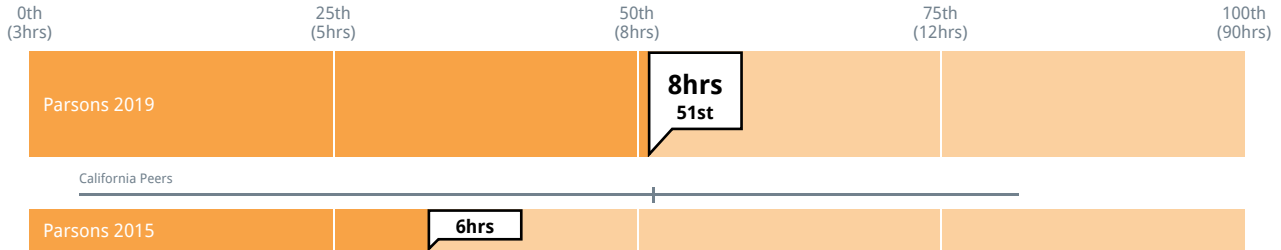
- 1 to 9 hours
- 10 to 19 hours
- 20 to 29 hours
- 30 to 39 hours
- 40 to 49 hours
- 50 to 99 hours
- 100 to 199 hours

200+ hours



Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



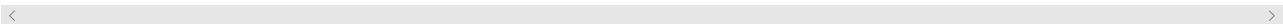
Cohort: Past results: On Off Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Parsons 2019	Parsons 2015	Average Funder	California Peers
1 to 9 hours	57%	65%	53%	54%
10 to 19 hours	26%	20%	20%	21%
20 to 29 hours	10%	7%	10%	12%
30 to 39 hours	1%	3%	4%	3%
40 to 49 hours	3%	3%	4%	3%
50 to 99 hours	2%	1%	5%	3%
100+ hours	0%	1%	5%	3%



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)

- 1 to 9 hours
- 10 to 19 hours
- 20 to 29 hours
- 30 to 39 hours
- 40 to 49 hours
- 50 to 99 hours
- 100+ hours



Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by Parsons.

Management Assistance

- General management advice
- Strategic planning advice

Field-Related Assistance

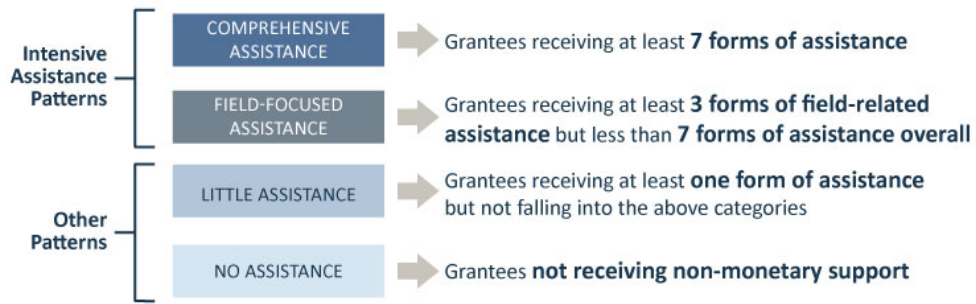
- Encouraged/facilitated collaboration
- Insight and advice on your field

Other Assistance

- Board development/governance assistance
- Information technology assistance

Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Parsons facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.

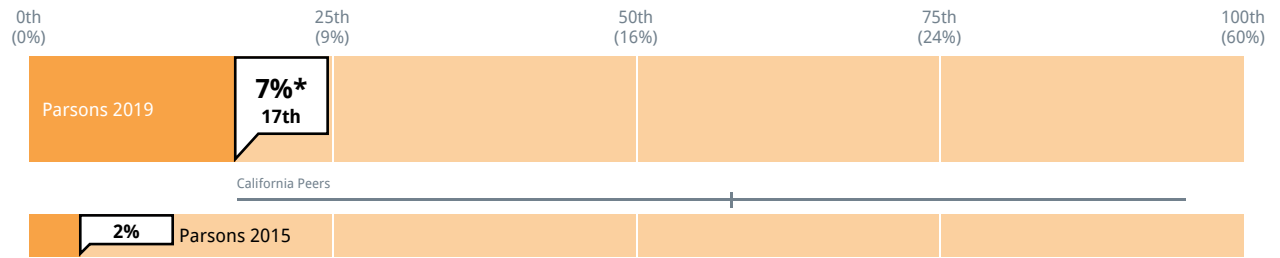


Non-Monetary Assistance Patterns	Parsons 2019	Parsons 2015	Average Funder	California Peers
Comprehensive	2%	1%	7%	5%
Field-focused	5%	2%	11%	15%
Little	20%	24%	40%	37%
None	73%	74%	42%	43%

Non-Monetary Assistance Patterns (By Subgroup)

- Comprehensive
- Field-focused
- Little
- None

Proportion of grantees that received field-focused or comprehensive assistance



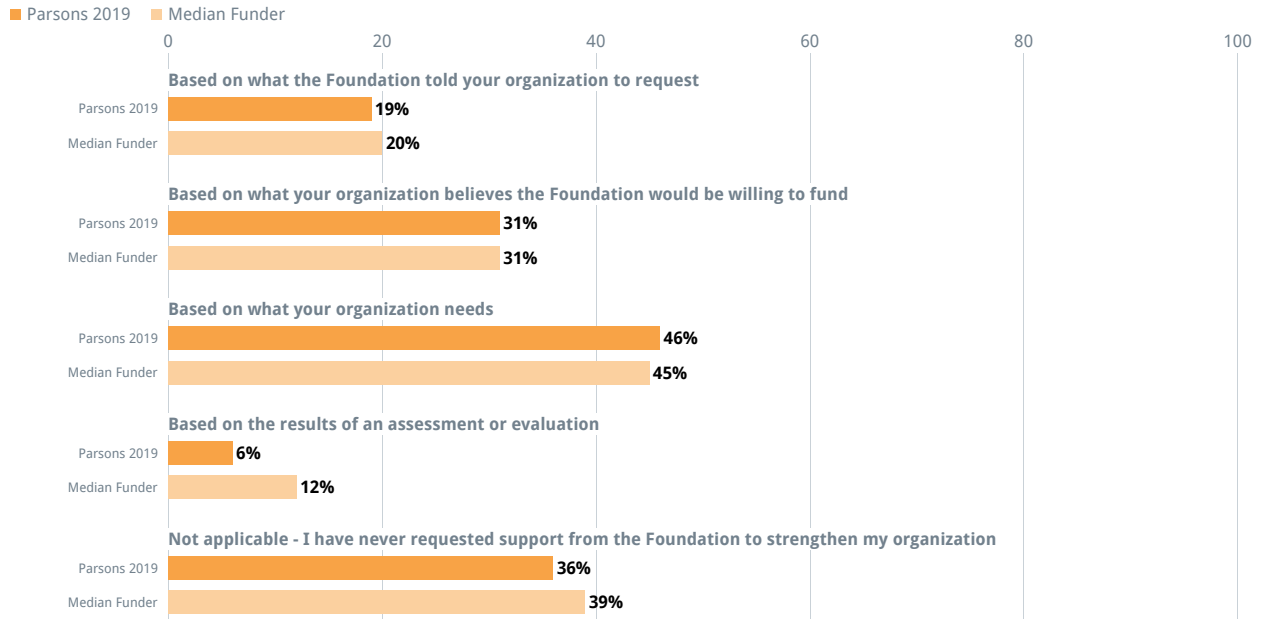
Cohort:

Past results: On Off

Subgroup:

The following question was recently added to the grantee survey and depict comparative data from 23 funders in the dataset.

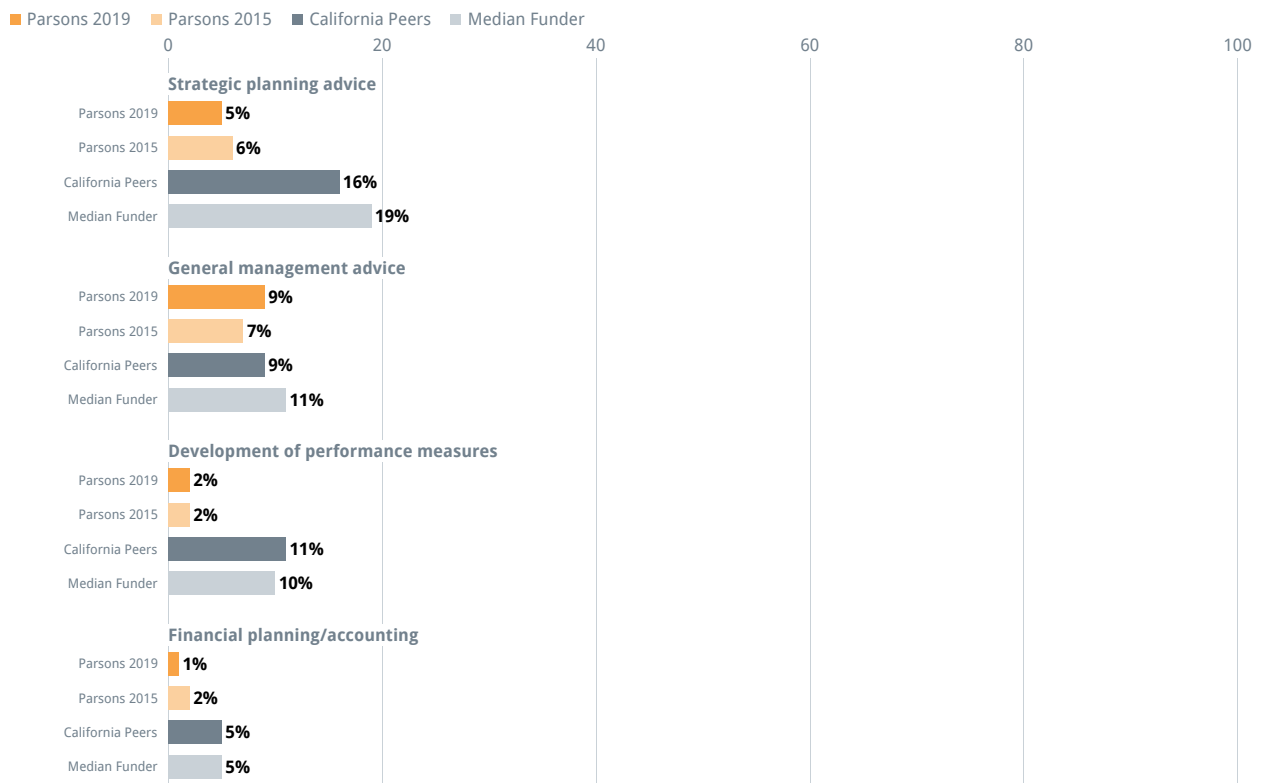
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?



Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Parsons) associated with this funding."

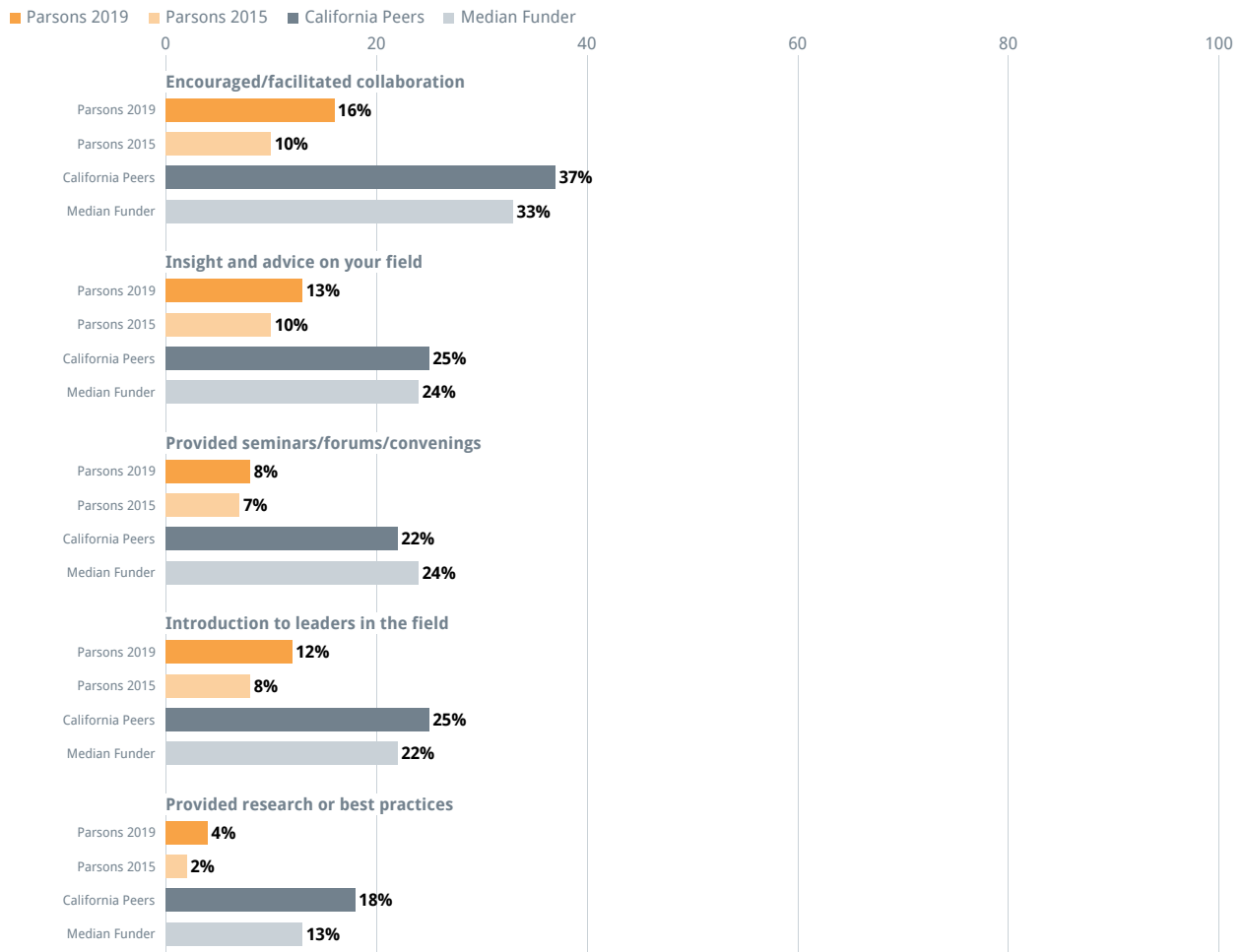
Percentage of Grantees that Received Management Assistance



Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Parsons) associated with this funding."

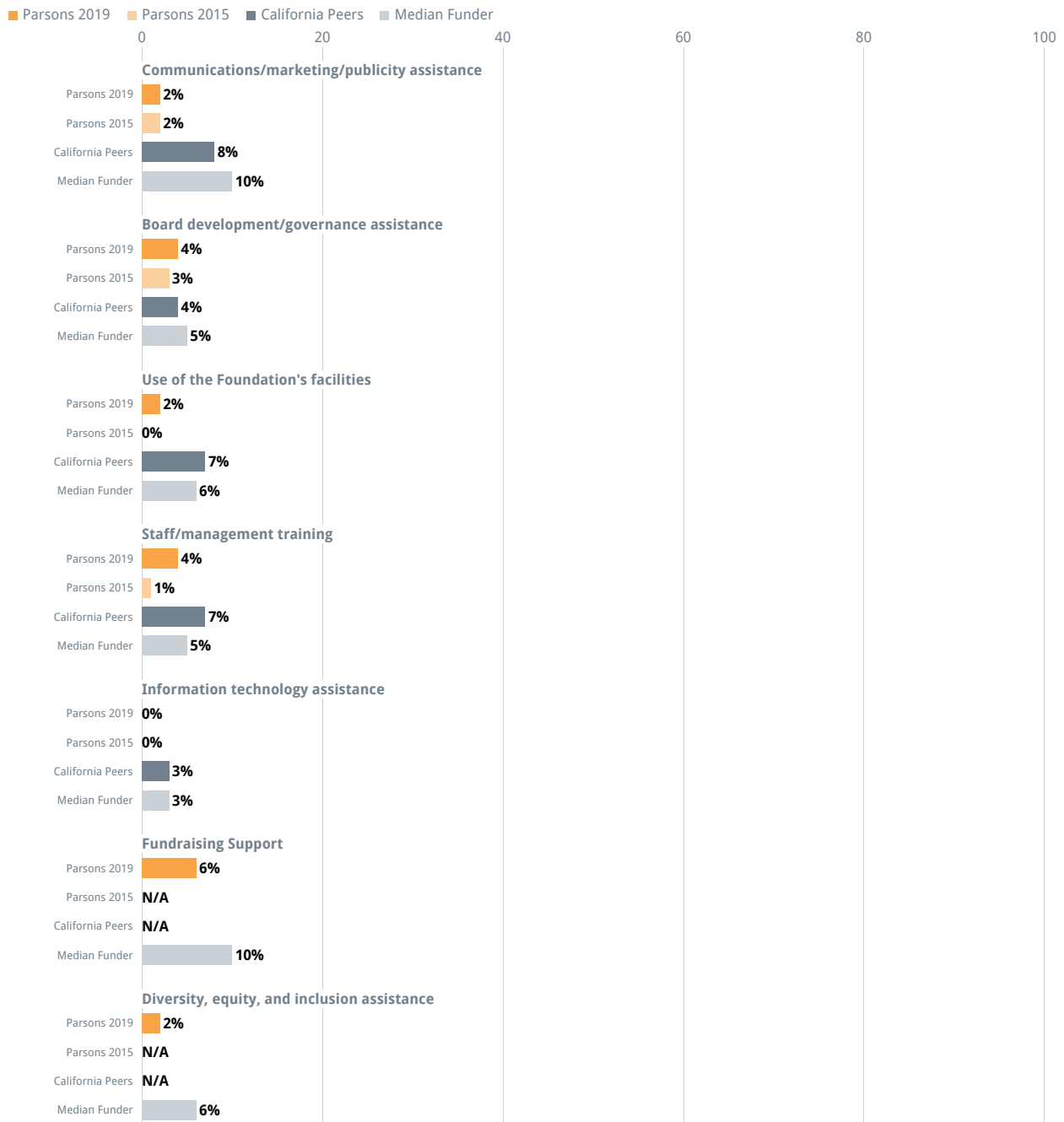
Percentage of Grantees that Received Field-Related Assistance



Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Parsons) associated with this funding."

Percentage of Grantees that Received Other Assistance



Parsons-Customized Questions

Would your organization find it helpful to receive funds via electronic transfer rather than mailed checks?	Parsons 2019
Yes	78%
No	22%

Would your organization find it helpful to receive funds via electronic transfer rather than mailed checks? (By Subgroup)

Yes
No

Grantees' Open-Ended Comments

In the Grantee Perception Report survey, CEP asks three open-ended questions:

1. "Please comment on the quality of Parsons's processes, interactions, and communications. Your answer will help us better understand what it is like to work with Parsons."
2. "Please comment on the impact Parsons is having on your field, community, or organization. Your answer will help us to better understand the nature of Parsons's impact."
3. "What specific improvements would you suggest that would make Parsons a better funder?"

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of Parsons's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications	Parsons 2019	Average Funder	California Peers
Positive comment	93%	72%	84%
Comment with at least one constructive theme	7%	28%	16%

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 384 grantees that responded to the survey provided 162 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grantmaking Characteristics	32%
Non-Monetary Assistance	20%
Funder-Grantee Relationships	19%
Proposal and Selection Processes	14%
Impact on and Understanding of Grantees' Organizations	4%
Foundation Communications	2%
Impact on and Understanding of Grantees' Field	1%
Reporting and Evaluation Processes	1%
Other	6%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 384 grantees that responded to the survey provided a total of 162 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Grantmaking Characteristics (32% N=52)

- Grant Length (N = 26)
 - "Multiple-year grants would help the most."
 - "It would be wonderful if the foundation could fund in a two-year cycle."
 - "The only recommendation I have is for multi-year funding."
 - "Consider multi-year awards."
- Grant Size (N = 12)
 - "They would perhaps be more impactful, if they awarded larger average grant awards, especially relating to capital projects."
 - "Consider larger amounts."
 - "Bigger grants."
 - "To fund for...larger amounts."
- Grant Type (N = 9)
 - "I believe the non-profit sector is under tremendous pressure and needs access to unrestricted funds."
 - "It would be great if there was funding available for capital expenses as well as capacity building."
 - "More unrestricted money."
- Alignment between Grant Award and Grant Renewal (N = 3)
 - "Based on grant periods of one-year and the turnaround time of the proposal process it is not possible for us to receive support each year."
- Other (N = 5)

Non-Monetary Assistance (20% N=33)

- Facilitate Convenings (N = 14)
 - "We would like to see the Foundation take an active role in convening other funders for current grantees to share about their work and request funding."
 - "It would be really beneficial if we had the opportunity to share best practices with our peer grantee organizations at a convening through the Foundation."
 - "I think that the Foundation could bring us together from the sector to ensure that they are aware of the principle challenges, the trends and the impacts that we see across our ecology would be beneficial. This takes place at the National level, but I have never seen this happen at the local level where unique conditions are constantly evolving."
 - "There is increasing levels of synergy between those they fund and opportunities to come together to foster collaboration, know each other and to share best practices would be welcome."

- Capacity-Building Supports (N = 10)
 - "Offer professional development for nonprofit leaders."
 - "Increase capacity building support to cohorts of groups working in the same field in the same communities."
 - "Providing additional support such as management assistance, field training assistance, and other forms of advice would be helpful to any organization at any level."
- Assistance Securing Additional Funding (N = 6)
 - "Warm introductions to funders who support similar work as grantees will be helpful in securing additional resources."
 - "Additionally, as they play a critical role in the world of philanthropy, opportunities to be introduced to funders, such as a briefing, would be helpful in driving critical change."
- Other (N = 3)

Funder-Grantee Relationships (19% N=30)

- More Frequent Interactions (N = 18)
 - "Having ongoing interactions would be paramount to ensuring that we are working together to create the deepest, most meaningful impact possible."
 - "Perhaps a quarterly telephone check-in to report on our activities, solicit advice, discuss strategies."
 - "Because of our respect for the Foundation's program officer, it would be great to have the opportunity to touch base with her more frequently."
 - "We'd appreciate the chance to meet with them to update them - other than through the reporting process."
- Site Visits to Grantees' Organizations and Events (N = 9)
 - "It will be good for the foundation staff to schedule a second site visit toward the end of the grant. It will give the organization a chance to tell the story of the work done with the grant and the population who was benefited by it."
 - "I believe being able to witness some of our highly-attended programs in person and experiencing the positive connections being made between our artists and the public would be inspiring to the Foundation."
 - "Perhaps if there were a midterm visit from the Foundation."
- Other (N = 3)

Proposal and Selection Processes (14% N=22)

- Streamline Processes (N = 5)
 - "Streamline the application process so organizations aren't devoting so much time and resources to the application process that could be devoted to improving the impact of their programs."
 - "Would like them to be a leader in the field for simplification of the application process."
- Clarify Guidelines (N = 5)
 - "Would love to have more information on "renewal" funding. At what point can we apply again? How long do we have to wait? What are the protocols for this?"
 - "There are criteria for the grant that seem to be met with varying understanding and consensus from the Board."
- Shorter Process for Returning Organizations (N = 3)
 - "Less paperwork for repeat grantees."
- More Communications during Selection Process (N = 3)
 - "I would love to get reminders on their due dates."
- Duration Between Submission and Commitment of Funding (N = 2)
 - "Faster turnaround."
- Transitioning to an Online System (N = 2)
 - "It might be easier if the Foundation transferred their grant-making process to an online portal, so that all materials, deadlines, and submissions could be found in one place. "
- Other (N = 2)

Impact on and Understanding of Grantees' Organizations (4% N=7)

- Orientation Change (N = 4)
 - "I wish the Foundation would take a look at smaller organization such as ours and provide unrequested assistance."
 - "It would be great to see funding processes that grant equal access to smaller, less-resourced organizations."
- Understanding of Grantees' Organizations (N = 2)
 - "We feel that the Foundation no longer has an understanding of our organization, its approach, and connections with the community."
- Other (N = 1)

Foundation Communications (2% N=4)

- Clarity of Communications (N = 3)

- "It would be great to keep people informed of the inner policies the foundation is undertaking."

- Other (N = 1)

Impact on and Understanding of Grantees' Field (1% N=2)

- Other (N = 2)

Reporting and Evaluation Processes (1% N=2)

- Other (N = 2)

Other (6% N=10)

- Other (N = 10)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	Parsons 2019	Parsons 2015	Median Funder	California Peers
Average grant length	1.2 years	1.5 years	2.2 years	2.1 years

Length of Grant Awarded	Parsons 2019	Parsons 2015	Average Funder	California Peers
1 year	88%	56%	44%	43%
2 years	10%	40%	24%	34%
3 years	1%	2%	19%	14%
4 years	0%	0%	4%	3%
5 or more years	2%	1%	8%	6%

Was the funding you received restricted to a specific use?	Parsons 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	59%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	41%	71%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)

Average grant length

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Length of Grant Awarded (By Subgroup)

1 year

2 years

3 years

4 years

5 or more years

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Was the funding you received restricted to a specific use? (By Subgroup)

No, this funding was not restricted to a specific use (i.e. general operating, core support)

Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)

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Grant Size

Grant Amount Awarded	Parsons 2019	Parsons 2015	Median Funder	California Peers
Median grant size	\$50K	\$75K	\$92K	\$125K

Grant Amount Awarded	Parsons 2019	Parsons 2015	Average Funder	California Peers
Less than \$10K	2%	2%	9%	2%
\$10K - \$24K	6%	4%	12%	9%
\$25K - \$49K	25%	14%	13%	17%
\$50K - \$99K	39%	34%	15%	17%
\$100K - \$149K	13%	21%	10%	11%
\$150K - \$299K	11%	19%	16%	19%
\$300K - \$499K	2%	3%	9%	9%
\$500K - \$999K	2%	2%	8%	8%
\$1MM and above	0%	1%	9%	7%

Median Percent of Budget Funded by Grant (Annualized)	Parsons 2019	Parsons 2015	Median Funder	California Peers
Size of grant relative to size of grantee budget	2%	2%	4%	2%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)

Median grant size



Grant Amount Awarded (By Subgroup)

Less than \$10K

\$10K - \$24K

\$25K - \$49K

\$50K - \$99K

\$100K - \$149K

\$150K - \$299K

\$300K - \$499K

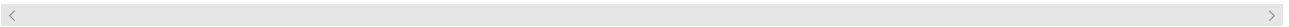
\$500K - \$999K

\$1MM and above



Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)

Size of grant relative to size of grantee budget



Grantee Characteristics

Operating Budget of Grantee Organization

Parsons 2019

Parsons 2015

Median Funder

California Peers

Median Budget

\$3.2M

\$2.5M

\$1.5M

\$3M



Operating Budget of Grantee Organization

Parsons 2019

Parsons 2015

Average Funder

California Peers

<\$100K

1%

2%

8%

4%

\$100K - \$499K

9%

8%

19%

12%

\$500K - \$999K

9%

12%

13%

12%

\$1MM - \$4.9MM

38%

40%

30%

36%

\$5MM - \$24MM

26%

22%

18%

23%

>=\$25MM

16%

15%

11%

13%



Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)

Median Budget

<

>

Operating Budget of Grantee Organization (By Subgroup)

<\$100K

\$100K - \$499K

\$500K - \$999K

\$1MM - \$4.9MM

\$5MM - \$24MM

>=\$25MM

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Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Parsons 2019	Parsons 2015	Average Funder	California Peers
First grant received from the Foundation	16%	20%	29%	23%
Consistent funding in the past	64%	60%	53%	59%
Inconsistent funding in the past	21%	20%	18%	18%



Funding Status	Parsons 2019	Parsons 2015	Median Funder	California Peers
Percent of grantees currently receiving funding from the Foundation	66%	80%	81%	85%



Funding Relationship - by Subgroup

Funding Status (By Subgroup)

Percent of grantees currently receiving funding from the Foundation



Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)

First grant received from the Foundation

Consistent funding in the past

Inconsistent funding in the past



Grantee Demographics

Job Title of Respondents	Parsons 2019	Parsons 2015	Average Funder	California Peers
Executive Director	59%	56%	47%	53%
Other Senior Management	7%	5%	16%	14%
Project Director	1%	0%	13%	9%
Development Director	17%	20%	8%	10%
Other Development Staff	15%	13%	7%	9%
Volunteer	1%	0%	1%	0%
Other	0%	5%	7%	5%



Please select the option that represents how you best describe yourself:	Parsons 2019	Parsons 2015	Average Funder	California Peers
Female	71%	69%	62%	65%
Male	26%	30%	35%	32%
Prefer to self-identify	0%	0%	0%	0%
Prefer not to say	3%	2%	3%	3%



Race/Ethnicity of Respondents	Parsons 2019	Parsons 2015	Average Funder	California Peers
African-American or Black	7%	7%	7%	7%
American Indian or Alaskan Native	1%	0%	1%	1%
Asian (incl. Indian subcontinent)	7%	8%	4%	7%
White	65%	71%	79%	67%
Hispanic or Latinx	13%	9%	5%	12%
Multi-racial	4%	3%	3%	4%
Pacific Islander or Native Hawaiian	1%	0%	0%	0%
Race/Ethnicity not included above	3%	1%	1%	1%
Prefer not to say	0%	0%	0%	0%



Funder Characteristics

Financial Information	Parsons 2019	Parsons 2015	Median Funder	California Peers
Total assets	\$404.5M	\$409.3M	\$228.2M	\$516.3M
Total giving	\$18.7M	\$19.3M	\$16.5M	\$29.6M



Funder Staffing	Parsons 2019	Parsons 2015	Median Funder	California Peers
Total staff (FTEs)	11	9	15	20
Percent of staff who are program staff	41%	43%	41%	41%



Grantmaking Processes	Parsons 2019	Parsons 2015	Median Funder	California Peers
Proportion of grants that are invitation-only	0%	2%	40%	50%
Proportion of grantmaking dollars that are invitation-only	0%	3%	56%	75%



Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select “don't know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Parsons's grantee survey was 384.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	339
How well does the Foundation understand the field in which you work?	357
To what extent has the Foundation advanced the state of knowledge in your field?	233
To what extent has the Foundation affected public policy in your field?	190
Overall, how would you rate the Foundation's impact on your local community?	349
How well does the Foundation understand the local community in which you work?	355
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	375
How well does the Foundation understand your organization's strategy and goals?	372
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	366
How often do/did you have contact with your program officer during this grant?	383
Who most frequently initiated the contact you had with your program officer during this grant?	383
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	361
Has your main contact at the Foundation changed in the past six months?	361
Did you submit a proposal to the Foundation for this grant?	382
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	375
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	359
Are you currently receiving funding from the Foundation?	367
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	380
How well does the Foundation understand your intended beneficiaries' needs?	360
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	366
Have you participated in a reporting or evaluation process?	373
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	247

To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	293
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	292
To what extent was the Foundation's reporting process...Straightforward?	297
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	288
Did the Foundation provide financial support for the evaluation?	38
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	35
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	35
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	33
Funder-Grantee Relationships Summary Measure	356
Understanding Summary Measure	355
To what extent did the Foundation exhibit the following during this grant...Trust in your organization's staff	381
To what extent did the Foundation exhibit the following during this grant...Candor about the Foundation's perspectives on your work	379
To what extent did the Foundation exhibit the following during this grant...Respectful interaction	382
To what extent did the Foundation exhibit the following during this grant...Compassion for those affected by your work	379
Was the funding you received restricted to a specific use?	380
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	379
Based on what your organization believes the Foundation would be willing to fund	379
Based on what your organization needs	379
Based on the results of an assessment or evaluation	379
Not applicable - I have never requested support from the Foundation to strengthen my organization	379
Would your organization find it helpful to receive funds via electronic transfer rather than mailed checks?	322

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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