



LATINO COMMUNITY FOUNDATION

GRANTEE PARTNER SURVEY DATA REPORT

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LATINO COMMUNITY FOUNDATION

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I. Introduction

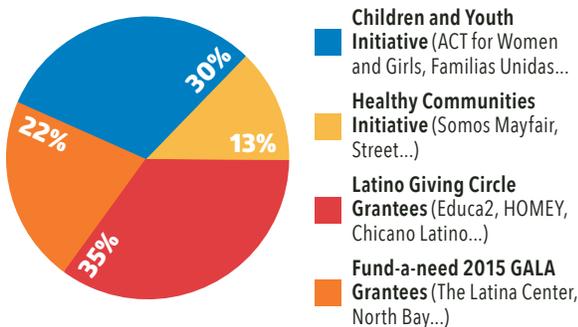
In Fall of 2015, the Latino Community Foundation (LCF) commissioned Shiree Teng, an independent strategy and evaluation consultant to facilitate and guide them through an evaluation and learning process. The outcome of this effort will help LCF to reflect on its work, to plan for its future, and to better support its grantee partners.

As part of this effort, Shiree Teng and associate, Nadine Wilmot developed and launched an online survey to LCF's grantee partners, organized around two core evaluative inquiry areas which correspond to key impact areas as articulated in LCF's theory of change: **1)** strengthen and build capacity of Latino community based organizations, and **2)** empower and develop Latino leadership in the non-profit sector.

II. Profile And Demographics Of Survey Respondents

The grantee survey was open from November 6th through November 12th, and 23 of 31 grantees responded, for a 74% response rate, which is a very strong response, indicating the level of grantee affinity with as well as its support for LCF.

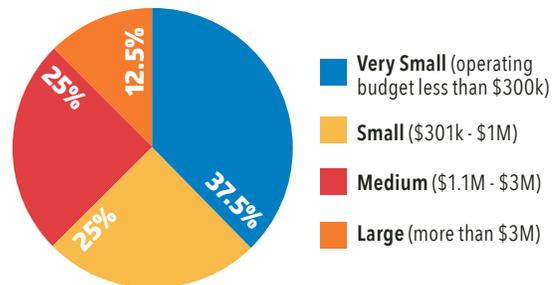
Survey respondents identified themselves as part of one of four grantmaking areas: Latino Giving Circle Grantees (8), Children for Youth Initiative (7), Fund-a-Need 2015 Gala Grantees (5), and Healthy Communities Initiative (3).



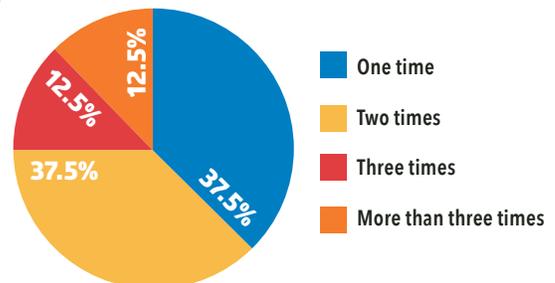
The majority, or 63%, of LCF grantee partners have operating budgets of under \$1M.

62% of respondents have received LCF grants two or more times.

GRANTEE PARTNER ANNUAL OPERATING BUDGETS



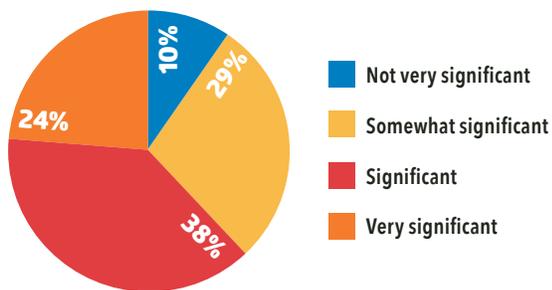
Q: How many times have you received an LCF grant?



III. Overall Significance of LCF Grants

62% of grantee partner respondents said LCF grants, while relative small, are significant or very significant because the grants are flexible, provide validation of or “stamp of approval” for grantee partners, and allows them to be in close partnership with LCF and others in the LCF network.

Significance of LCF Grants to Grantee Partners



“ They provide a very important ‘stamp of approval’ from the community. As the lion’s share of our services are provided for the Latino community, this is very important for other (e.g., mainstream) funders to see.”

“ We consider the LCF Grants significant not only because the dollar amount, but because of the additional credibility being a grantee lends when speaking to other potential funders. A huge benefit to being a grantee is the opportunity to participate in LCF gatherings, such as the recent LCF grantee convening.”

- The **flexibility** of LCF grant funds is important to grantee partners. LCF funds are non-restrictive; this allows the organizations to make decisions to address their areas of need and growth, such as staffing, special initiatives. (6) Furthermore, LCF funds are significant programmatically; they fund large portions of programs, allowing important work to move forward. (5)

- LCF funds **validate organizations** in the eyes of their communities, allowing them to leverage funding from more mainstream funders. (5)

- Grantees value the non-monetary aspects of being an LCF grantee, such as the **collaboration and connection** with LCF staff, technical support, and access to convenings and workshops. (5)

“ They are critical for 3 reasons: 1) show investment from a small yet powerful culturally rooted foundation, 2) Diversifies funding allowing us to increase our capacity to receive funds (tipping point comes to mind) 3) There has been strong support and partnership beyond the financial investment. Relationships matter investment...”

“ The LCF grant is critical to our work. It represents about 20% of our budget this year. Our organization is very small and the simple straight forward grant making process is extremely helpful for us.”

“ In terms of the size of the overall organizational budget, the LCF grant is small. But in the context of our parent engagement programming, LCF is one of our top 3 funders for our program. It provides critical funding to a funding that is essential to our work, but where it has been very difficult to fund. So for us, LCF’s funding allows us to continue to further our mission with parents.”

“ We are a small grassroots non-profit. We have a total operating budget that is less than \$700k. That money is stretched to provide services to thousands of community members, and even though the LCF grant is small, it really makes the difference between being able to provide some of our services.”

“ For our agency, LCF grants are the world. The amount is small in comparison to other grants, but they are so helpful because they are non-restrictive, they give our agency needed cash flow, and we use the money where WE really need it.”

IV. Building Grantee Partners' Capacity

When asked, to what extent did your relationship with LCF strengthen your organization, **amplifying grantee partners' work** was rated as the most meaningful, followed closely by **providing funding** to positively impact their work in the Latino community.

These are followed by the myriad ways that their **relationship with LCF staff** is supportive, in advising, advocating, brainstorming, and connecting to other funders. They also call out **access to a peer network** convened by LCF and **media/tech support** as important.

“Not only does LCF support our organization financially, it connected us to other Latino-serving organizations and promotes our work via its social network.”



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“ Core operating support, thought partner/communications strategy amplifying the voices”

“ LCF and other foundations support our organizational capacity by helping us access donors and funds we wouldn't have access to otherwise. It is also helpful when foundations create simple grant proposal and reporting processes that do not require grantees to produce materials that are only relevant and useful to the funder but rather better help us to understand, evaluate, and document our own work. Finally, the best way of supporting our organizational capacity is by providing funds that we have the discretion to use as we most need.”

“ The team is always looking for ways to highlight our work. They have introduced us to man people and invited to be part of their annual summit. Thank you!”

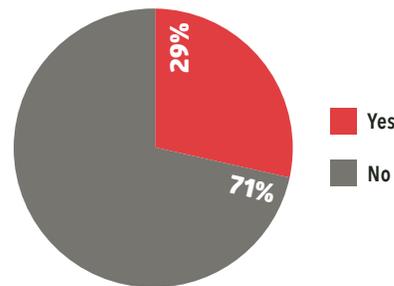
“ Masha, Alba and Sara[h] are AWESOME!!! They have been resources to our organization by being available and connecting our organization with other funders.”

“ Masha and Alba, in particular, have made themselves available to us for meetings, in person, by phone, and email to help us work on planning a future fundraising event. Additionally; LCF has promoted our work on their blog, and newsletter.”

Increased capacity to raise money/ sustainability:

When asked if LCF funding increased their capacity to fundraise/or strengthened their position in terms of sustainability, 71% of grantees responded yes; 29% responded no. However, outcomes in this area are not easily identified, defined, or tracked, suggesting a need for the Foundation to revisit and clarify its strategy in this area.

Q: Did receiving a grant from LCF build your capacity to raise funds to ensure long-term sustainability?



When grantees described the ways that LCF funding supported them to raise more funds and build long-term sustainability, most respondents (10) pointed to leveraging their LCF grant into other funding and increased exposure.

“Other than capital I think foundations with high visibility like LCF give small organizations like our visibility. We often do not have the capacity to highlight our great work and LCF does a great job in highlighting the amazing work that we do. Foundation in general provide us with the ability to network and garner more support in the philanthropic world.”

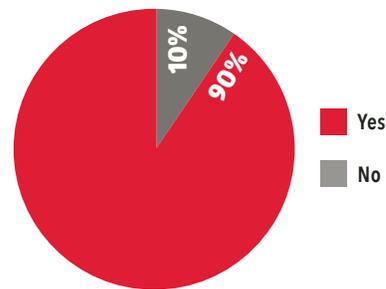
Four respondents suggested that because LCF funds increased their capacity to fundraise and sustain themselves. Other grantees cited pitching to the Giving Circles, one-on-one consultation with LCF staff around strategies to fundraise, and using LCF funds to pay for development staff or campaigns as ways that LCF funding built their capacity to fundraise.

This inquiry also surfaced a request for more training in fundraising. These responses suggest that grantees may need more strategic support from the Foundation to locate themselves in and make progress along a sustainability continuum.

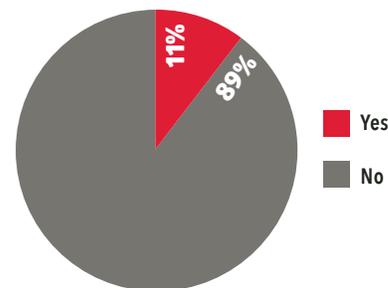
“LCF staff has giving us exposure to Giving Circle members, potential funders and other grantees we did not previously have.”

While 90% (17) of grantee respondents believe that their relationship with the foundation connected them with other potential funders/donors, only 10.5% (2) of these indicate that this connection resulted in actual funding. The rest are hopeful about relationships under cultivation.

Q: Would you say that your organization’s relationship to LCF connected you with other potential funders/donors?



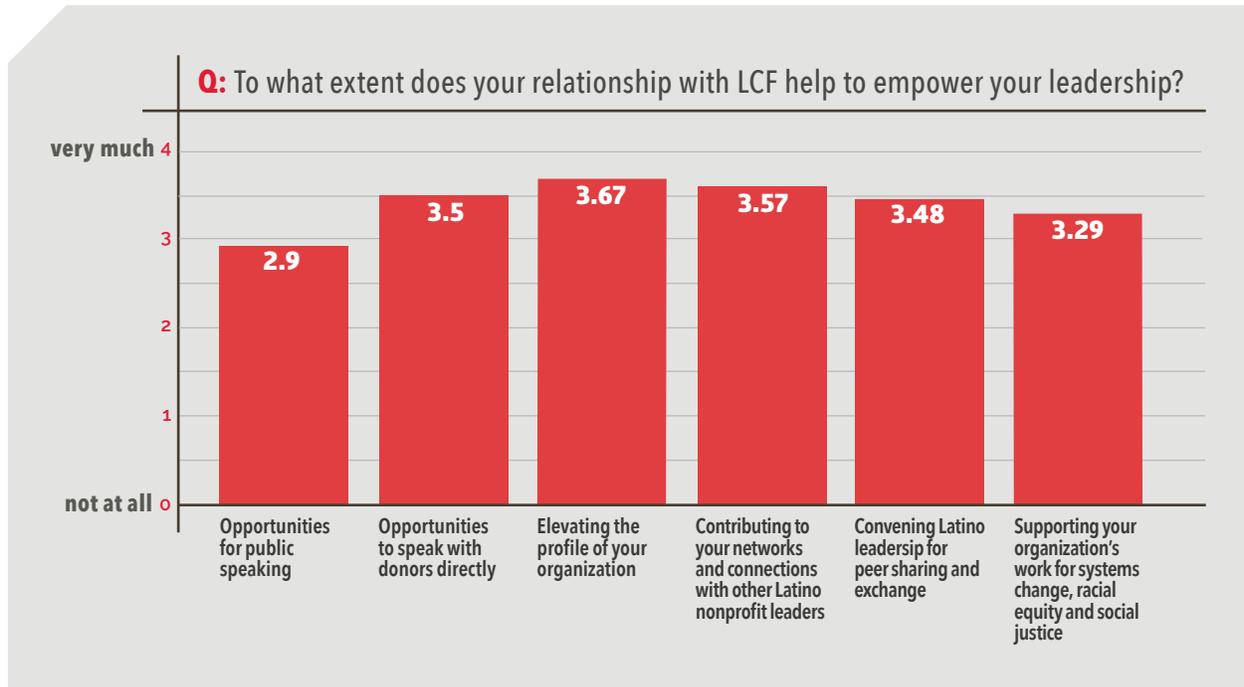
Q: If yes, did it result in funding?



There is no doubt that relationships are paramount in the philanthropic world for funding, and that facilitating these connections is part of the work that bridges intangible barriers and that these relationships take time to bear fruit. At the same time, this data points to a need for LCF’s work in this area to be more intentional, less incidental, and more measurable if it will be part of its core offerings to grantees in building their sustainability.

V. Latino Leadership Development

When asked, “To what extent does LCF Empower and Develop Latino Leadership?”:



Grantee respondents call out LCF’s ability to connect and amplify as important in empowering their leadership; elevating the profile of their organizations, networks and connections with their peer Latino nonprofit leaders, and direct access to donors are most important to them in building their leadership. They also describe relationships with LCF staff as thought partners and allies as a rich support to their leadership, citing one-on-one consultations with LCF staff.

“ By taking part in larger LCF grantee convenings, our staff has come to recognize themselves not only as leaders in our organization, but in the larger community as well. We have been able to create relationships with other organizations that we have met through LCF, which in turn, has allowed us to think about how to grow our programs or work in different communities.”

“ LCF continues to elevate our organization in ways that help put us on the map. LCF values collaboration and introduces us to other key leaders for support and growth.”

“ Great thinking partners. Always open to exploring new possibilities to better serve our families.”

“ Speaking to the Men’s Giving circle was a powerful opportunity for our Program Director to connect and articulate our work to other Latino Men. Although we weren’t funded, he still speaks of the experience.”

With respect to their needs, representing a continuum of developing to mature leaders, grantees want more:

Structured and sustained opportunities for peer exchange and learning.

Grantees appreciate the network and convening that is already taking place as forums for leadership building. They note that the Foundation has a perspective on who is doing what, where there are lessons learned to be shared, where grantees have developed bodies of learning that can be lifted up and shared with other organizations or even funders. One grantee noted they are excited about the proposed Leadership Institute in conjunction with Giving Circle mentors, while another noted that they have maintained a Leadership program for 15 years and would like to share their work.

“ The foundation has a unique perspective and understanding of different organizations’ work. It would be great if it could identify strengths of certain agencies and staff, and create meaningful spaces where they can share their expertise to build meaningful exchange among diverse grantees; and create opportunities for ongoing learning from one another.”

Trainings for leaders and/or funding to support leaders’ participation in trainings/ convenings.

Grantees request leadership training that is specifically supportive of a continuum of leaders ranging from newer to more seasoned EDs. A sample of training suggested by grantees includes but is not limited to succession planning, “healing the healer retreats” to prevent burnout, and managerial, marketing, social media trainings.

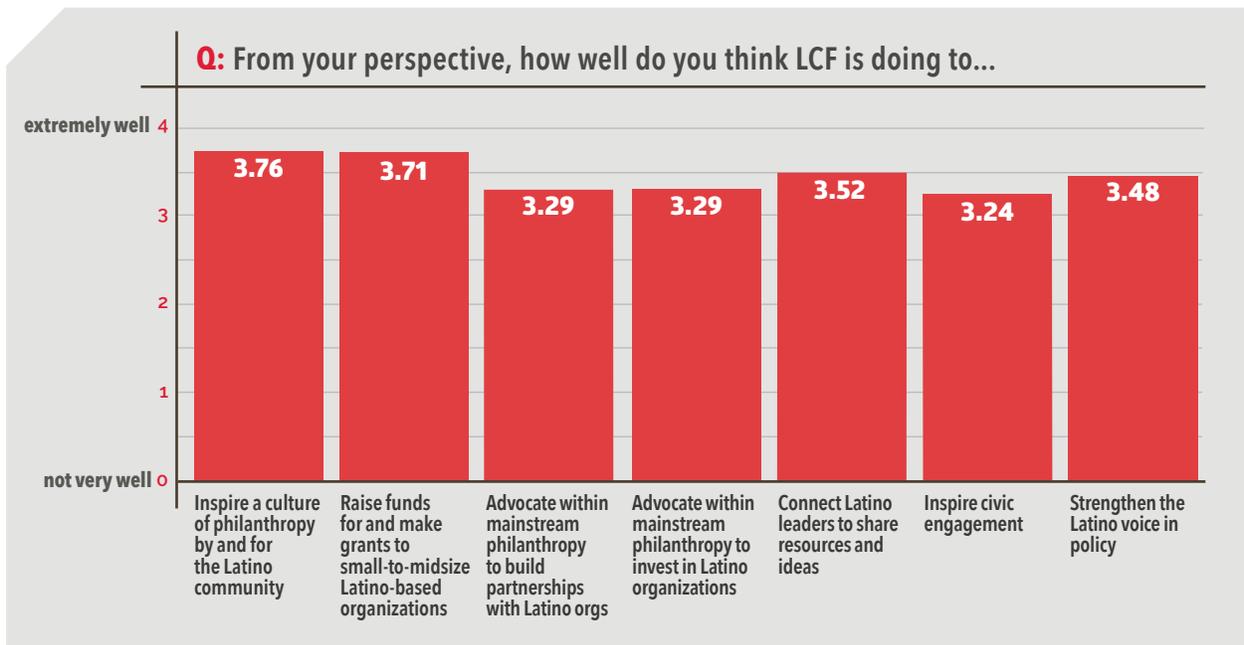
Funding for capacity building. With appreciation for the capacity building they are already receiving from LCF, grantees suggest that support for efforts such as strategic planning and evaluation, executive coaching, board development, core organizational systems, and technology, media and communications would strengthen their leadership.

VI. Overall Reflections From Grantee Partners

Overall, 76% or 16 out of 21 LCF grantee partner respondents think LCF is doing an excellent job of inspiring a culture of philanthropy by and for the Latino community.

71%, or 15 out of 21 respondents think LCF is doing an excellent job in raising funds for and making grants to small to medium sized Latino-led organizations.

Overall, 76% of LCF grantee partner respondents think LCF is doing an excellent job of inspiring a culture of philanthropy by and for the Latino community.”



Additionally, 90%, or 20 out of 21 grantee partner respondents value its social media posts, blogs, and communications, with 55% reposting the posts often or all the time.

95% feel they have a totally, or very much of an authentic relationship with Foundation staff.

100% of respondents feel that their feedback, experience, and advice is very much (35%) or completely (65%) valued by LCF staff.

VII. Recommendations

The unique niche LCF occupies in the landscape is providing critically needed flexible funding along with intensive support and platform to its mostly small, grassroots Latino-led organizations. LCF is itself a small, emergent organization; as such, it inherently understands the importance of aggregating the collective wisdom, power and talents of its grantees in a peer-to-peer network during this critical developmental phase of its grantee partners.

In addition, the role of amplifying and broadcasting the stories, successes and challenges facing small, Latino-led grassroots organizations is also highly valued. LCF is recognized and appreciated for its ability to communicate the triumphs, aspirations and challenges faced by the Latino community in ways that other more traditional funders do not.

Continuing this dual role of being an **aggregator and amplifier** is highly supportive of LCF's grantees and core to its organizational identity. We offer the following three recommendations for LCF to consider as it moves into the future:

- **Clarify and align capacity building strategy and offerings in relation to financial sustainability of grantees.**

Increasing capacity to raise funds to build long-term sustainability is a critical need among the market that LCF serves – small and emerging Latino led/serving community based organizations. In surveys, support with financial sustainability is at the center of the grantee discussions of capacity building, and of grantee descriptions of what they would like to see more of.

It will be important for the Foundation to revisit, clarify and define its strategy in this area. This will include formalizing and resourcing the Foundation's offerings to its grantees. Developing key indicators/benchmarks – e.g. number and robustness of donor base, staff dedicated to development, evaluative and communications capacities, core organizational identity and focus, etc. - and tracking these outcomes among grantees over several years will be important. Many of the grantees in LCF's current cohort are first time grantees; it would serve LCF well to track grantee capacity with regard to key sustainability indicators, and to examine the role that LCF played in moving them towards sustainability over a number of years.

A review of grantmaking activity shows that the Foundation builds long

term alliances with grantee-partners; approximately half of its grantees are first or second time grantees while the other half have received LCF grants 3 or more times. Four is the average number of LCF grants that each grantee has received; 20% or 1/5 of its grantees have received six or more LCF grants. Because the Foundation enters into a long-term partnership with its grantees, it makes sense to define its role and impact in relation to grantees, and specifically how its different granting programs interact to support grantees at different phases of their growth. LCF's Giving Circle work puts the Foundation in a unique position to direct financial resources and volunteers in a sustained way to small and emerging Latino led organizations, to engage them over time in building capacity.

- **Clarify, narrow, and focus the ways that LCF empowers and develops leadership.** Develop a strategy for leadership development that is informed by what make sense for staff to do and what does not; it should institutionalize what is within close reach for LCF staff, and solidify an outsourcing strategy for what LCF staff cannot do but is still valuable and relevant to grantees. This could involve growing a stable of training partners or building alliances

e.g., working in partnership with other organizations that specifically support leadership development and/or capacity building, such as CompassPoint Nonprofit Services, Rockwood Leadership Institute, LeaderSpring, etc.

- **Implications for LCF Sustainability:** To be in a position to implement its theory of change and to meet the needs articulated by its grantees most effectively, it would bode well for LCF to adopt a healthy, generative approach to its own financial sustainability. It ought to focus its priorities, including making hard choices about what to support as part of its programming, and what to cut. Instituting a practice of regularly revisiting and confirming the needs of its constituents and define its role in meeting these needs would be an effective practice. It is an imperative for LCF to prioritize the sustainability and longevity of its own staff as it grows. ■

Appendix:
LCF 2015 Grantee Partners, Operating Budgets, Numbers of Times Granted

Children and Youth Initiative Grantees

GRANTEE	OPERATING BUDGET	NO. of GRANTS
Act for Women and Girls	\$300,000	3 grants
Familias Unidas	\$1M	6 grants
Fathers and Families of San Joaquin	\$600,000	5 grants
Fresno Barrios Unidos	\$640,000	4 grants
Salud Para la Gente	\$19M (outlier / Health Clinic)	5 grants
The Latino Commission, Tulare	\$300,000	3 grants
Youth Alliance	\$1.6M	5 grants

GRANTEE	OPERATING BUDGET	NO. of GRANTS
MILPA	\$500,000	1 mini-Grant
Puertas Abiertas	\$300,000	1 mini-Grant
ODAT	\$400,000	1 mini-Grant
Mujeres Unidas y Activas	\$2M	8 grants
The Latina Center	\$425,000	7 grants
Santa Cruz Barrios Unidos	\$1.2M	1 mini-Grant
Nuestra Casa of East Palo Alto	\$600,000	5 grants
National Compadres Network	\$1M	1 Grant
North Bay Organizing Project	\$260,000	2 mini-grants
Centro Legal de la Raza	\$1.8 M	3 mini-grants

Healthy Communities Grantees

Somos Mayfair	\$1.5M	8 grants
Street Level Health Project	\$700,000	2 grants
La Luz Center	\$730,000	2 grants
Mission Graduates	\$2.6M	6 grants

Latino Giving Circle Grantees

Educa2	\$64,000	2 grants
HOMEY	\$350,000	3 grants
Chicano Latino Youth Leadership Project	\$225,000	2 grants
Centro Legal de la Raza	\$1.8M	4 grants
Diaz & Loera Centro Latino	\$5,000	1 grant
PUENTE	\$2.1 M	2 grants
CORA	\$2.9M	1 grant
Shop with a Cop of Silicon Valley	\$32,000	1 grant
Somos Familia	\$63,000	3 grants
Chicana Latina Foundation	\$590,000	10 grants
Mujeres Unidas y Activas	\$2M	10 grants
Latina Center	\$320,000	11 grants