

Complete Set of Grantee Comments and Suggestions

PREPARED FOR
The Evelyn and Walter Haas, Jr. Fund

AUGUST 2015



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**The Evelyn and Walter Haas, Jr. Fund
Grantee Comments from May 2015 Grantee Perception Report
Conducted by the Center for Effective Philanthropy**

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.
Grantee Comment
Although [we are] an atypical grantee...in many respects, the quality of the processes has always been extremely high. The active involvement of Matt Foreman...has added remarkably to the value of the Haas, Jr. contribution...and the marriage equality movement overall in addition to the obvious value of the actual grants over the years. This has been a remarkably good partnership in every sense of the word!
Appreciate guidance and prompt responsiveness by Program Officer. Sometimes, however, the program strategy/approach by the Fund seemed to be evolving and there was not clarity on what the Fund wanted to see as outcomes.
Cathy is a excellent partner. We talk about everything. National and state political dynamics, the field, our strategy, our team, our network in CA, other funders... a dream to work with.
clear process / great communication with program officer and her assistant / program officer opened and available
Communication from our program officer has always been very efficient. She was more inclined to share information with us, rather than ask questions of us.
Electronic communications are strong, well written and give good clarity to the Funds work and focus. On major issues such as immigration reform and LGBT rights, they are more regular. Staff is truly accessible and engaged in providing and seeking feedback from us as grantees. I feel like it's a true partnership. I've also had the honor of speaking directly with the Trustees and working with staff.... All staff, from the Vice President to the Administrative Assistants are helpful and generous with their time.
Everything is outstanding, especially the dedication of the staff to our organization and our mission. The Fund is such a leader in this space that the staff and board of the Fund should be proud!
Fund staff are extremely knowledgeable and therefore able to act as partners with shared goals. Unlike other foundations, the Fund staff are participatory in helping align the goals of the fund, the goals of our organization, and the needs attempting to be met. It is a great and rare pleasure to work in such a collaborative fashion and with people who are similarly committed to the issues of importance to our organization and community. We are especially appreciative of the Fund's vision to support work that other foundations do not and the nimble fashion in which the Fund staff can respond to emerging needs.
Good. Respectful. Collaborative.
HJF is an incredibly high touch foundation that is invested in the success and sustainability of our program. When questions or concerns arise, they are active in reaching out to us as thought partners for solutions. Time is often time a limited resource we have in our program, I am wondering if there are less time intensive ways we can maintain strong relationship & communication, while still reporting back the impact of our work with each other
I feel that the Fund and its staff have been very pro-active, helping to find resources for organizations doing the work, and leading by example in the philanthropic community - so they have helped deliver more funding to the work than just the money Haas, Jr. is able to provide.
I found the process of applying for a new grant from the foundation extremely helpful and informative and the Fund's staff were instrumental in making sure that the process was effective. Our organization is also deeply appreciative that our latest grant was for 2 years, instead of 1 year at a time. The return to multi-year grants makes the process of monitoring, reporting, and applying for new funding much more manageable for a small organization. Most importantly, the stability of knowing that funding is available for longer periods of time helps us with our planning.

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Grantee Comment

I have been very grateful for the ease with which my funding requests were ultimately granted. My point of contact made it clear to me early on in our conversations that Haas believed our work was important and was inclined to be supportive. The grant proposal was somewhat lengthy and time-consuming, but only in comparison with other grants we obtained that tend not to have as elaborate a process. Communications with staff were sometimes loose, in that I did not always have my emails replied to at a rapid pace, but that was compensated for by the ease with which we ultimately obtained a very generous grant.

I have found the Fund to be extremely helpful both to [our organization] and to the LGBT movement. My words to describe the fund were "strategic" and "responsive" because the Fund has been exceptional at helping fill critical and urgent gaps (for example, in messaging research), but has also been visionary/strategic in terms of helping spur innovative programming such as trying to increase LGBT donor giving to the LGBT movement. The Fund staff are responsive, professional and collegial. The grant writing and reporting requirements are comprehensive but far more streamlined/easy than for most institutional funders. Overall, it has been a pleasure to work with the Fund, and we not only consider the Fund a funder, but also a thought partner and collaborator in the work that we do.

I wish working with all foundation was similar to working with Haas Jr. I am guessing that much of the staff has served in positions of being grantees. The use of the web for automated grants applications, management and payment is an example other foundations should follow.

I work solely with one Fund staff member and I appreciate the personal attention and hard work he puts into it. Our program wouldn't be nearly as successful or as much fun to run if weren't for him.

In [our] relationship and partnership with the Fund, it's been unfailingly responsive and helpful ... even if we haven't always gotten the answer we want. Our current relationship is the smoothest, most open, and most value-added of all our foundation relationships - even though it's not the largest. My colleagues and I feel respected, welcomed, and supported.

It has been a rewarding experience to work with this Foundation. The process to apply is very friendly. The program officer has always been very supportative through any grant process. Her feedback and guidance is very appreciated.

It is always easy to discuss potential projects with Cathy Cha. Interactions and communications are usually useful, informative and helpful.

It took a while...for us to make our case for funding to our program office Matt Foreman, but once we were approved, Matt has been very supportive. There have been only a few communcaitions from Matt to know if he is satisfied with our work, but when we have heard from him, he was congratulatory, which has been reasuring.

Linda contacted us about doing a report. She had a certain amount of money and wanted something specific. We pushed back and she was very amenable to the changes we felt we needed to make.

Matt Foreman has been fabulous to work with. He is very responsive and transparent about the process. He truly understands our organization and the work that we do. There are few individuals who have the depth and understanding of the LGBT community, politics and the intersectional nature of the issues. Matt also has a national reputation that has positioned Haas as a leader on LGBT issues. The process of applying for grants and reporting has been very clear and easy to do.

My experience with fund staff has consistently been both essential and positive. It is sometimes challenging, but that's always in service of our having the most effective and impactful programming. Fund staff helped initially envision our core programming and have remained key thought-partners along the way. // Further, my confidence and inspiration in taking next steps and creating new and/or expanded initiatives has always been bolstered by my conversations and visits with Fund staff.

My experience working with the Fund has been extremely positive. The design of the FLA was incredibly thoughtful in terms of helping the investment the Fund was making in the leadership development of the organization to fully thrive. The entire experience was geared towards developing leadership, from the proposal planning process to the execution and reporting of the grant. It did not feel like just a series of hoops to jump through, but rather a very intentional process aimed at excellence at every level. At the same time, the Fund communicated quite clearly that it was possible to learn from what didn't work, that learning was possible even if something "failed."

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Grantee Comment

My primary contact is my program officer. She is very clear about expectations, collaborative work together, and engagement. To the extent we have received other communication, it is in line with her communications. For the leadership grant we receive, the process is clear but sometimes the application is very time consuming.

One of the best, most respectful (while providing useful input), committed, savvy funders that we have.

Our organization receives consistent communication from the officer. This has help clarify when changes to the objections needed to be updated.

Our program officer is clear about the Fund's priorities and how they align with the work our organization is doing. In our case, the level of our support went down, which was certainly disappointing, but our program officer was clear at the beginning of the process for the reasons and what would need to be true for us to request a similar amount of funding as we have received in the past. The actual application and reporting procedures are clear and straightforward and we appreciate the ability to submit materials in our standard format.

Our program officer was very clear about the Fund's process, and goals. / The clarity helped us shape the proposal.

Over the past several years, [our organization's] work has expanded beyond our wildest imaginations, none of which would be possible without the continued support and belief in our mission that the Fund has shown since our inception. We are so grateful for the Fund's leadership and dedication to LGBT equality.

Program staff is extremely responsive, prompt and with communication. I found staff to be helpful in raising the critical questions related to the field of education when discussing the possibility of being a grantee. The only surprise was that there was no direct communication when my initial program officer transitioned out. I found out because I sent her an email in January and an automated email was generated informing me that Nancy Lee was no longer at the Fund.

Staff at the foundation is accessible, willing to share and guide us through the processes. They are supportive and willing to connect us with other funders and additional resources.

Staff is very responsive and accessible. Staff has shown commitment to making a positive program impact in the community and in the overall well-being and development of the grantee organization.

The communication with The Fund and its staff was very efficient, professional and clear in regards to projects, outcomes and work. The communication was two-sided and strengthened the belief and respect in The Fund and vice-versa.

The Fund has been very supportive and non-bureaucratic in our interactions, which is very helpful as we fulfill our mission.... Of course, we wish the grant to our organization was larger, but we are very appreciative of the Fund's ongoing support and commitment.

The Fund has led the way toward a more innovative form of funding in supporting regional collaboratives of organizations in California serving long-ignored local constituencies and focused on civil rights, environmental health, criminal justice reform, and public integrity. Its processes and communications--indeed, its relationships with grantees--are being transformed through this model of funding support. The Fund should continue to adapt its operations, and provide guidance to grantmaking peers in doing likewise, as they adopt this important model of sustained local and regional investment in California. It is having a tremendous impact.

The Fund is exceptionally fast in processing grant proposals - we received notification of our grant only 6 weeks after submitting our proposal! The process was straightforward and the communication with program staff was always clear and helpful.

The Fund staff is excellent and very supportive of our Initiative. He is always accessible and available to help resolve problems when they arise. He also provides us with good, new ideas that improved the project outcomes. // The process for the grant renewal was simple, and no pressure from the Fund staff. //

The Fund was instrumental in the success of [our organization]. I am very grateful for the grant that allowed us to complete our work.

The Fund was responsive to our concerns and provided constructive feedback on our overall goals and organizational practices. There was a tendency to micro-manage on budgetary matters and less attention given to non-budgetary matters.

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Grantee Comment
The fund's processes are clear, communication is thorough and interactions are respectful and helpful for understanding both the context in which the fund works and its approach to change.
The Fund's staff are intelligent, helpful, and thoughtful about how to keep improving the program focus and reporting.
the funds support has been critical to [our organization's] growth and ability to impact real change for our communities
The grant we received (a first time effort) didn't have clear reporting criteria which necessitated frequent rewrites.
The interaction of our senior staff with Fund staff has been extremely positive. It was only in our junior staff's communication with Fund staff that there were problems -- nothing significant, but certainly a challenge in understanding the limitations of marginalized communities to use "foundation" language to communicate about their work.
The process of creating the proposal went well. Although, crafting the proposal in the online platform within the word counts can be a challenge. We also noticed that when working in the online platform drafts can be seen by the Fund. It'd be preferred to only have drafts viewed by request. Our interactions with Fund staff have been positive and very supportive. Communication has been strong and we feel the work is understood and valued.
The proposal development process was very collaborative. We had an opportunity to submit an initial proposal, to talk with Fund staff to strengthen and re-craft it, and as a result were able to include additional partners and better connect the work to some related initiatives that are also funded by the Fund.
The quality of the Fund's processes, interactions, and communications is excellent. Very supportive and instructive. During periods of challenge and difficulty, the Fund has been a great partner.
The staff I have worked with have been very supportive and helpful.
The staff is responsive and supportive, ensuring that the partnership aligns with both organizations' values. The process has been thoughtful and appropriate for the level of engagement. The staff is highly respected across many sectors including philanthropy and LGBTQ civil rights. The Fund and staff have been steady partners in a very dynamic and fluid moment in our community, which has allowed us to pivot and capitalize on timely issues as they evolve. The Fund has been at the forefront of important developments as they emerge, especially as we see growing interest in working on intersecting issues across multiple disenfranchised communities--economic justice, immigrant rights, racial justice, education access, and LGBTQ rights. All of these qualities make them a unique and valued partner.
This particular case is unique, in that the Fund engaged in a deep way with [our organization with the support of our affiliated organization.] Haas helped us create our own strategic plan, which then informed our transformative proposal to them.... I'd guess it is unlikely that this sort of thing will happen in this way again, because of its scope, and despite its excellent accomplishments. Because of the scope, we were deeply involved with program staff (especially Sylvia and Ira...), who provided detailed commentary and assistance throughout. I am truly grateful for the process and outcomes.
This survey response concerns our FLA...grant. We have had 3 excellent plan consultants: Paula Morris, Gail Ginder and Maura Bairley. We...have taken on the work that we decided was most important for our organization to grow and be sustainable. We were able to interview and pick our own consultants and our board and staff are completely engaged in the entire process, so this is the best grant I have ever experienced in all my years as an executive director. It would be impossible for us to do this work without the resources and support that Haas Jr. has given. I have never experienced a funder so invested in our success and who understands the importance of building and sustaining leadership within the organization as a means to carry out our mission and vision.
We appreciate how communicative members of the Fund are and what good thought partners they are.
We appreciate the very fast turn-around of the Fund's decision making once a grant is submitted. We appreciate the clear guidance as to what to focus on in the narrative. We appreciate that the Fund was flexible with the deadline....

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We feel very fortunate to have been contacted by the Haas Jr Fund...when we were invited to submit a proposal for a small grant for general operating funds. As that grant was expiring, we held several phone conversations with Sylvia Yee and, once she arrived, Theresa Garcia, to see about the possibility of [additional funding for a project at our organization.]

We find the Fund clear and easy to work with. The level of detail and specificity required by the Fund is helpful to us as it requires us to clarify in a useful way exactly what our work will achieve.

We found it very positive. The fund was easy to deal with and consistent in that they said they were willing to fund our work and then didn't ask us to change what we were doing to fit their preconceived notion of what we should be doing.

We have an excellent, long-standing clear relationship with the Fund via our program officer, Matt Foreman. Matt is direct, honest, curious and creative in working with us to fulfill our grant objectives. We particularly appreciate that he is interested in talking through the details or nuances of our work via phone conversations.

We spent a considerable amount of time just trying to get a response from Haas, Jr. staff. Many emails go completely unanswered, despite the fact that we have been a grantee for [multiple years].

While we received programmatic funding, I have to say that I think the FLA provided by Haas Jr. is one of the most impactful funding streams in the movement today.

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Grantee Comment
[Our organization] may never have been created without Haas, Jr. It would not have been able to remain as effective and in fact increase its effectiveness and impact without Haas, Jr. resources and other forms of leadership.... [Our] partnership is a premier example of what can be achieved in a field when such creative collaborations are developed and sustained over time.
[Our work could impact education] in and outside California, as well as on state-level policy influencers.... ability to continue providing policy analysis and advocacy on immigrant integration issues / strengthened and increased our civic engagement programs with immigrant leaders / connect with new funders in the immigrant integration field //
Because this survey is limited to one grant, I have focused my responses to this survey on our FLA grant. In addition, we have received funding for our programmatic work. So the Fund has invested both in our mission, vision, leadership, strategic alignment, coaching, business model and fund development through the FLA, but also in our programmatic work. Our relationship with Haas Jr. has been consistent since I started this job and has provided critical support for my leadership and for my staff and board. My staff has had the kind of professional development that a sophisticated staff really needs, but that I would have been very hard pressed to provide. My board has grown and developed systems that it never had. We have been supported in board and staff leadership development, that is critical for our ongoing sustainability. The FLA has helped us maintain a positive and powerful sense of our work and possibilities, rather than the common scarcity model. The brilliance of having a programmatic side of the Fund that has a firewall with the FLA side, has allowed us to be completely open and transparent about our strengths and weaknesses. The plan consultants and coaches have been extraordinary and have helped me at several critical times over the [past few] years that I have been executive director. The organization is at an extremely successful point now and the Fund has played a crucial role in our current status and our future possibilities.
Cathy has demonstrated significant leadership in working with immigrant rights organizations to keep us coordinated, effective, and well resourced. Haas Jr. is also in the lead in helping to fund new initiatives.
Grants from the Fund have facilitated keeping the doors open while we learn more about how to be sustainable in a difficult climate.
Haas is a critical leadership entity within the immigrant rights and civic engagement field in California. They lead, drive, and strategize with every significant immigrant's rights organization in the state. They share credit in all the victories that have rolled out in California for immigrants over the past few years...
Haas Jr. Fund is an ardent champion of leadership development in the field, from programming to communications from staff, PO's to Ira. Really in front of the field philanthropy, we greatly appreciate their contributions and insights!
Haas Jr. has been in the forefront of funding for LGBT rights for 15 years. It is absolutely a leader and has made substantial, historic change happen. Matt Foreman is clearly one of the most respected and sought-out leaders in the LGBT philanthropic world. One distinction about Matt - in addition to his encyclopedic knowledge of the LGBT movement - is how often the ideas that take root start as his ideas. He's creative, brilliant, and determined in equal measure.
HJF is helping to innovate and transform the conversations we collectively have about the immigration & higher education movement. HJF has had a hand in much of the immigrant momentum swinging in California. They are able to recognize the importance of the work on the frontline, while maintaining a larger vision driving to the collective success winning the immigrant rights conversation.
I'm not intimately aware, but they have not been a major player in this space to the best of my knowledge.

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Grantee Comment

Our Haas, Jr. grant makes it possible for us to expand our program in to additional areas. With Haas's support, we are able to focus on our work in expanding into immigration.

The core of our work is non-profit leadership development...and the Fund is a (if not 'the') leader in this field on the philanthropic side. I simply cannot think of a better partner to have in this work.

The Foundation has done an exemplary job of engaging in public policy, wielding leadership especially where a void exists and where other foundations are reluctant to step up.

The Fund has a major impact on the immigrant work we are doing---especially [related to naturalization and civic engagement.]

The Fund has been at the forefront of LGBTQ rights for decades. They saw the writing on the wall when the field was about to shift towards expanding RFRAs and helped convene key players in fighting against those potential bills. In addition the Fund has led the field in consistently investing in faith based LGBTQ groups to move the country forward not just on laws but on acceptance and welcome of LGBTQ people.

The fund has been critical to the growth of the LGBT and specifically trans movement

The Fund has been instrumental not only in supporting critical organizations in the LGBT movement, but also in playing a collaborative role with other [funders and organizations.] In addition to financial resources, the fund works with other funders...to set priorities, fund less-resourced but critical priority areas (e.g., religious outreach), and responsively and flexibly support new priorities as needs evolved (e.g., [research and legislation]). Also, Matt Foreman continues to be seen as a leader within the movement and has been a great thought partner...as have other staff such as Paula and Linda.

The Fund has been one of the leaders in recognizing the need for LGBT affirming Christian voices not only as a means to achieve LGBT equality but as a means to achieve healing within the LGBT community itself. This work is critical for our churches, communities and country. The Fund's impact both locally and nationally around affirming Christianity can not be over stated. Not to mention, I can only imagine it must make God happy, too. And I mean that with all seriousness.

The Fund has encouraged groups to work together or in coordinated ways, and, as I said above, has really pushed other funders to come to the table with additional resources. Each of these things has had a positive impact in the field.

The Fund has had a profound impact on the field and our organization. The Fund is one of the few true leaders in our field and staff is very well-respected for very good reasons.

The Fund has had an enormous impact on the LGBT movement. It is one of the most progressive, cutting edge funders of LGBT work and has set an example that other funders have followed. Funding for marriage equality has been critical to the success that we are now experiencing. The leadership from Haas has motivated other donors and funders and has created a better informed local and national movement.

The Fund has kept its eye on the prize of equality for the LGBT community. It understands and i think is trying to persuade others, that marriage isn't the end and that more work is to come for full equality. People look to the Fund as a leader in the field, so we are grateful that they are sticking with it and understand the next wave of work (religious refusals).

The Fund has supported efforts to shift institutional policies and practices with respect to diversity.

The Fund helped us educate people and allowed us to operate.

The fund is a key leader on immigration as a foundation. It is a leader in the field within philanthropy. The Fund is a key supporter of work on immigration and immigrant integration. It is impacting millions of immigratns during this difficult era for the undocumented. / Our organization's mission is to empower Latinos. We could not advance that mission without the Fund's support at the very difficult times for our millions of Latino undocumented immigrants. / The Fund has been brave and visionary...in its investments for the well being of the undocumented.

The Fund is a leader in bringing together the immigrant rights movement leaders across California. They are being intentional to get leaders trained together and learn to collaborate better. This is a very important and needed capacity.

The Fund is a leading force for social change, especially in the Bay Area. That said, the Fund has broad social and arts programming that impacts organizations throughout the U.S.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

The Fund is one of few funders actively and continually working on immigrant rights and because of that their focus is concise and allows us as a grantee to rely on that support and on their mission which aligns with ours.

The Fund is outstanding at advocating for early education/public education funds and establishing connections between relevant partners, either to support further funding, provide education, or highlight best practices to share with others.

The Fund is recognized as a leader and expert in our field, knowledgeable about the players and the changing dynamics. Thus their advice and insights are valued, and the impact of their philanthropy is deepened.

The Fund is supporting the critical dialogues that need to take place in the field of education, examining many questions couched in equity, especially locally in the [school district.] They understand the impact that education has on the trajectory of one's life and are funding effort to address the academic and opportunity gap that exists. The Fund made it possible for [us] to lead a visionary process with all stakeholders participating for creating, expanding and delivering new possibilities for 21st Century education...all the while noting that the gaps in opportunity need to be addressed in the process.

The Fund participates in conferences and shares learning from the field. Their support of immigration groups in CA is crucial to empowering immigrants in CA.

The fund provided is having a large impact in our immigrant community by allowing us to expand our internal capacity to empower, educate and train our membership and the community at large in issues that directly affect their well-being. For instance thanks to the grant, we have been able to inform and assist hundreds of DACA beneficiaries. We have also been able to assist hundreds of legal permanent residents to become naturalized citizens. Through our work we focus to integrate the immigrant community in the social, political, economic and cultural life of the United States.

The Fund staff has promoted grantees to participate in regional and staff collaboratives and policy advocacy tables. Fund staff has also provided constructive feedback and advice to the grantee as we have moved forward in our local, regional, state and national policy organizing and advocacy program activities.

The Fund very much impacts the work of its grantees and has been important in fostering collaborative efforts. Our capacity to function as a unique organization meeting the needs of our constituents and partnering with our peers was expanded by the Fund's support. Also, the Fund's support has helped us make meaningful difference in the communities our program serves.

The Fund was integral to the successful launch and operations [of our organization]. It was only with their assistance that we were able to achieve the level of...change that both of us desired.

The Fund, and Matt's leadership specifically, has had a positive impact in both programmatic and operational areas. For example, while not part of our Gen Op grant, the Fund showed tremendous leadership...to partner with us and others and help move the LGBTQ movement towards a broader view on immigration reform and the issues facing LGBTQ immigrants. On an operational front, the Fund has done significant work...to understand the donors and financing of the LGBTQ movement, which I believe will help us all to move forward more powerfully.

The Fund's commitment to immigration reform -- one of the most important issues this country faces -- is extremely important and is having a major impact. Hopefully, all our work will lead to major reforms that will benefit millions of people and set this country on a better path for the future.

The fund's investment in in [elementary education] has been an asset to our community. Their commitment to the district, as the entity that has such tremendous potential for impact, is admirable; their focus and persistence in the work is appreciated, and their ongoing curiosity and sense of possibility regarding collaboration is seen as a standard. Their real investment in our organization, which works in close partnership with both the district and the broader...education community has been instrumental to us building our capacity....

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The Fund's investment in...ongoing education program has helped to shape the tone, priorities, and abilities of our community media. It allows us to keep people nationwide up to date on the latest issues and best practices, but also to connect with each other as well as community leaders, colleagues, and mentors.

The Fund's leadership in collaborative funding structures in California, with relevance beyond state lines, is indispensable.

The grant and support we receive from the grant and Fund staff has allowed for an increased opportunity to talk face to face with voters who do not fully support LGBT rights and for the first time to talk with them about transgender rights. This has provided valuable information on voter persuasion strategies and tactics that can be employed throughout the country. It also provides an increased opportunity to attract and train potential leaders and key volunteers. In addition, the Fund and Fund leadership has allowed for an LGBT coalition to form that is addressing issues related to immigration, immigrant rights and opportunities being made available as the result of the Presidential order.

The Haas Jr Fund has had a significant impact on the field and community. The Fund has found a balance between seeking out and supporting innovative and emerging partners and solutions while recognizing the need to provide stable and steady investments on issues that are deep-rooted and take time to foster the change that is necessary. Their willingness to align funding with other investments and collaborate on community-wide challenges and opportunities is rare and essential if we are really going to address the growing disparities and inequities in our communities and country. The Fund staff bring issue expertise and they also elevate the expertise that exists within their community partners. For all of these reasons, the Haas Jr. Fund is highly respected in the field of philanthropy and on issues of social justice.

The Haas Jr. Fund has been a major influence in funding LGBT and other progressive causes in the years I have been doing LGBT work. Their staff has a strong understanding of this field, and works to bring together, for instance, professional activists and bloggers and journalists who also help to further LGBT equality. Their financial support has been invaluable, in particular because they clearly understand the value of long-term "culture change" work that is at the root of needed policy and attitudinal change.

The Haas, Jr. Fund has had an incredibly powerful impact on the field of LGBT rights and marriage equality in particular. As the first foundation to award a grant for marriage equality, the Fund truly was a trailblazer. The Fund's participation and leadership in the [marriage equality movement] played a crucial role in galvanizing other funders to support marriage equality, and ultimately, in advancing the freedom to marry through public education, litigation, and state-level advocacy. Since the Haas Jr Fund is such a respected funder, the Fund's embrace of marriage equality and LGBT rights has been especially influential in the field, paving the way for other funders to become involved in LGBT rights as well.

The Haas, Jr. Fund seems to have narrowed its scope of funding, from what seemed like a broad ecosystem-focused model to a narrower model focused more on short-term gains like messaging. I would argue that this is a mistake. Providing funding for organizations that play key supporting roles, and communicating that their work is important for the long-term, seems not to be a priority as Haas as it was in the past.

The leadership process and training sessions broaden our perspectives and deepens our capacity to effectively execute our mission.

They are leading experts in local Bay Area challenges and seek input on how the statewide environment can improve efforts locally. I have been valued as a thought leader and expert by the staff who seek input and guidance. I have also benefited from connections and guidance on our work by the staff who have facilitated introductions to key folks. The Fund [hosted a] meeting that resulted in new relationships and new resources for the organization, and played a leadership role in supporting additional research we were hoping to pursue.

Finally, the FLA has been an enormous benefit as it has provided great ability to invest in leadership development, board development and strengthened our communications training to the extent that we are seen as leaders not only in our field, but in our ability to successfully reach different audiences through our reports and communications. The Fund's support of our work has been comprehensive, bold, and supportive in ways that should be modeled in the philanthropic field more often.

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Grantee Comment

We are a relatively small organization but we think we provide a good return on the investment that the Fund makes in our organization. We meet most of our deliverables. We could not do the level of work to support immigrants' rights in LGBT communities without the Fund's support.

We work in leadership as well as many other areas. The Fund has supported our leadership research and they have had a terrific impact on the field. Sometimes I think there is a tension between promoting their own models and working with others.

When it comes to LGBTQ advocacy, the Haas Jr Fund hosts national convenings to allow for brainstorming and strategy planning.

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What specific improvements would you suggest that would make the Foundation a better funder?
Grantee Comment
<p>1) Bring together all the programs that HJF funds within immigration to see if there is any room for natural collaborations / 2) Provide annual reports of the immigration portfolio and different aspects of the movements HJF is supporting currently, as well as gaps they would like to support in the future / 3) Serving as bridges to other funders in the foundation world to expand networks of partnerships, collaboration, and innovations</p> <p>A convening of grantees doing similar work is helpful.</p>
<p>As marriage equality has advanced (and is now, hopefully, close to a national reality), the Fund's long-term commitment to LGBT rights has become unclear. The Fund's consistent support for LGBT organizations has been essential in building a stronger LGBT movement, and is all the more vital given that only a handful of foundations support LGBT issues at a significant level. (Specifically, only about a dozen private foundations provide more than \$1 million a year for LGBT issues.) We are slowly seeing more foundations be open to supporting LGBT rights, but it could be crippling to lose the Haas Fund's support now, at a crucial moment when we need to build a broader and deeper set of foundation supporters to assure the long-term sustainability of the LGBT rights movement, which must now grapple with deep-rooted challenges beyond marriage equality: lack of cultural acceptance of transgender people, lack of protections from discrimination for LGBT people in 30 states, the use of "religious exemptions" to curtail the victories of the LGBT rights movement, and an epidemic of homelessness among LGBT youth. The Haas, Jr. Fund's early support for marriage equality has been bold and trail-blazing, and I hope the Fund will double down on its boldness with a new effort at the cutting edge of LGBT rights and social justice. What if the Fund became the first major foundation to make a commitment specifically to advancing equal rights for transgender people? What if the Fund made a multi-year commitment to stopping the use of so-called religious exemptions as a wedge for blocking true equality? What if the Fund made a daring commitment to end the epidemic of homelessness among LGBT youth? The Fund's leadership on marriage equality has been nothing short of inspiring. Please be bold and inspire our community once again!</p>
<p>Clarity around reporting for new, inventive funding ideas.</p>
<p>Continued championing of collaborative funding model and structures for integrated voter engagement at local and regional levels.</p>
<p>For organizations that have been long-term grantees delivering measurable results year after year, it would be nice for the fund to treat these organizations with more respect--from basic things like returning emails in a reasonable amount of time to simply communicating appreciation for impactful work done with shrinking support.</p>
<p>Frankly, I cannot think of any, again perhaps due to the unusual circumstances of a funder collaborative/foundation relationship.</p>
<p>gain a better understanding of local community and local funders.</p>
<p>Good question but I don't know...</p>
<p>Have more influence on other funders to act responsibly as a funder. Other foundations have been abrupt in their ending funding to organizations. I have seen the Fund be more sensitive to how that drop off in funding can negatively impact the organizations involved. Also, we appreciate that the Fund does not seek to create a lot of its own programming but rather funds organizations to do the work - that would be a good model to encourage other funders to follow.</p>
<p>Honestly, I think the Fund has done such a good job with the FLA that I couldn't ask for anything more.</p>
<p>I am not sure if I can come up with something else. I have told the staff - and written to them - that the Foundation is the best one I have ever dealt with. And...I'm familiar with the field.</p>

What specific improvements would you suggest that would make the Foundation a better funder?
Grantee Comment
I am satisfied with the level of funding and greatly appreciative of the Fund's efforts to fund the organization. The Fund's assistance was indispensable.
I do not have any concrete suggestions. We have had a good experience so far.
I do not have suggestions for improvement other than what one might expect from any nonprofit organization, that is, continue these critical investments and the great work that Haas Jr. is doing in this space.
I only wish they had a corpus the size the California Endowments assets for health! I wish we had more resources to work with.
I really enjoy working with the Haas Jr Fund. I have felt completely supported by them and do not know how they could be better than they currently are.
I think they have a good handle on how to accomplish what they want to accomplish.
It is hard to find an area for improvement. The Fund is an informed leader in philanthropy in the area of immigrants and immigrant integration. I can't think of any area of improvement.
More engagement on the substantive issues our organization addresses.
My experience over the past several years with the Fund has been a very smooth and supportive process. I have no recommendations for them at this time.
No improvements required. The Fund is generous, supportive, informed, and a tremendously good partner.
No major suggestion, just continue to support innovation in the field with general support allowing the field to set the strategy. It's extremely helpful.
No recommendations at this time. We are very pleased with the collaborative nature of the relationship between our organization and the Fund staff.
Nothing to add.
Of the many funders I deal with, The Fund is one of the best. To the extent I can share how it approaches philanthropy and support for organizational leaders with the philanthropic community more broadly, that is the only thing that comes to mind that might be an area for improvement.
On the programmatic side, I hope that the Fund will continue to be interested in LGBT equality, even after a hoped-for success in the marriage issue. I sense a lack of clarity on the programmatic side about where and how the Fund will be investing that makes the Fund staff less open and transparent than on the FLA side.
Only that it is a shame that the Fund decided several years ago to all but completely abandon its support for LGBT nonprofits in the Bay Area. It's been a major loss locally and it seems that it would have been entirely possible to focus 80%, even 90% of its grantmaking on the marriage priority - where the Fund has made a huge difference - and continue some level of support for local efforts for which Haas Jr's support was once so fundamental.
Our Program Officer is excellent. I would not change anything because the current process works well for us.
Perhaps more at length conversations about the field and partners would be helpful. Sometimes it seemed there were grantees that the Fund consulted who were our partners, but we would not be consulted even if we were doing the work with them.
Provide even more support, but otherwise the Fund and staff are awesome!
Seek out the knowledge and expertise that grantees bring. Ask for and be open to our insights and input. View us as real partners.
The Fund could offer greater responsiveness (again, I am only referring to email exchanges, since overall the Fund was quite responsive in that they made it easy and relatively quick to obtain a generous grant) and greater clarity upfront about how the process from request to commitment works. I am appreciative that it is relatively simple, but would have liked to have a greater bird's-eye understanding of what the process entails, to help me plan during the process of seeking funding and then budgeting for operations.
The Fund has done a great job in bringing along new foundations into this work. Continuing to build upon that and engage more regional foundations would be positive.

What specific improvements would you suggest that would make the Foundation a better funder?

Grantee Comment

The only suggestion I would have for the Fund is to be cautious about drastically moving away from what you've now come to do so well. There is always the impulse to chase the next interesting idea or issue. However, when talking about issues such as education access, economic justice, LGBTQ equality, immigrant rights, these aren't necessarily popular or garner headlines, but where we see the greatest potential to transform the lives of people who remain most vulnerable to structural discrimination. Along these lines, I think the Fund's ability to consistently adapt and innovate should be amplified and continued.

They are doing a great job.

This is incredibly minor but honestly, a 30-minute survey on top of everything else (with an email that makes it sound non-optional, though I now realize otherwise) makes me think the fund doesn't value my time. Surely this could be shorter.

We actually appreciate that for return grantees, the submission process is fairly easy and straightforward. We appreciate the clear guidance as well.

We have an excellent relationship with the Fund and consider them an ally and thought partner. We have no suggestions for improvement.

We have had a very positive experience with the Foundation. At this moment we do not have any recommendations.

We have no real critique; the Fund has been very supportive of our work. Our challenge recently has been on maintaining the funding for the talented, hard-working, creative staff needed for this long-term struggle about immigration policy.

We urge the Fund to stay committed to the LGBT movement going forward. It has an important role in leading others in the work ahead. Marriage equality is an important victory, but there are many more issues that need to be addressed in our community, including many issues where Haas has invested in, i.e. immigration, homelessness and other youth issues, religious refusals and a broad range of family law issues. We need the Fund's leadership and support in that work.

When there is a staff change with program officers, it would be helpful if the Fund proactively informed grantees of staff changes as early as possible to avoid unintended surprises.

**The Evelyn and Walter Haas, Jr. Fund
Grantee Comments from May 2015 Grantee Perception Report
Conducted by the Center for Effective Philanthropy**

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

What part of the leadership grant did you find most helpful? What part of the leadership grant did you find least helpful? What changes, if any, would you recommend for the leadership program?
Grantee Comment
Great coaching from Gail.
Individual coaching for staff was very helpful.
Most helpful - capacity to address areas outside programs. Coaching, consultants, etc. has been tremendously helpful and intentional. Least helpful - the actual grant application process which can be long and cumbersome.
Most helpful: The coaching opportunities we were able to engage, from coming up with a theory of change for the next era of the organization's work, to supporting me...as ED, and helping our board function more to their role. Least helpful: Again, I am really stuck for an answer here.
Most useful: using plan consultants for leadership team building and board development. Least useful: while we appreciated the opportunity to see other FLA grantees, the second FLA convening did not build in enough time for relationship building and peer learning; would love to see a return to the format of the first convening, which was really powerful. However, it was really well organized, Haas staff are wonderful to work with as are all of the plan consultants!
The coaching opportunity has been incredibly impactful in: - maintaining vision - addressing competing priorities - pro-actively preventing burn out - having a confidential leadership thought partner
The fact that the plan consultants do most of the work in preparing the plan based on conversations and feedback, and setting forth regular check in's on progress, providing feedback and specific resources for how to carry parts of the leadership plan forward, and most of all that it is truly focused on identifying what is best for our organization (not what the funder might want to fund).
The leadership grant is really rooted in what our organization needs, as articulated by all levels and aspects of our stakeholders, rather than what the Fund thinks we need -- which is AMAZING. We really appreciated being able to articulate our plan ourselves, rather than being handed a strategic plan.
While an extensive process, the planning process was the most helpful in identifying the different areas of leadership to focus on, and having access to the planning consultant throughout the year. Least helpful - convenings Recommendations - list of consultants go through a Rockwood training