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# GRANTEE PERCEPTION REPORT®

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PREPARED FOR

The Colorado Health Foundation

February 2020



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

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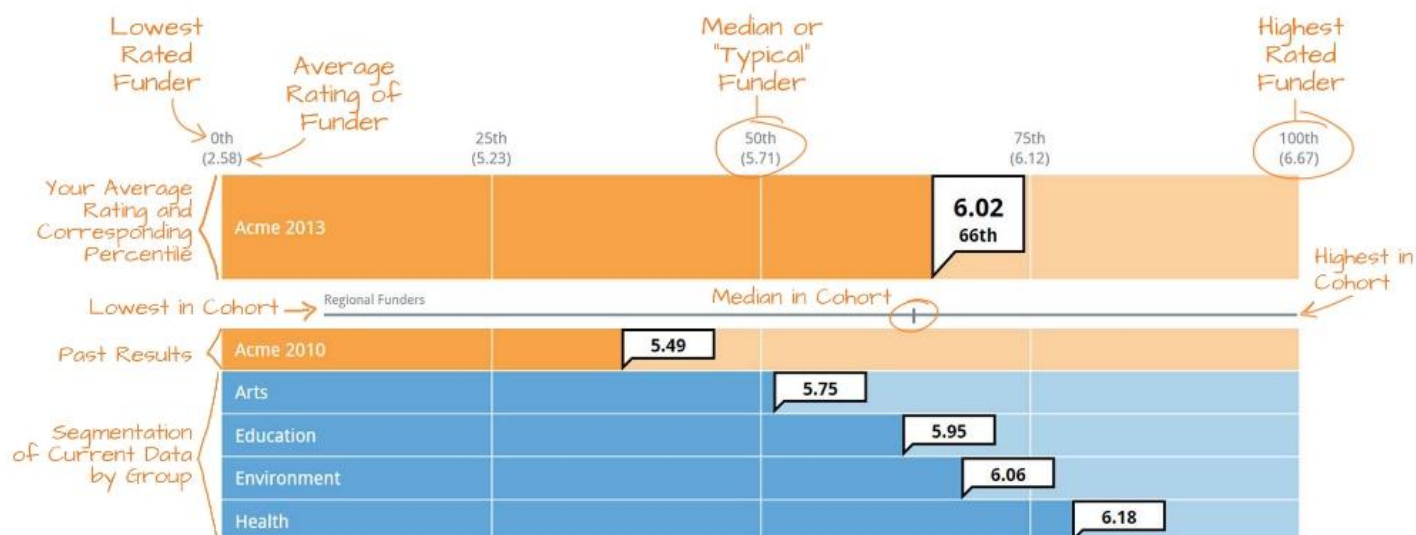
131 Steuart Street  
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San Francisco, CA 94105  
415-391-3070

[cep.org](http://cep.org)

The online version of this report can be accessed at [cep.surveymresults.org](http://cep.surveymresults.org).

## 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.

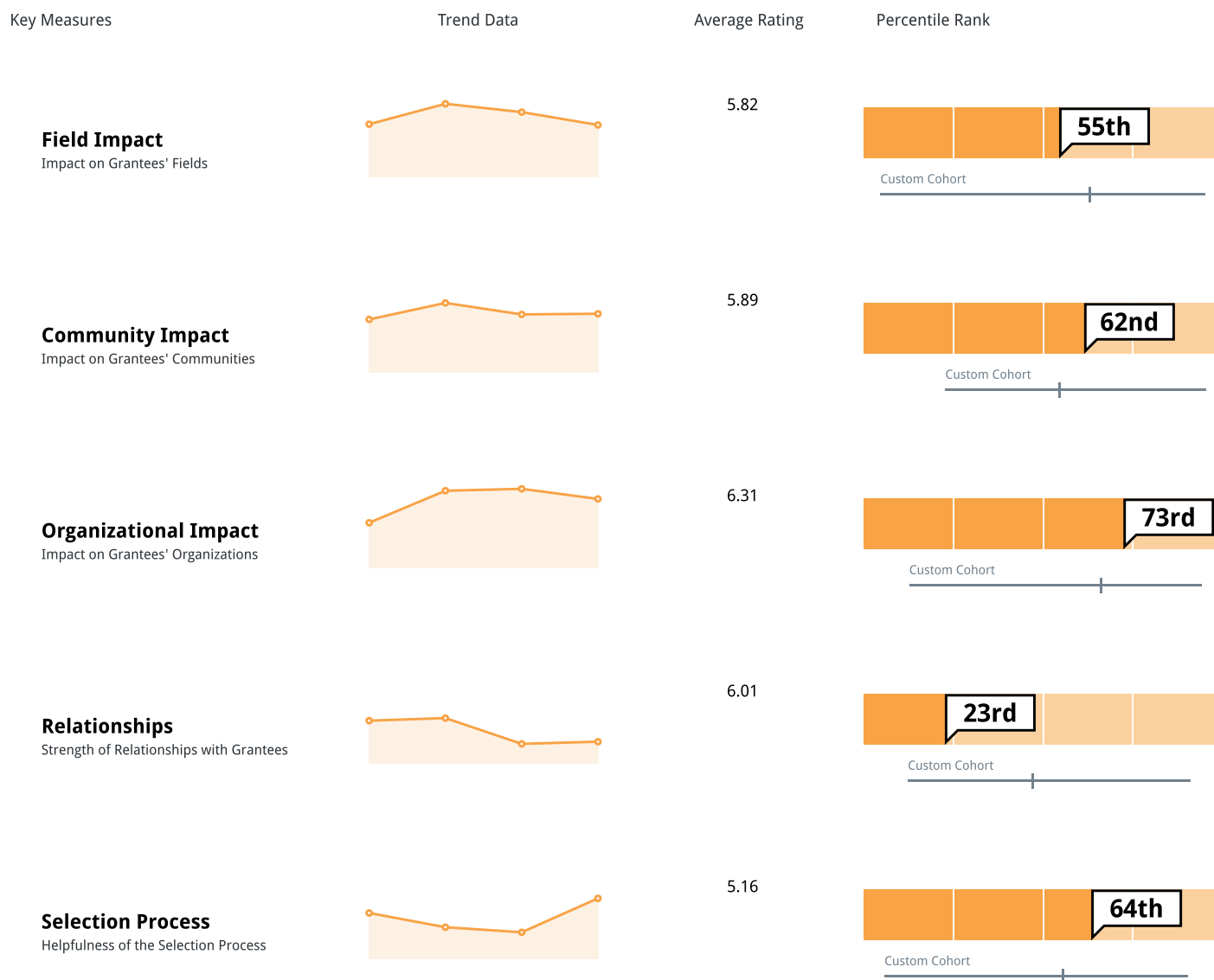
### STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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.



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## Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
TCHF 2019	October and November 2019	689	426	62%
TCHF 2015	September and October 2015	436	259	59%
TCHF 2010	February and March 2010	222	165	74%
TCHF 2008	February and March 2008	275	200	73%

Survey Year	Year of Active Grants
TCHF 2019	June 2018 - May 2019
TCHF 2015	June 2014 - May 2015
TCHF 2010	2009
TCHF 2008	2007

Throughout this report, The Colorado Health Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <https://cep.org/gpr-participants-2/>.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than five responses to a specific question.

### Subgroups

In addition to showing TCHF's overall ratings, this report shows ratings segmented by Year of Grant. The online version of this report also shows ratings segmented by Program Area, Priority, Objective, Congressional District, TCHF Zone, Organizational Budget, and Geographic Type.

Year of Grant	Number of Responses
Through 2015	9
2016	55
2017	99
2018	143
2019	120

Program Area	Number of Responses
Champion Health Equity	54
Healthy Schools	47
Locally-Focused Work	31
Maintain Healthy Bodies	110
Nurture Healthy Minds	24
Responsive	50
Strengthen Community Health	23
Other Program	87

Priority	Number of Responses
Advocacy	31
Capacity Building	23
Children Move More	60
Community Solutions	7
Food Access and Security	13
Primary Care	47

Teen/Young Adult Resiliency	17
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Objective	Number of Responses
Access Physical Activity Programs	40
Adolescent Resources	17
Advocacy Will and Skill	31
Clinic Capacity	32
Food Program Participation	10
Foundation-Initiated	5
Leadership Development	8
Organizational Capacity	12
Patient Barriers	7
Physical Activity Infrastructure - CMM	20
Workforce	8

Congressional District	Number of Responses
US01	157
US02	37
US03	99
US04	48
US05	26
US06	23
US07	23
Outside of Colorado	13

TCHF Zone	Number of Responses
Zone 1	94
Zone 2	51
Zone 3	48
Zone 4	224
Outside of Colorado	9

Organizational Budget	Number of Responses
<\$915K	128
\$916K to \$3.14M	92
\$3.19M to \$21M	121
>\$22M	79

Geographic Type	Number of Responses
Urban	180
Rural	149
Statewide	95

## Summary of Differences by Subgroup

### Subgroup Methodology

In the Foundation's grantee list, each individual was tagged by grant start date, program area, priority, objective, congressional district, TCHF zone, geographic type, and organizational budget.

While the subgroups related to the Foundation's shift in strategy are new, three of the subgroups (congressional district, geographic type, and organizational budget) largely remained consistent since the last grantee survey in 2015. TCHF Zone is a new subgroup in 2019.

### Subgroup Differences

Per CEP's methodology, categories with fewer than 5 responses are not displayed, and categories with fewer than 10 responses were excluded from statistical analyses. Trends are defined as ratings that differ from the Foundation's overall rating by 0.3 or more.

**Year of Grant:** Respondents whose grants started in 2019 provide consistently higher ratings compared to other grantees, while respondents whose grants started prior to or in 2015 provide consistently lower ratings across most survey measures.

**Program Area:** There are no consistent statistically significant differences in ratings when segmented by program area. Nurture Healthy Minds grantees trend higher on about half of the measures in the survey, while Champion Health Equity grantees trend lower on about a third of measures.

**Priority:** There are no consistent differences in ratings when segmented by priority. Grantees belonging to Advocacy, Capacity Building, Community Solutions, Food Access and Security trend lower on roughly half of the survey measures, while Teen/Young Adult Resiliency grantees trend higher on about half of the survey measures.

**Objective:** There are no consistent differences in ratings when segmented by objective. Adolescent Resources and Workforce grantees trend higher on a number of key measures, while Advocacy Will and Skill, Foundation-Initiated, and Leadership Development grantees trend lower on a number of survey measures.

**Congressional District:** Grantees located outside of Colorado rate significantly higher than grantees in all other Congressional Districts for the Foundation's understanding of the social, cultural, and socioeconomic factors that affect their work. These grantees also trend higher on a variety of key survey measures, such as clarity and consistency of TCHF's communications.

**TCHF Zone:** There are no consistent differences in ratings when segmented by TCHF Zone.

**Organizational Budget:** There are no consistent differences in ratings when segmented by organizational budget.

**Geographic Type:** Grantees in rural areas provide significantly higher ratings than statewide and urban grantees for:

- The Foundation's impact on and understanding of their fields
- Overall quality of their relationships, including how fairly grantees feel treated and the extent to which they feel comfortable approaching the TCHF if a problem arises
- TCHF's openness to their ideas and overall transparency
- Overall understanding

## Comparative Cohorts

### Customized Cohort

TCHF selected a set of 14 funders to create a smaller comparison group that more closely resembles TCHF in scale and scope.

#### Custom Cohort

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Blue Shield of California Foundation

Bush Foundation

Health Care Foundation of Greater Kansas City

Kansas Health Foundation

Marguerite Casey Foundation

Missouri Foundation for Health

New York State Health Foundation

Northwest Area Foundation

St. David's Foundation

The California Endowment

The California Wellness Foundation

The Colorado Health Foundation

The Duke Endowment

The James Irvine Foundation

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### 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
European Funders	25	Funders that are headquartered in Europe

### 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

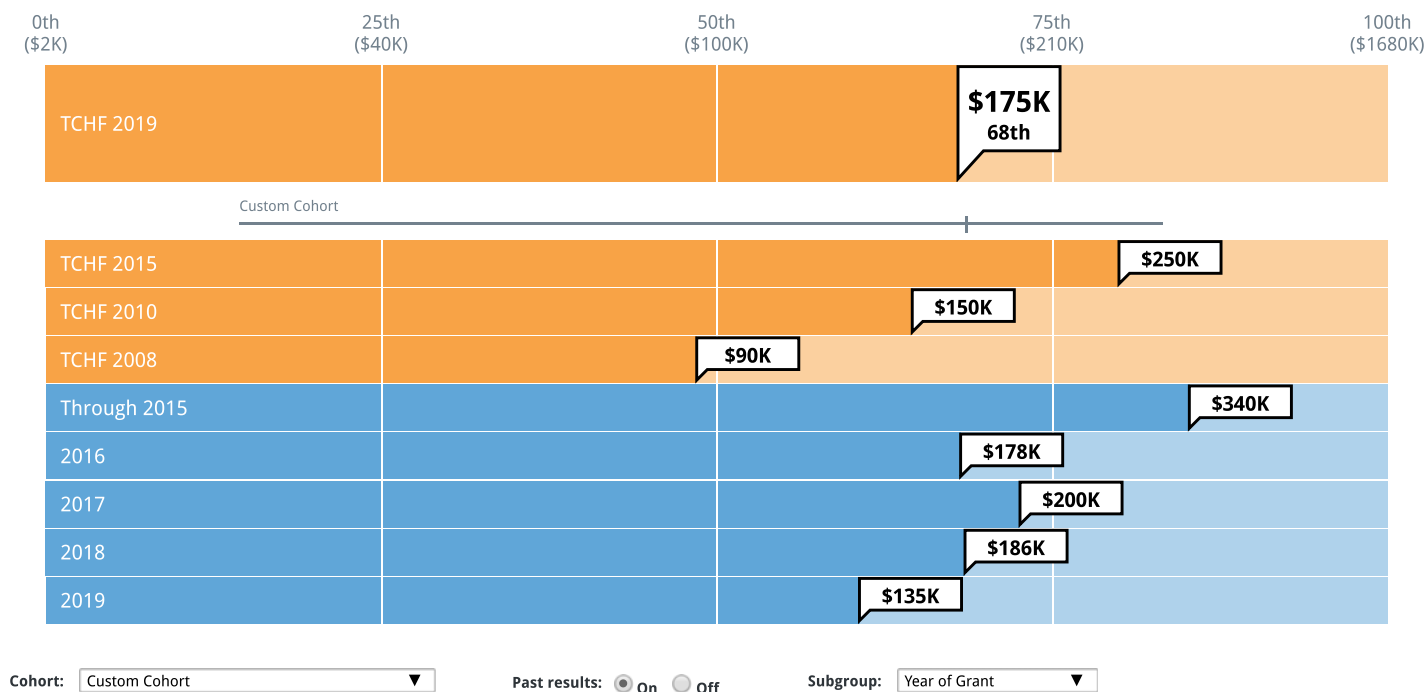
Other Cohorts

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

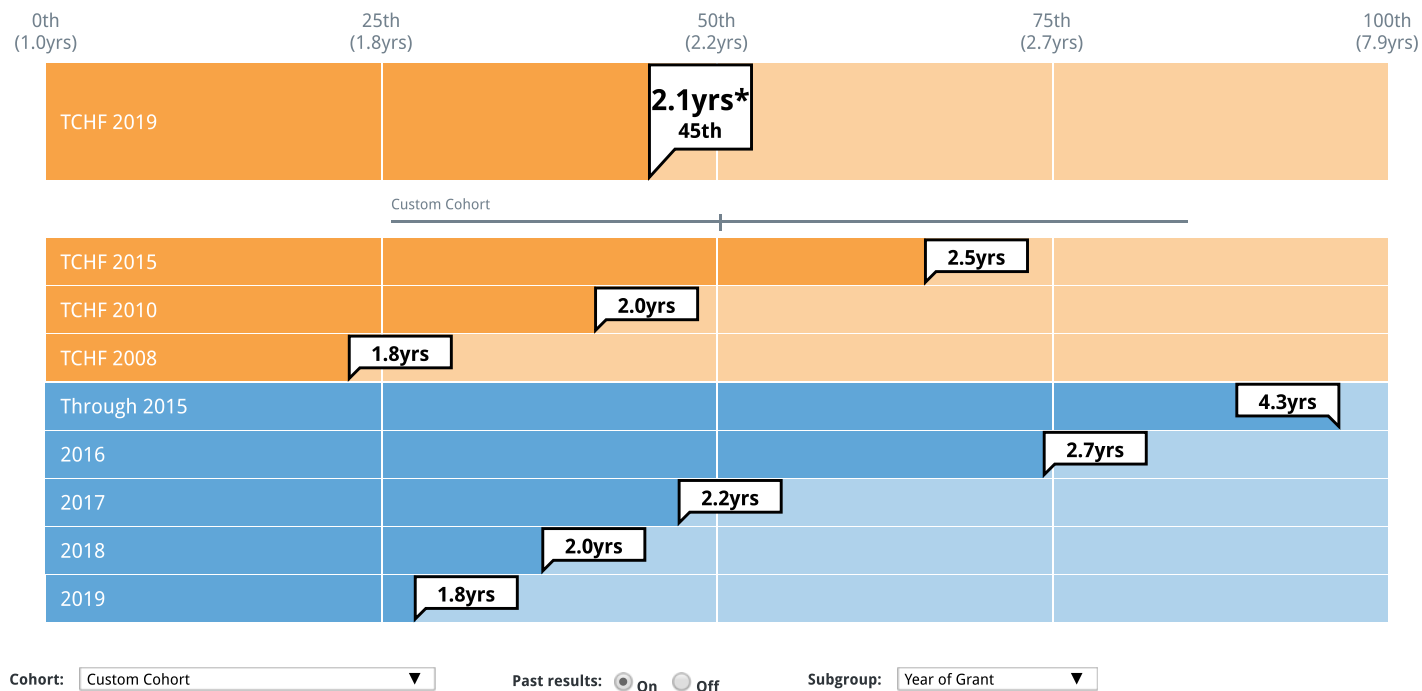
## Grantmaking Characteristics

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.

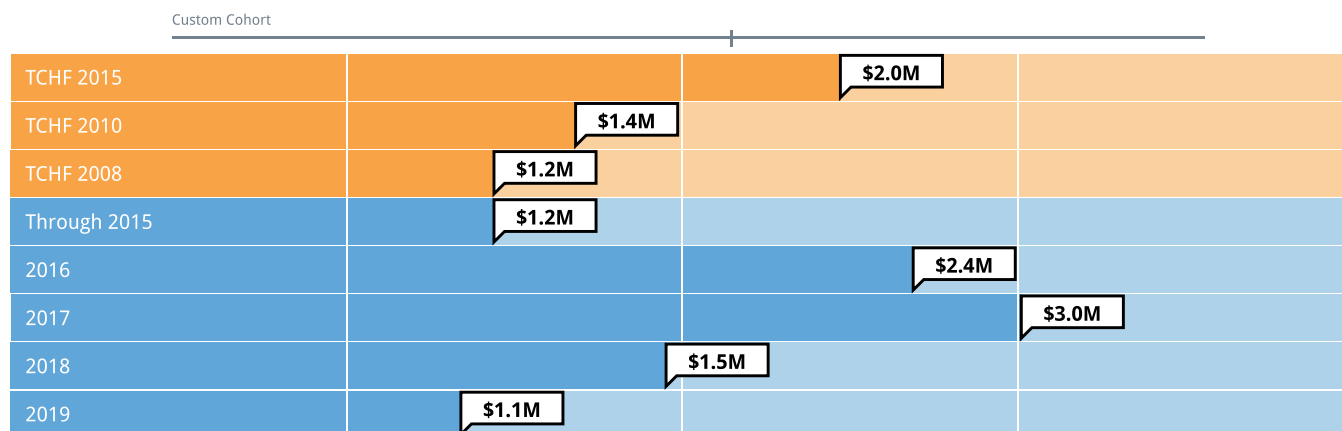
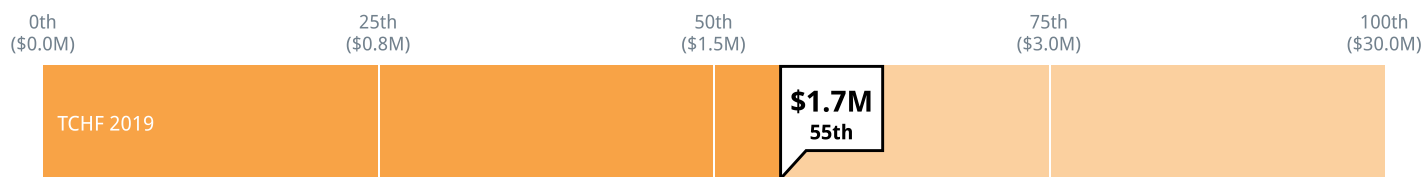
### Median Grant Size



### Average Grant Length



## Median Organizational Budget



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

Grant History	TCHF 2019	TCHF 2015	TCHF 2010	Average Funder	Custom Cohort
Percentage of first-time grants	35%	20%	41%	28%	27%

Program Staff Load	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$3M	\$4M	\$6.5M	\$1.9M	\$2.7M	\$2.9M
Applications per program full-time employee	24	11	28	30	28	21
Active grants per program full-time employee	23	23	33	34	32	30

The following question was recently added to the grantee survey and depict comparative data from 62 funders in the dataset.

Was the funding you received restricted to a specific use?

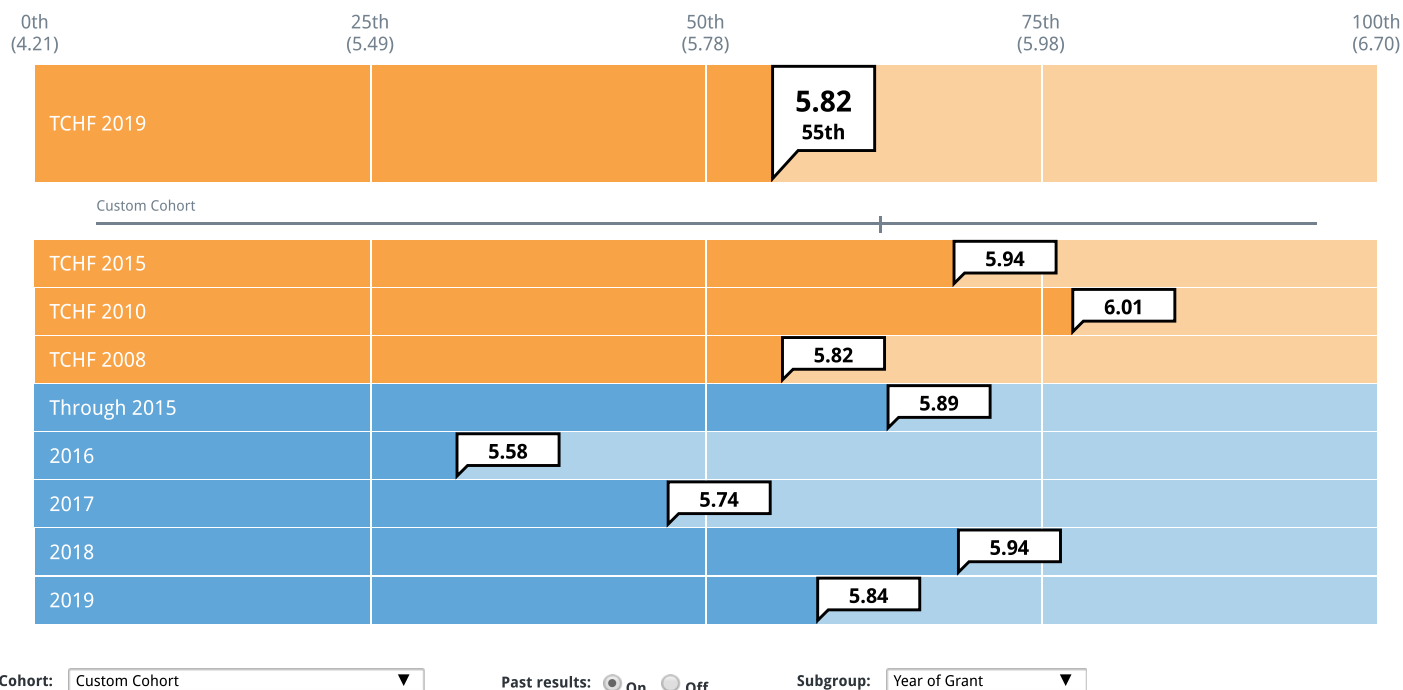
- No, this funding was not restricted to a specific use (i.e. general operating, core support)
- Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)



## Impact on and Understanding of Grantees' Fields

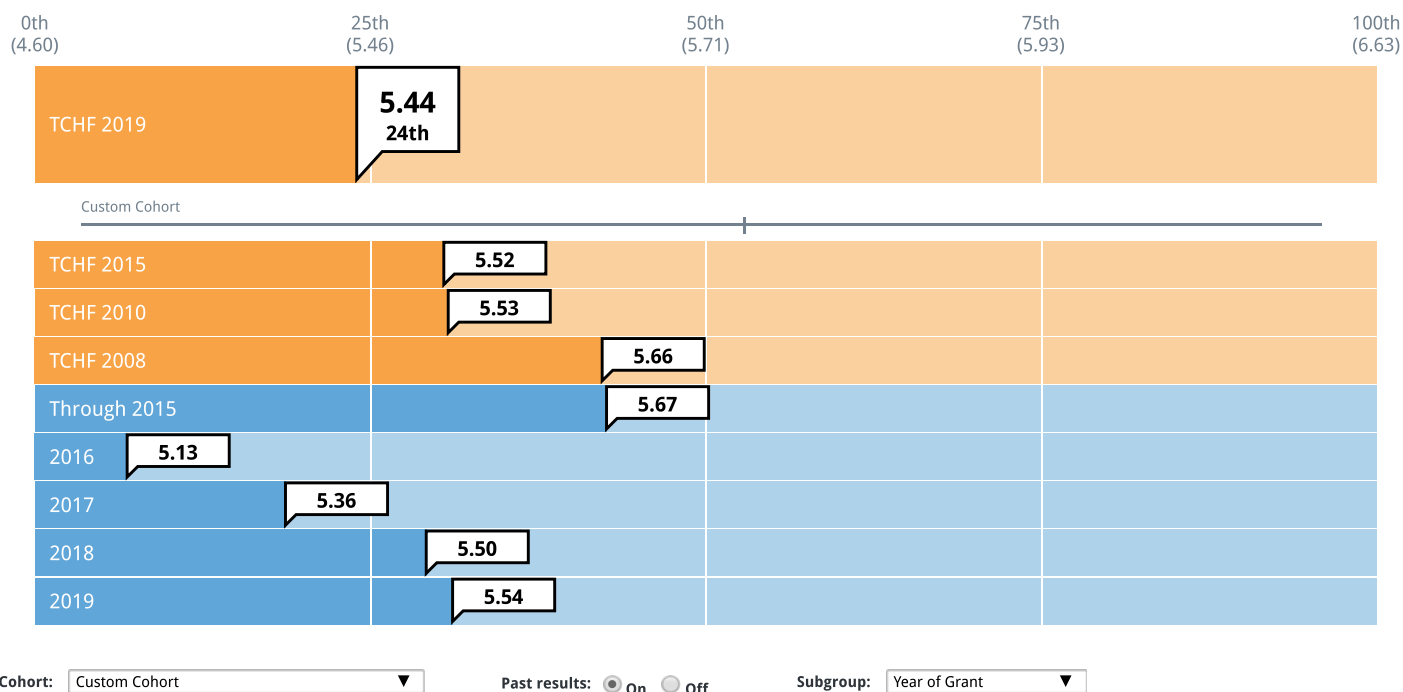
Overall, how would you rate the Foundation's impact on your field?

1 = No impact    7 = Significant positive impact



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

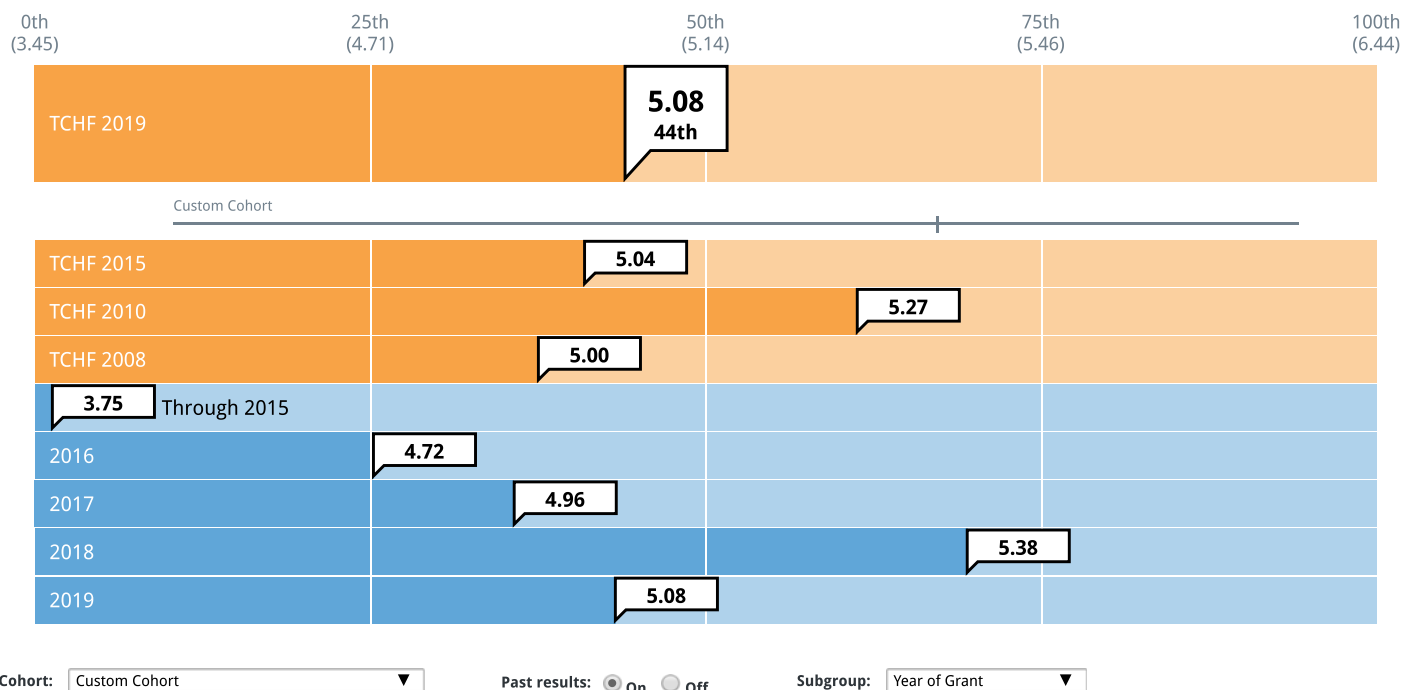
1 = Limited understanding of the field    7 = Regarded as an expert in the field



## Advancing Knowledge and Public Policy

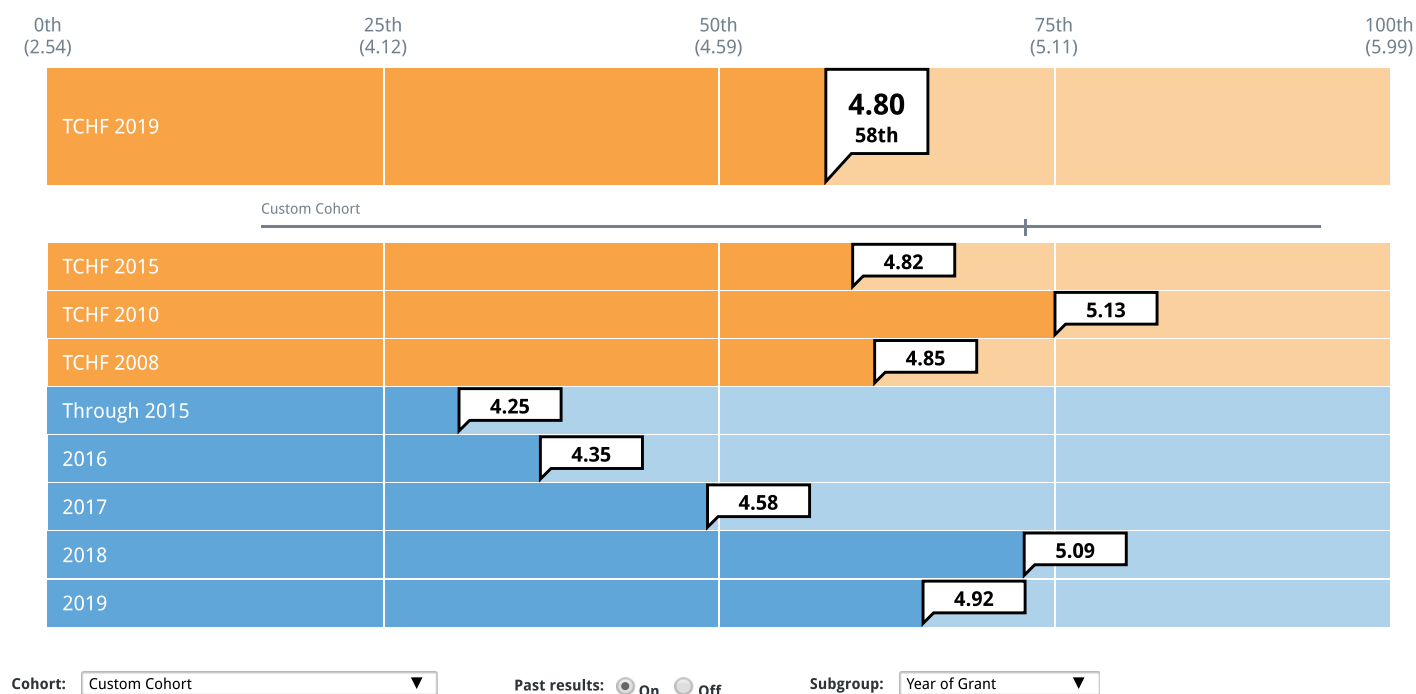
### To what extent has the Foundation advanced the state of knowledge in your field?

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



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

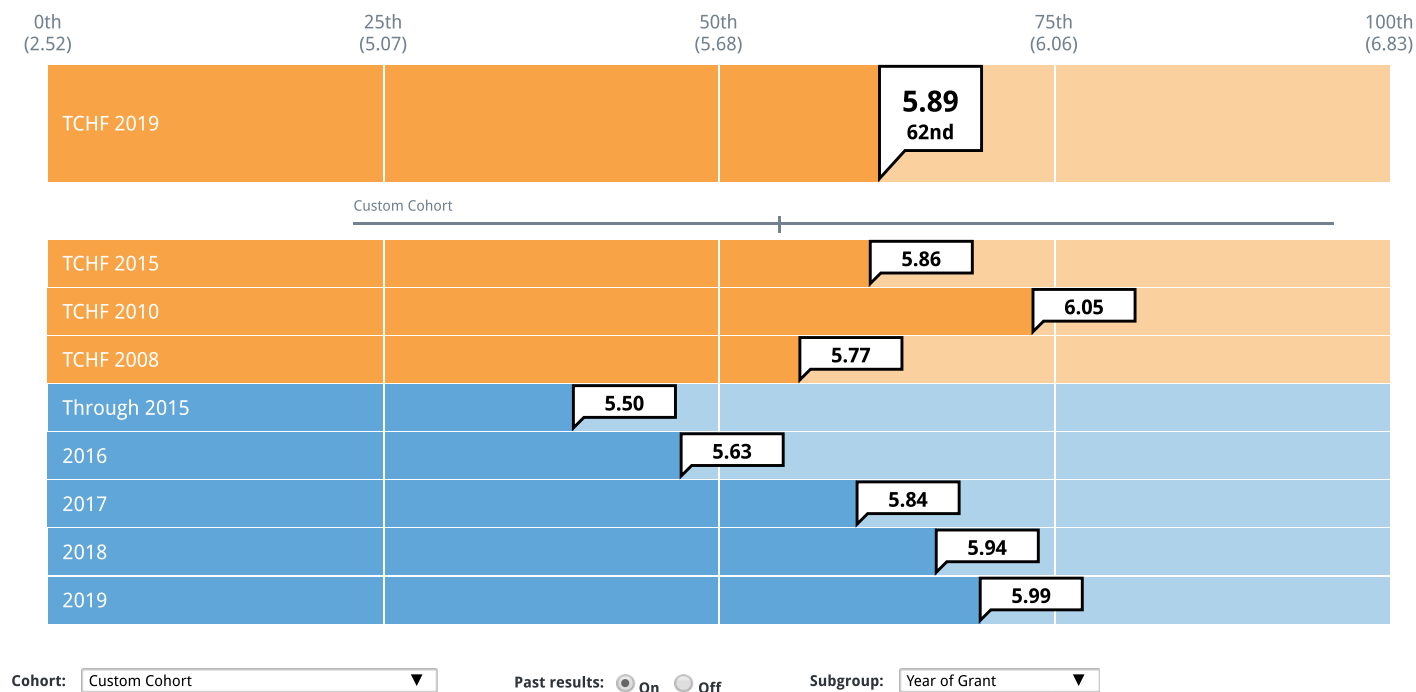
1 = Not at all    7 = Major influence on shaping public policy



## Impact on and Understanding of Grantees' Local Communities

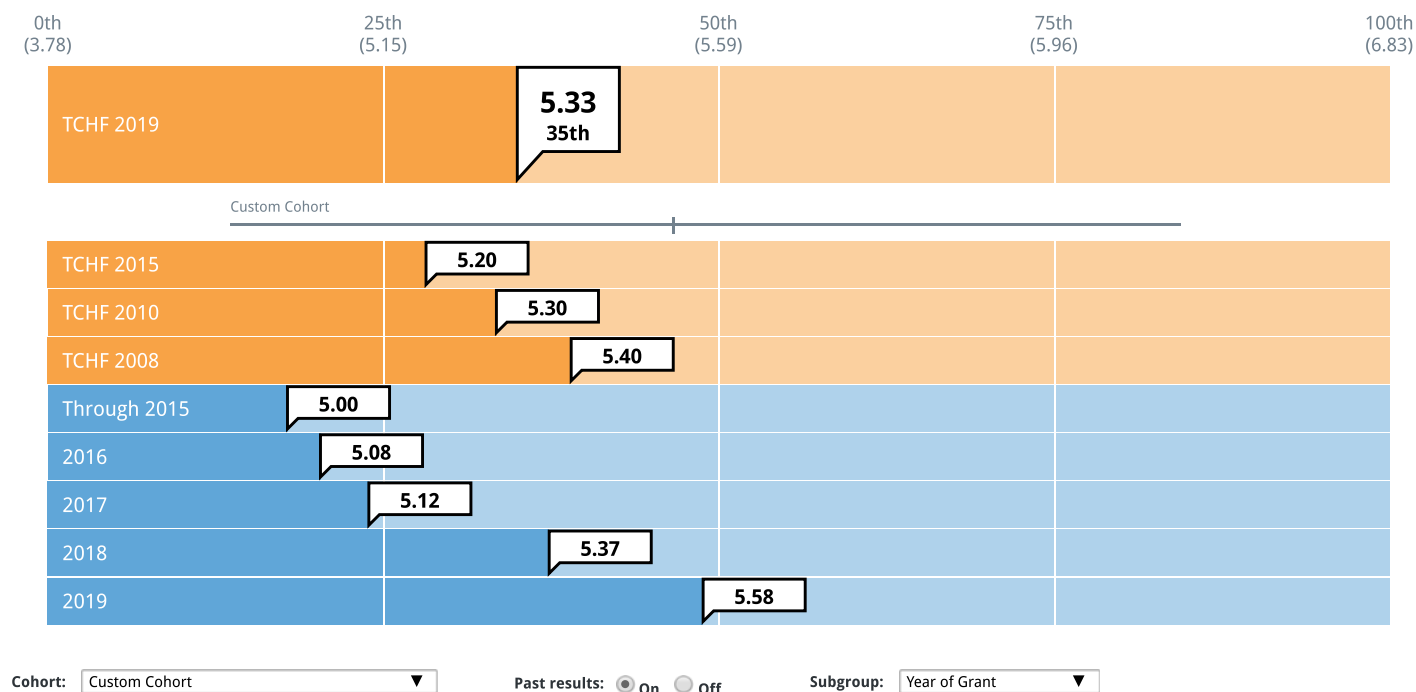
### Overall, how would you rate the Foundation's impact on your local community?

1 = No impact    7 = Significant positive impact



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

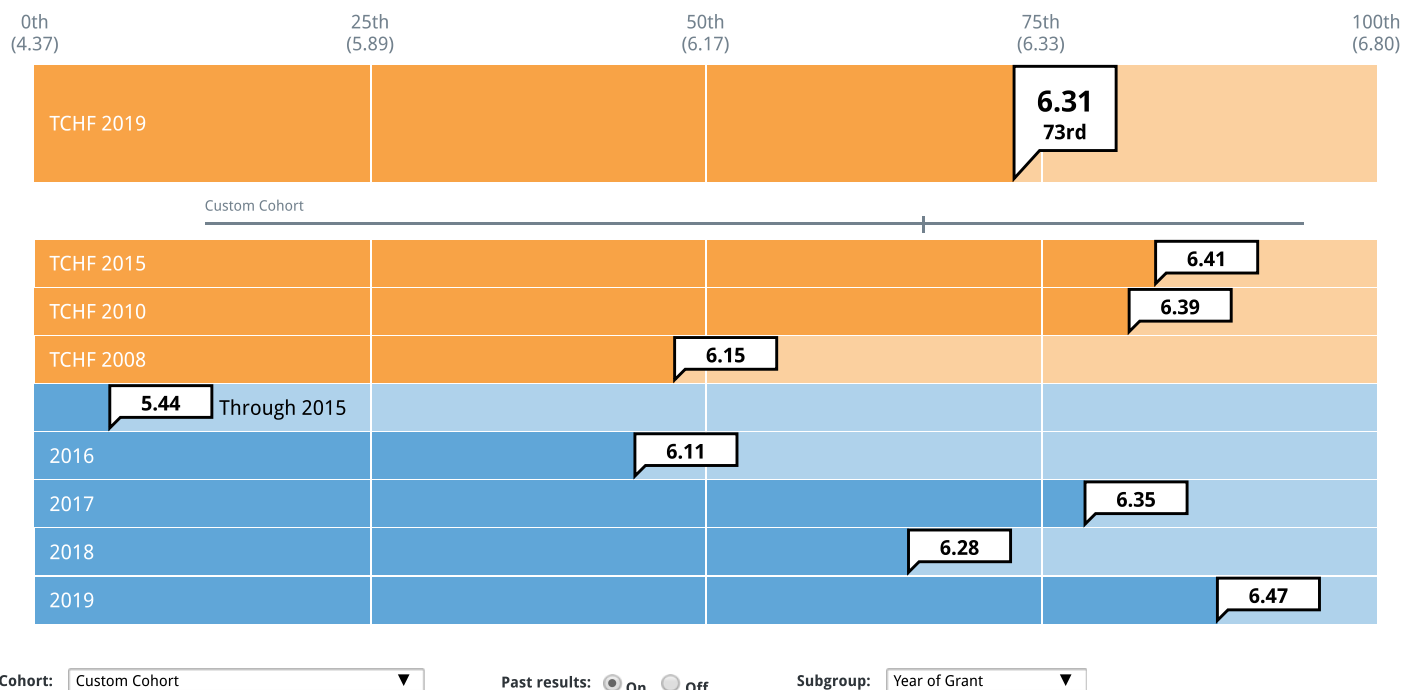
1 = Limited understanding of the community    7 = Regarded as an expert on the community



## Impact on and Understanding of Grantees' Organizations

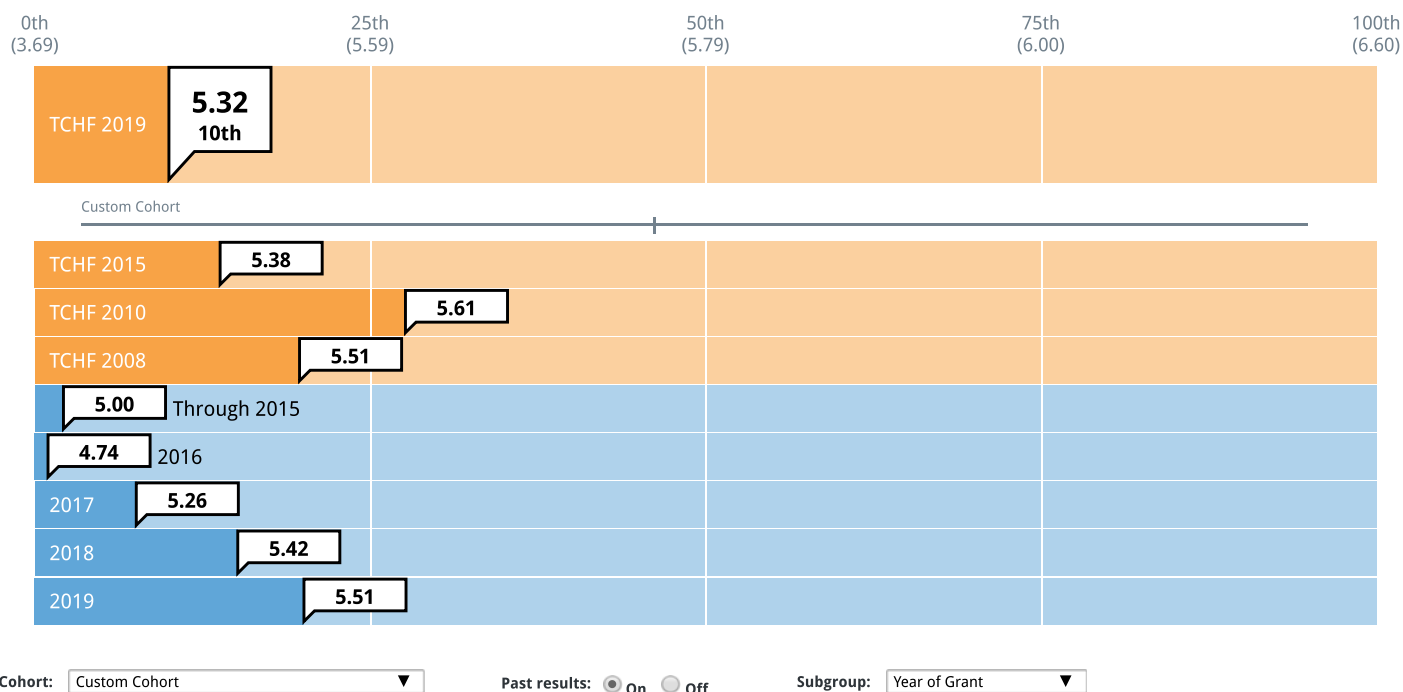
Overall, how would you rate the Foundation's impact on your organization?

1 = No impact    7 = Significant positive impact



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

1 = Limited understanding    7 = Thorough understanding

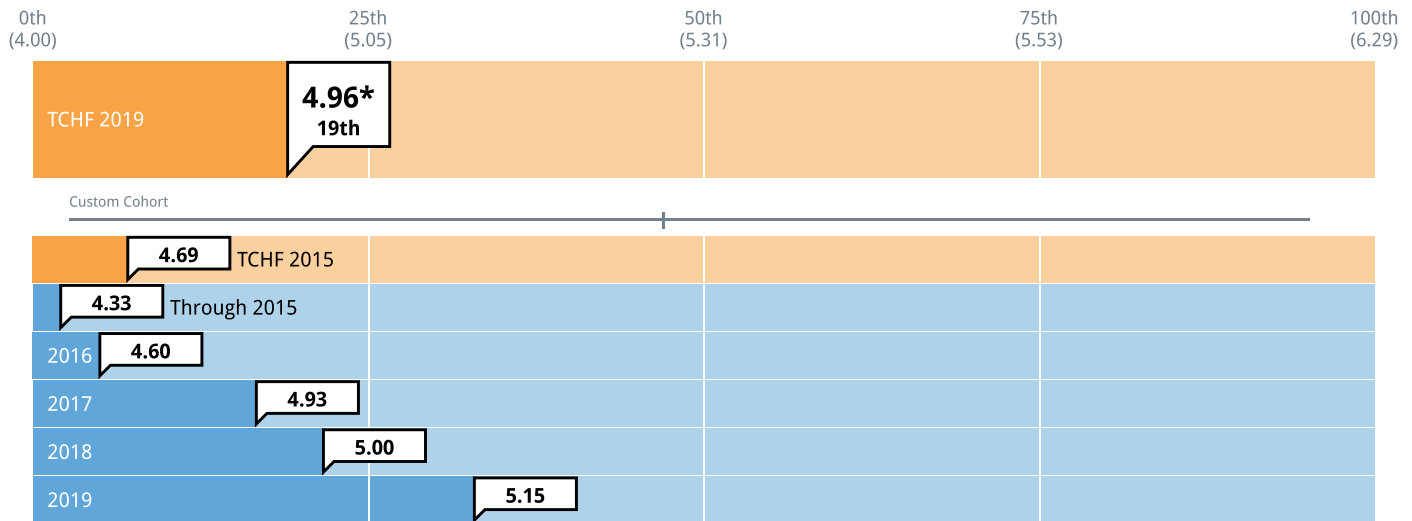




## Grantee Challenges

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

1 = Not at all aware    7 = Extremely aware



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

## Funder-Grantee Relationships

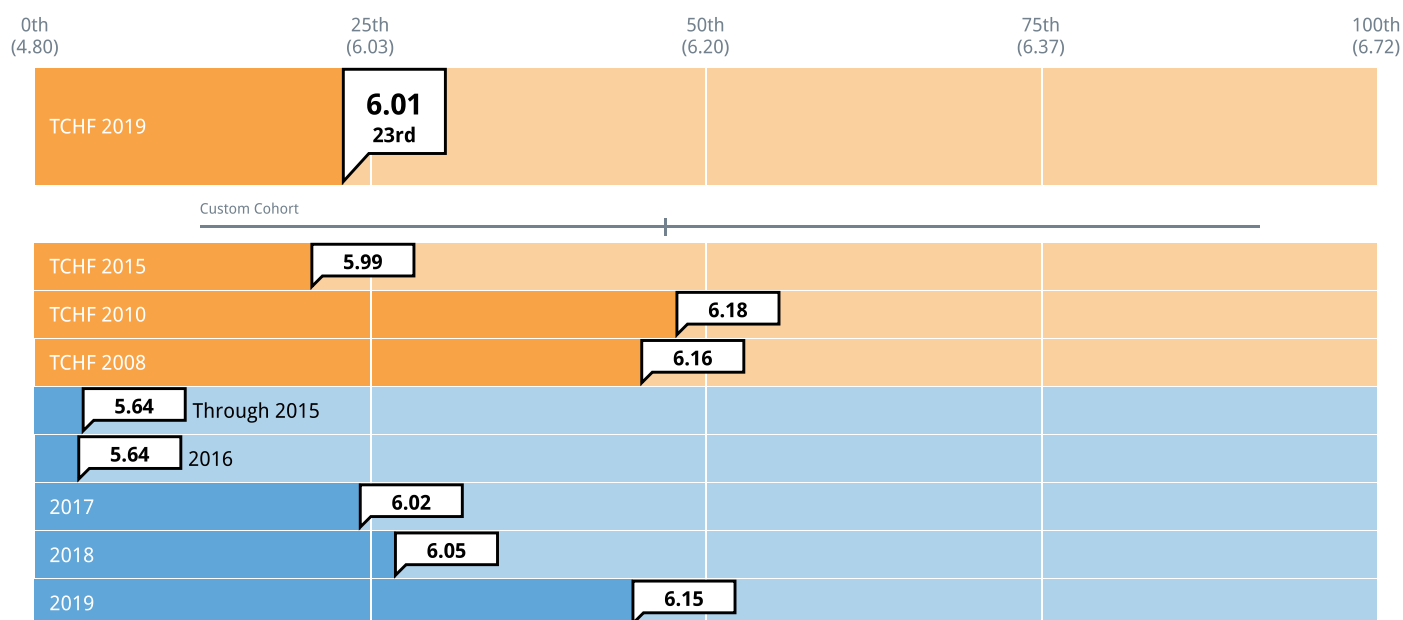
### Funder-Grantee Relationships Summary Measure

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 TCHF
2. Comfort approaching TCHF if a problem arises
3. Responsiveness of TCHF staff
4. Clarity of communication of TCHF’s goals and strategy
5. Consistency of information provided by different communications

### Funder-Grantee Relationships Summary Measure

1 = Very negative    7 = Very positive



Cohort: Custom Cohort ▼

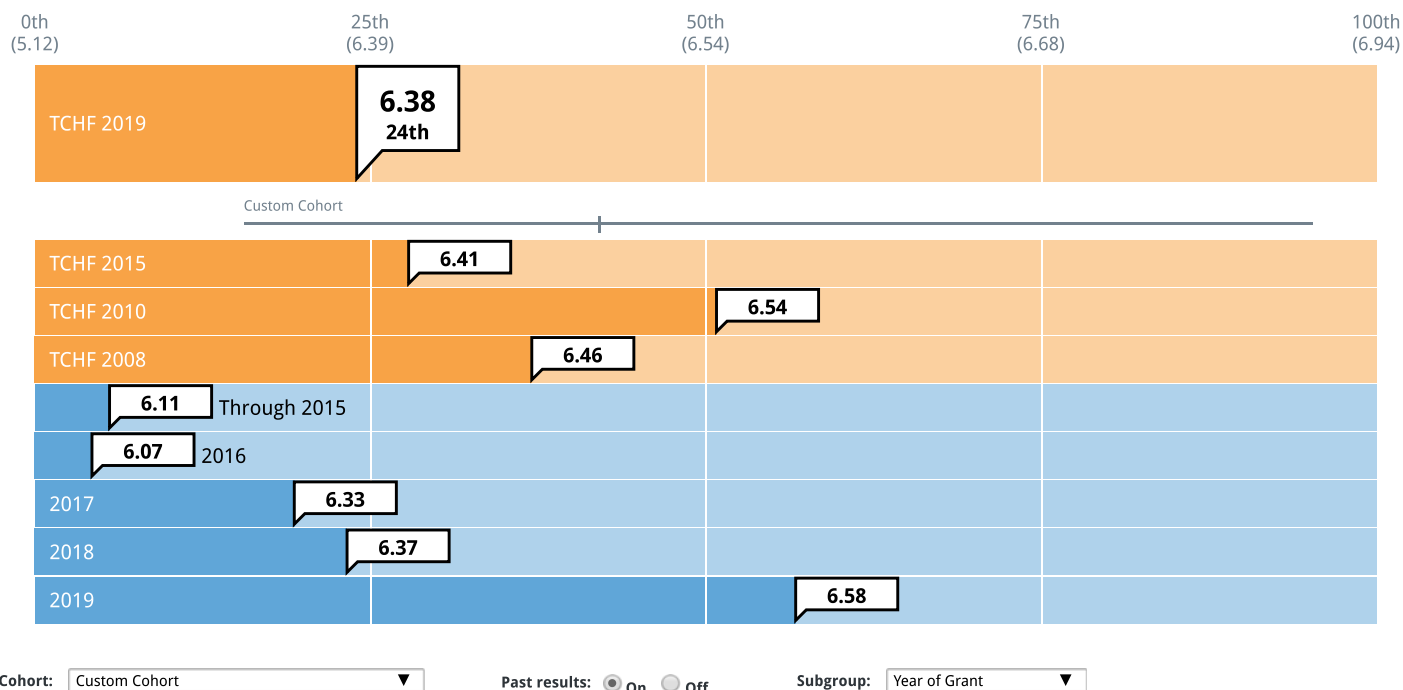
Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

## Quality of Interactions

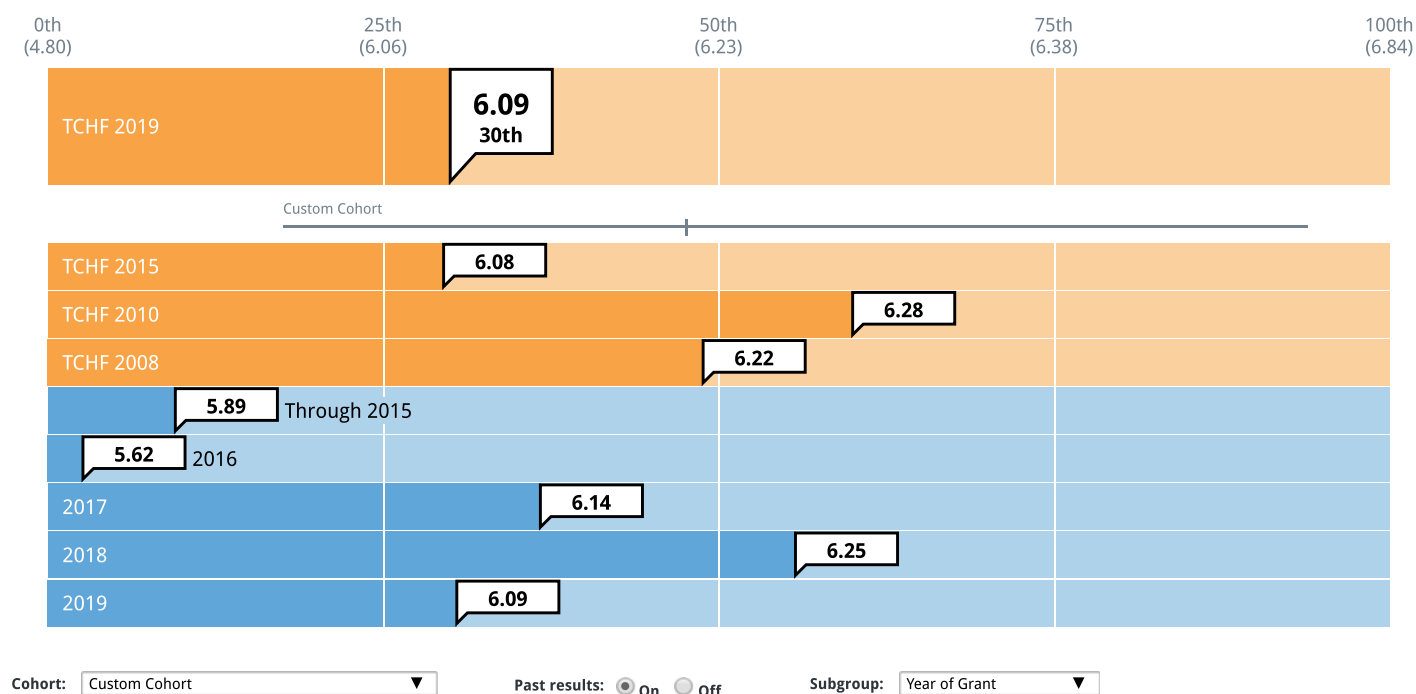
### Overall, how fairly did the Foundation treat you?

1 = Not at all fairly    7 = Extremely fairly



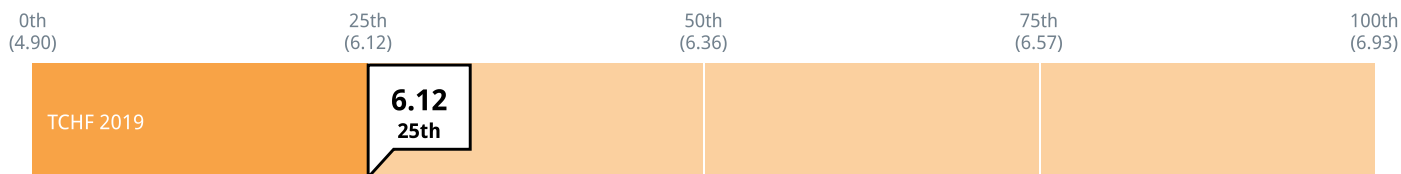
### How comfortable do you feel approaching the Foundation if a problem arises?

1 = Not at all comfortable    7 = Extremely comfortable

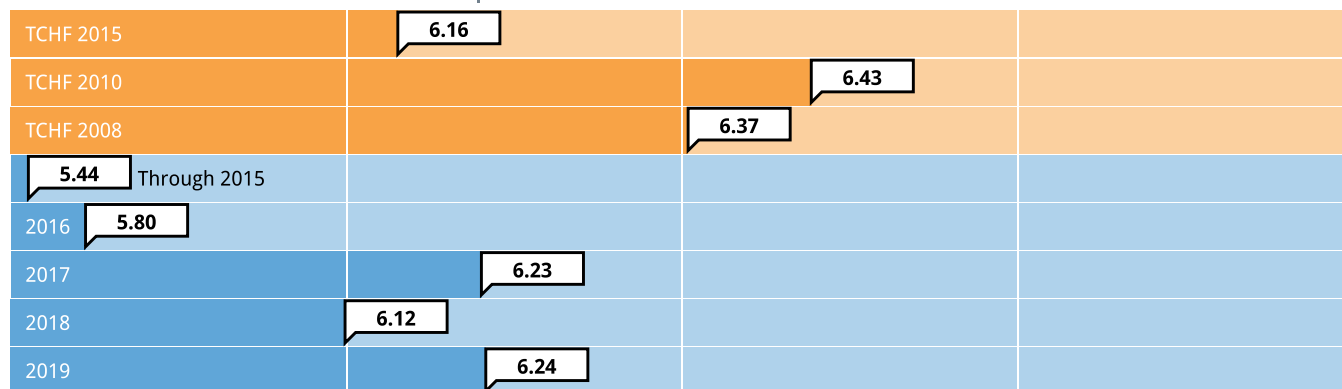


## Overall, how responsive was Foundation staff?

1 = Not at all responsive    7 = Extremely responsive



Custom Cohort



Cohort: Custom Cohort ▼

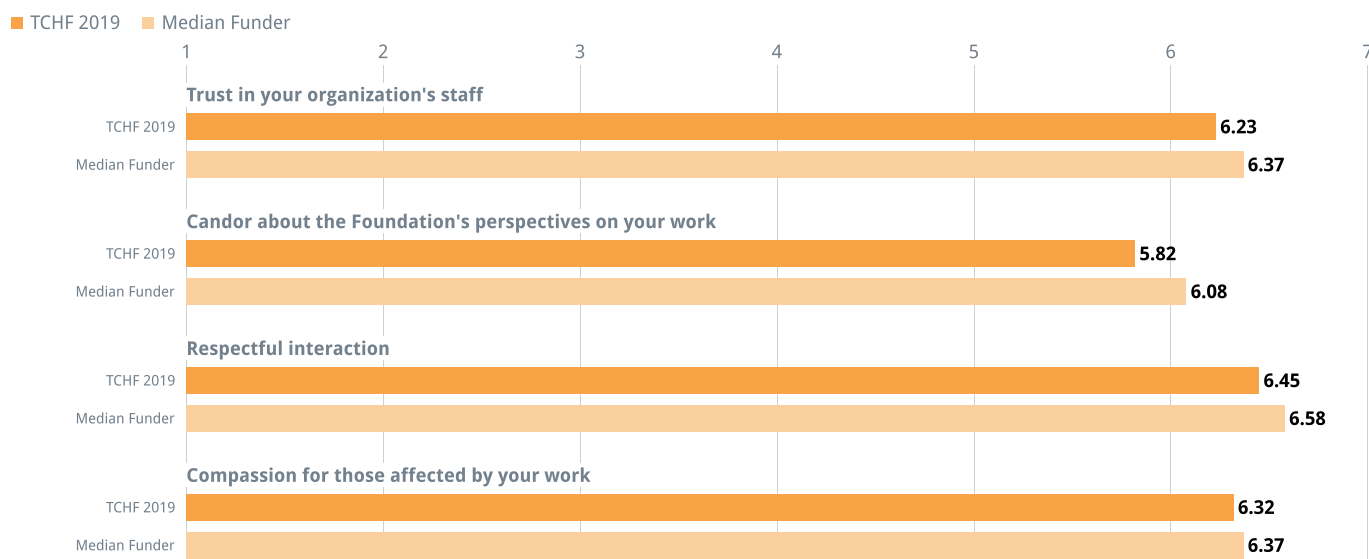
Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

The following questions were recently added to the grantee survey and depict comparative data from 62 funders in the dataset.

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

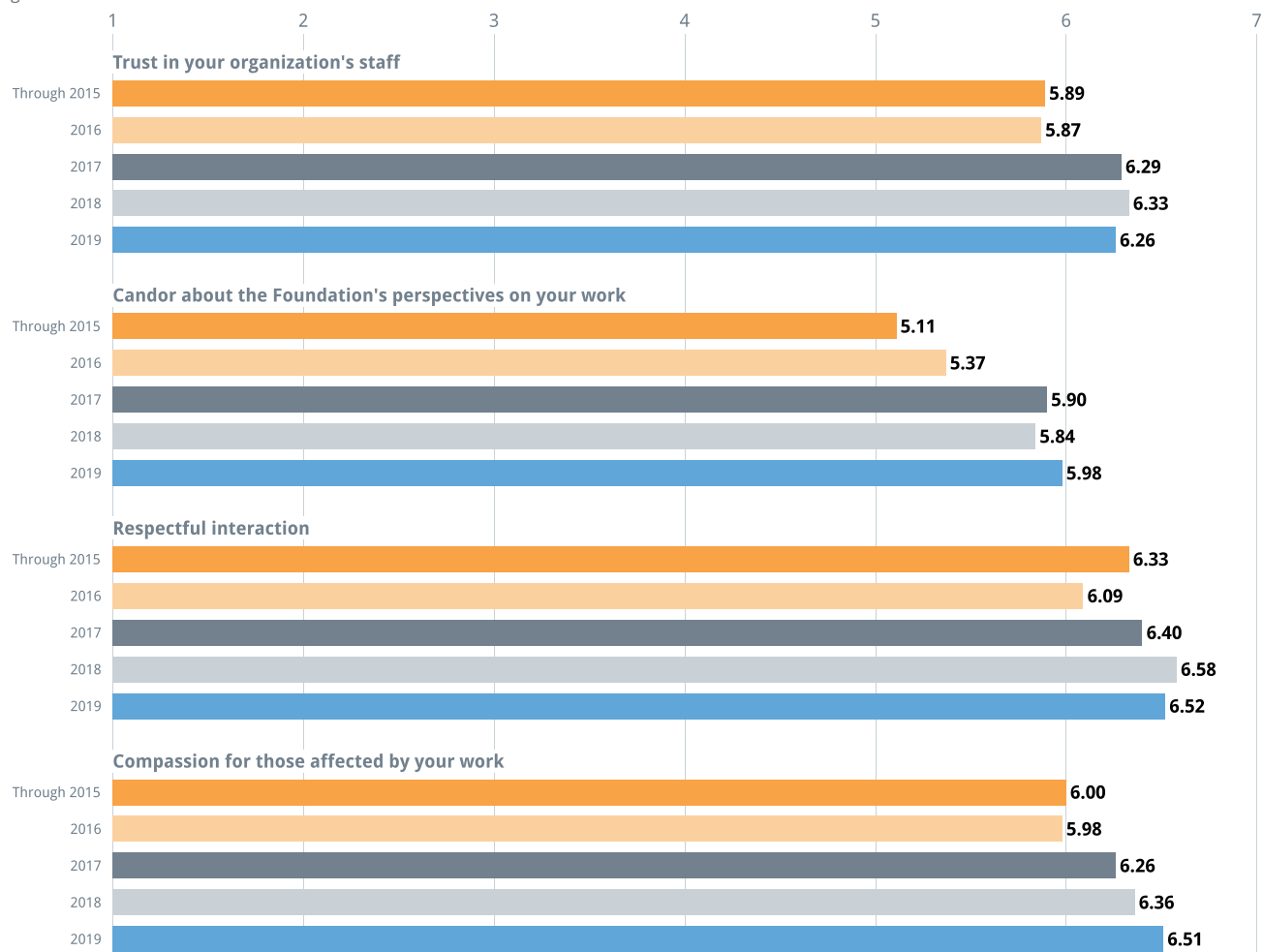
1 = Not at all    4 = Somewhat    7 = To a great extent



## To what extent did the Foundation exhibit the following during this grant: - By Subgroup

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

Through 2015    2016    2017    2018    2019

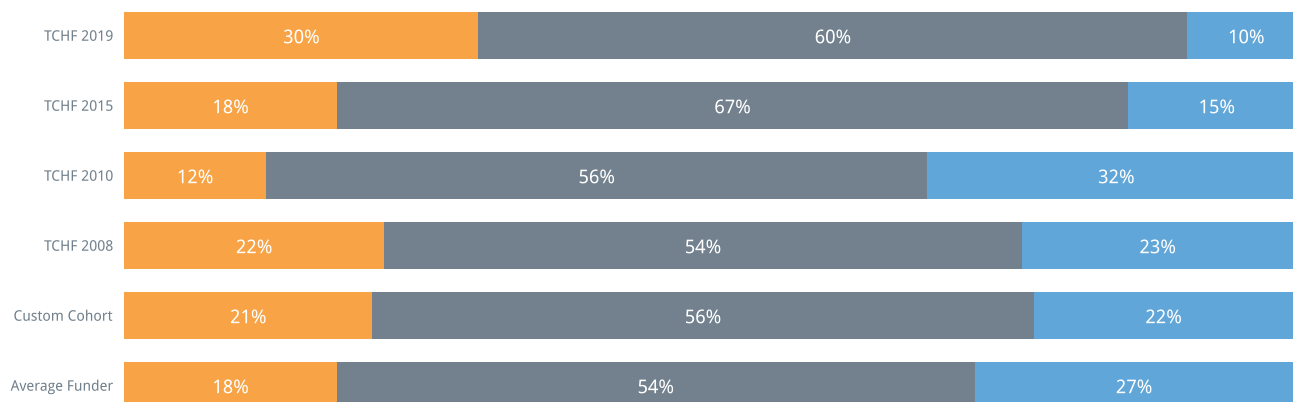


## Interaction Patterns

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

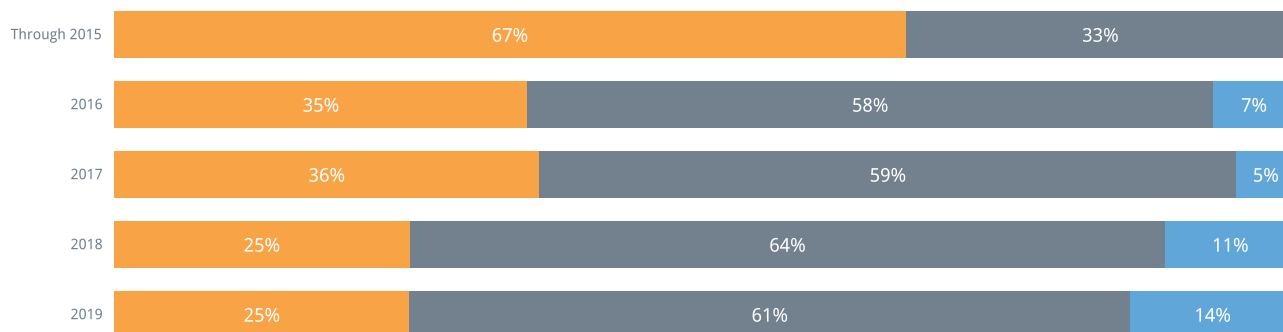
### Frequency of Contact with Program Officer

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



### Frequency of Contact with Program Officer (By Subgroup)

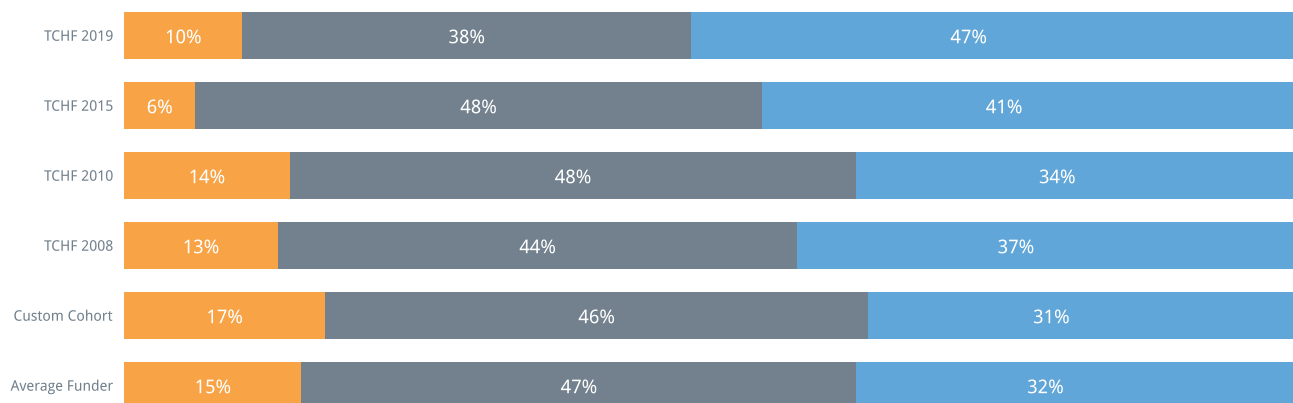
Yearly or less often   Once every few months   Monthly or more often



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

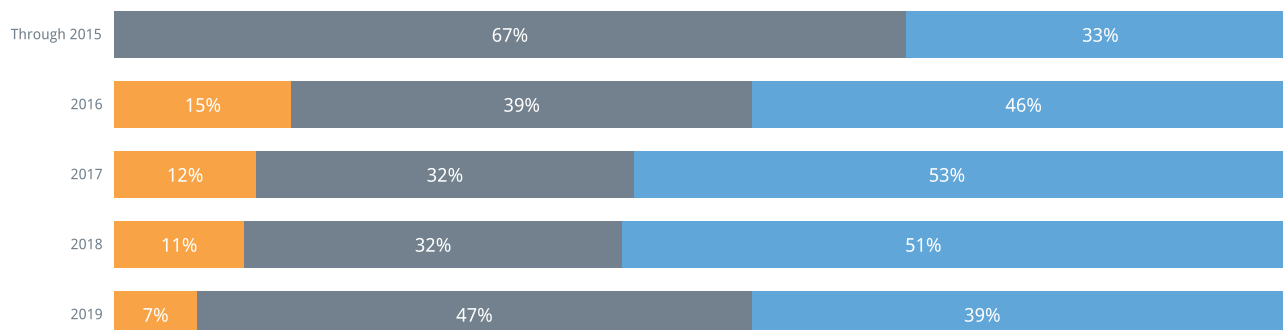
### Initiation of Contact with Program Officer

■ Program Officer ■ Both of equal frequency ■ Grantee



### Initiation of Contact with Program Officer (By Subgroup)

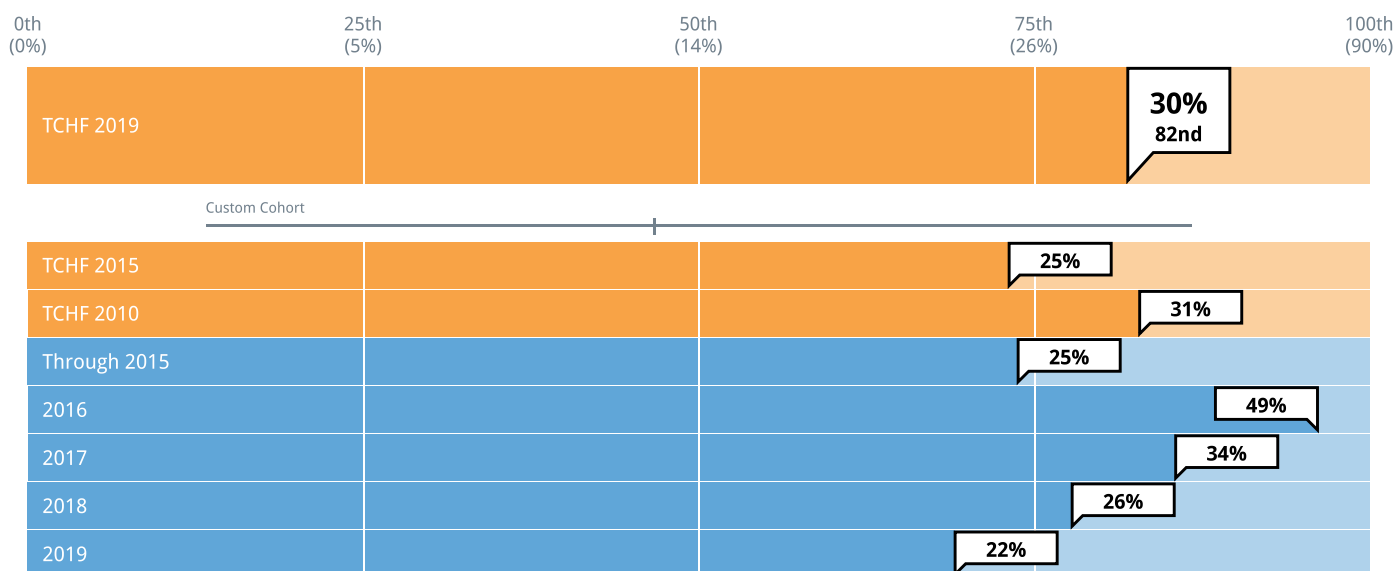
■ Program Officer ■ Both of equal frequency ■ Grantee



## Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



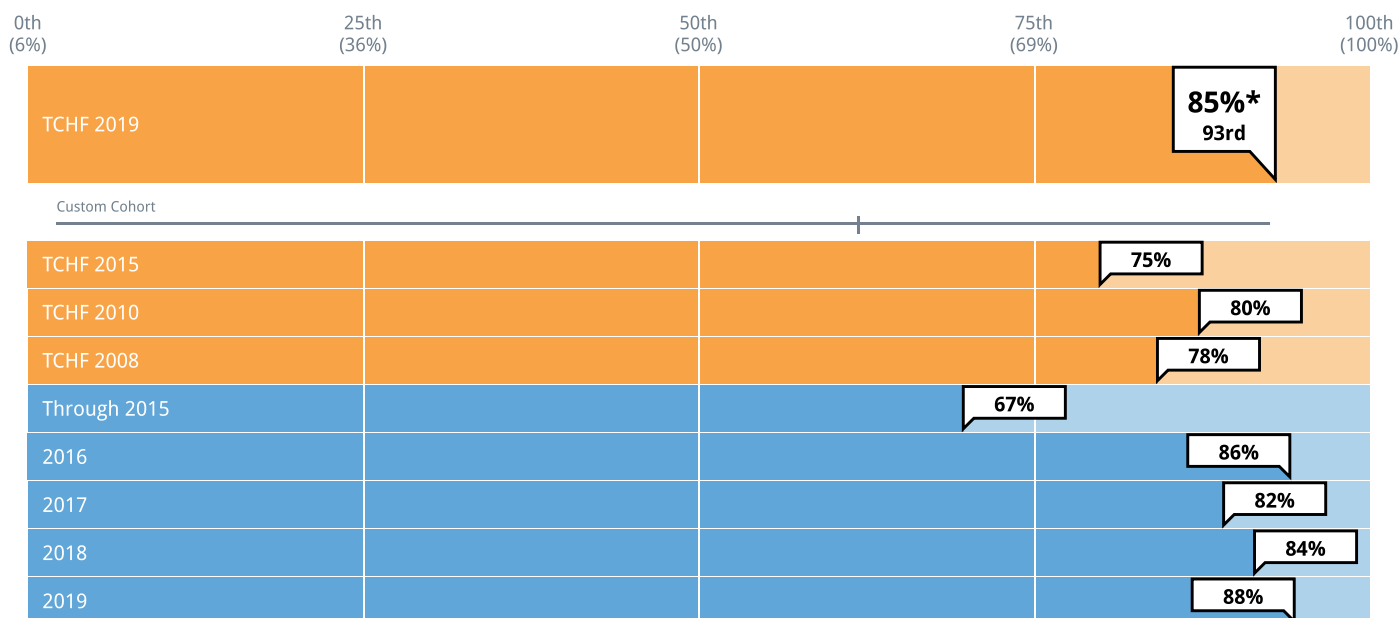
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

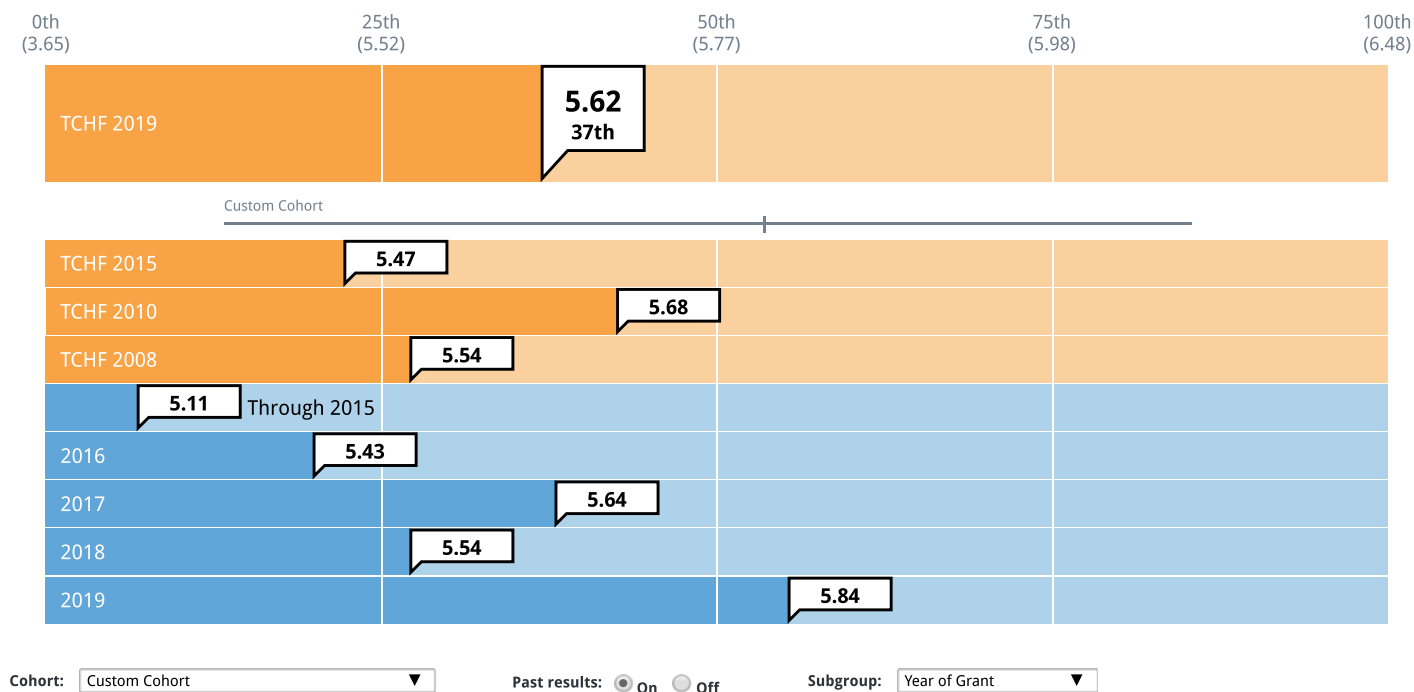
Subgroup: Year of Grant ▼



## Communication

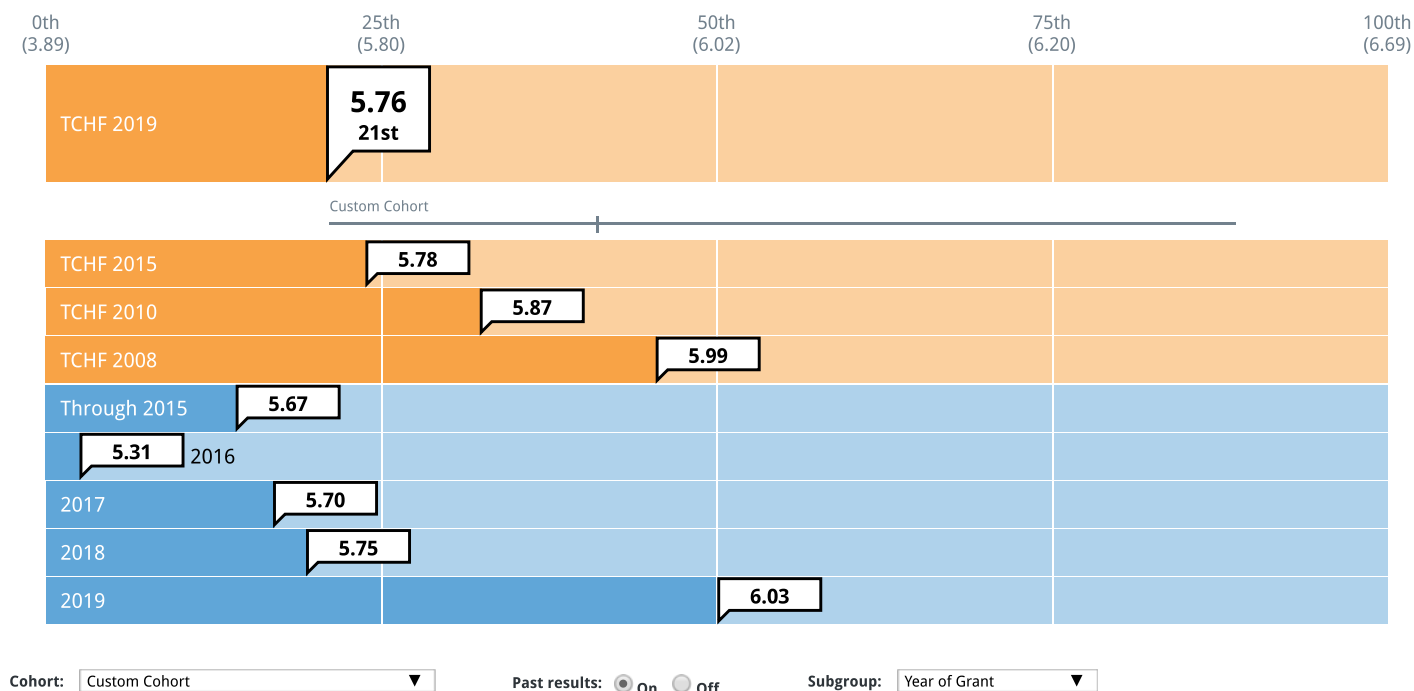
### How clearly has the Foundation communicated its goals and strategy to you?

1 = Not at all clearly    7 = Extremely clearly



### 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



## Communication Resources

Grantees were asked whether they used each of the following communications resources from TCHF 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."**

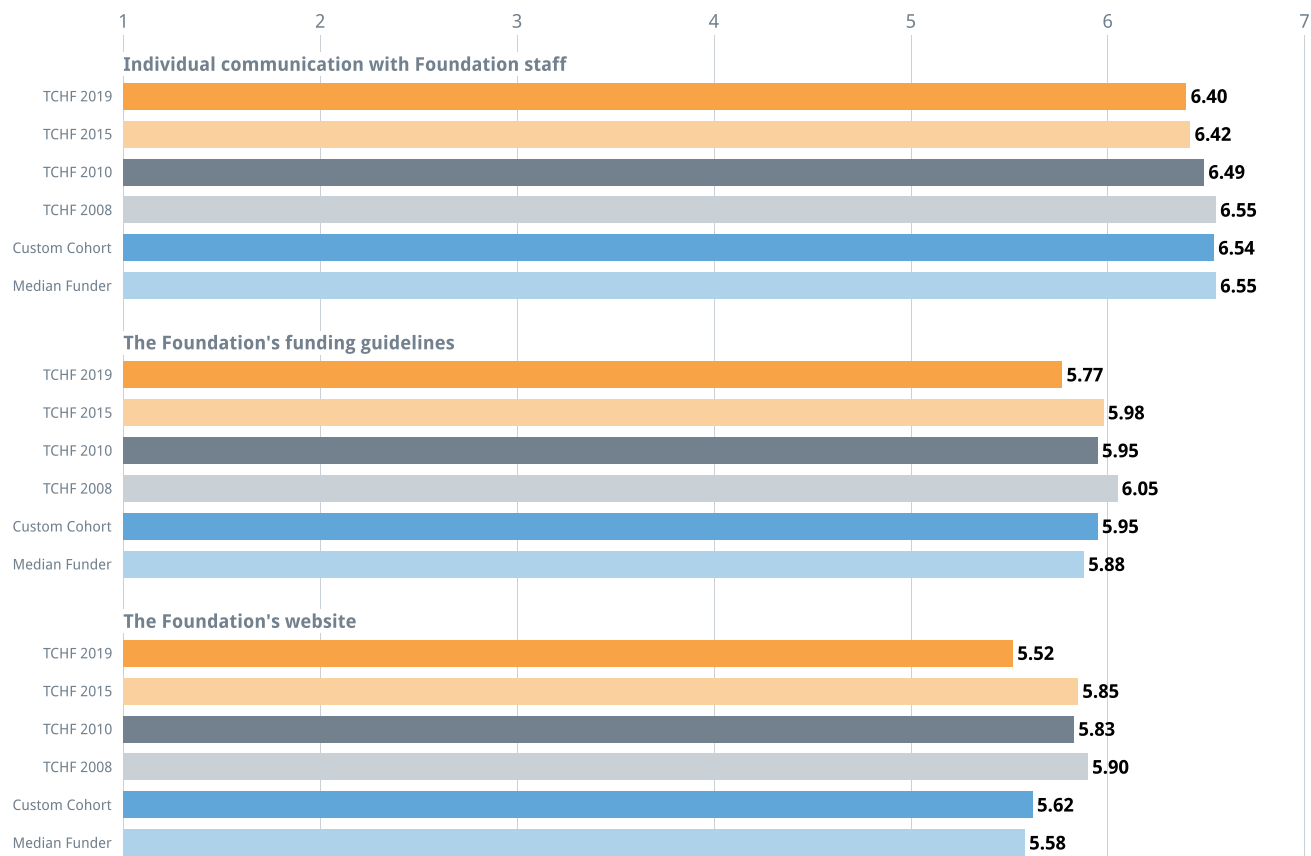
### Usage of Communication Resources



## Helpfulness of Communication Resources

1 = Not at all helpful    7 = Extremely helpful

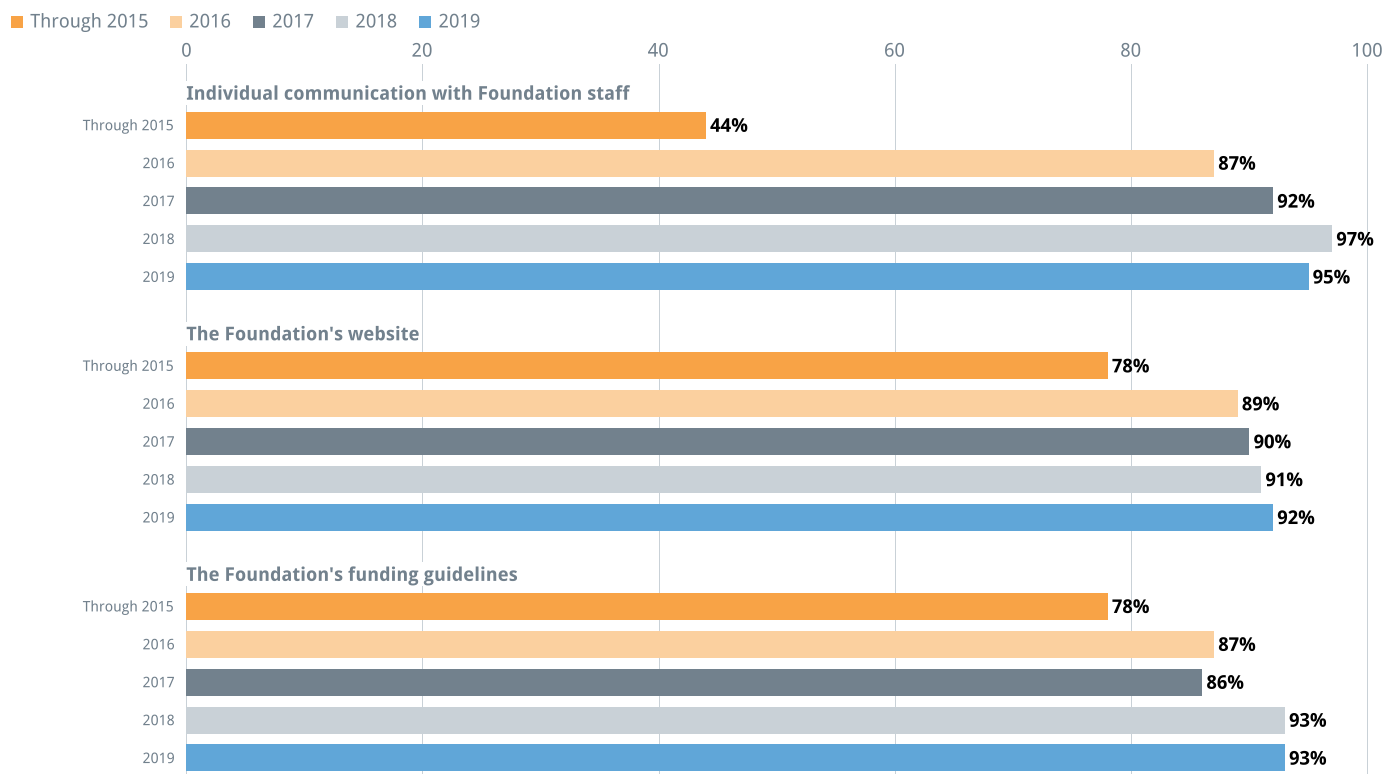
TCHF 2019   TCHF 2015   TCHF 2010   TCHF 2008   Custom Cohort   Median Funder



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."**

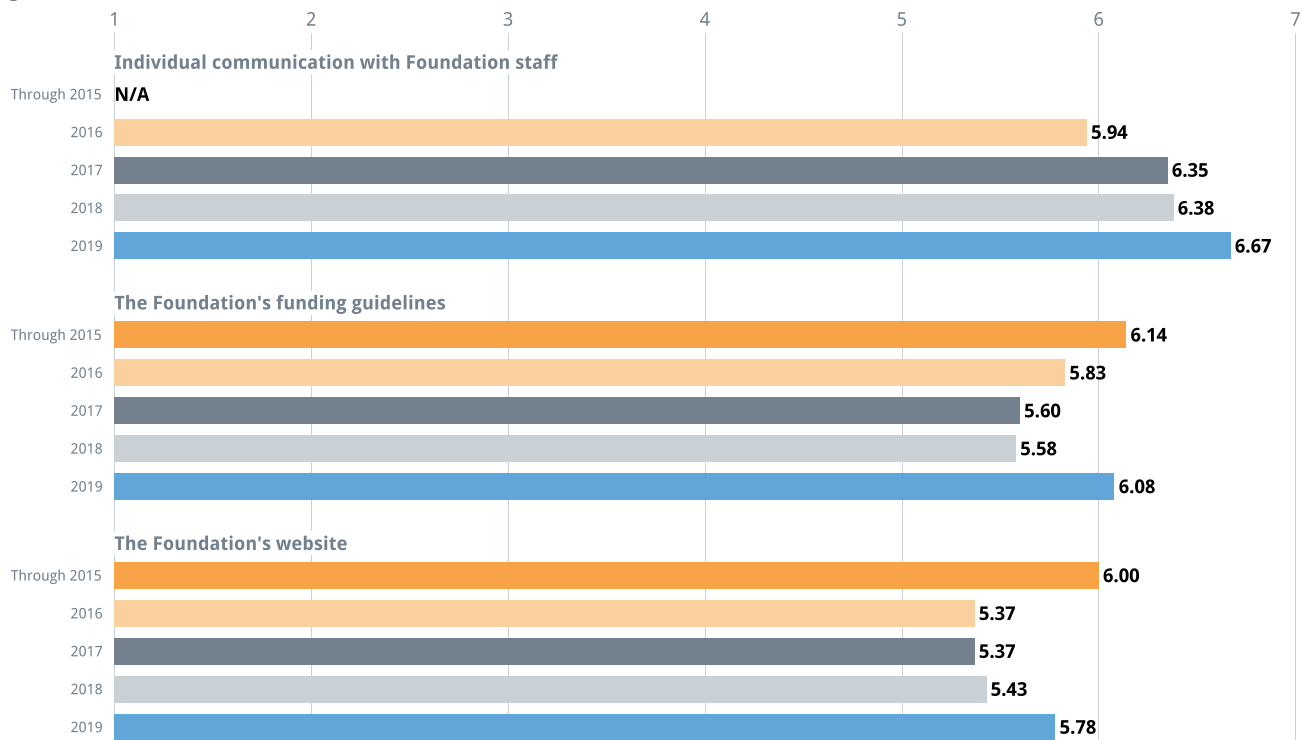
### Usage of Communication Resources - By Subgroup



## Helpfulness of Communication Resources - By Subgroup

1 = Not at all helpful    7 = Extremely helpful

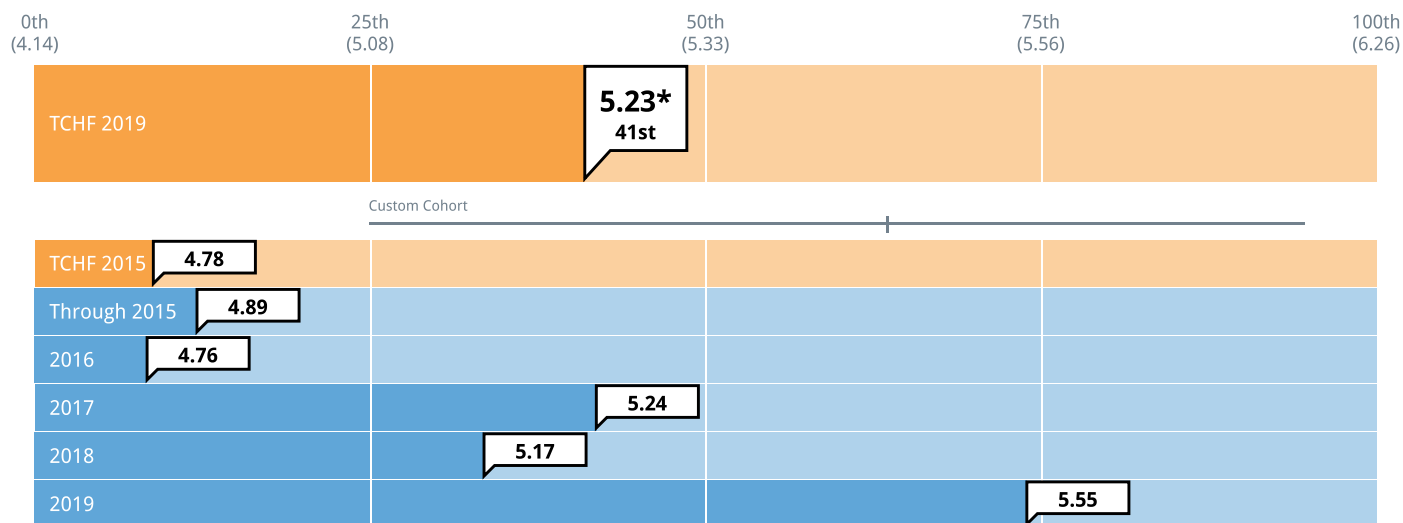
Through 2015    2016    2017    2018    2019



# 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: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

## Top Predictors of Relationships

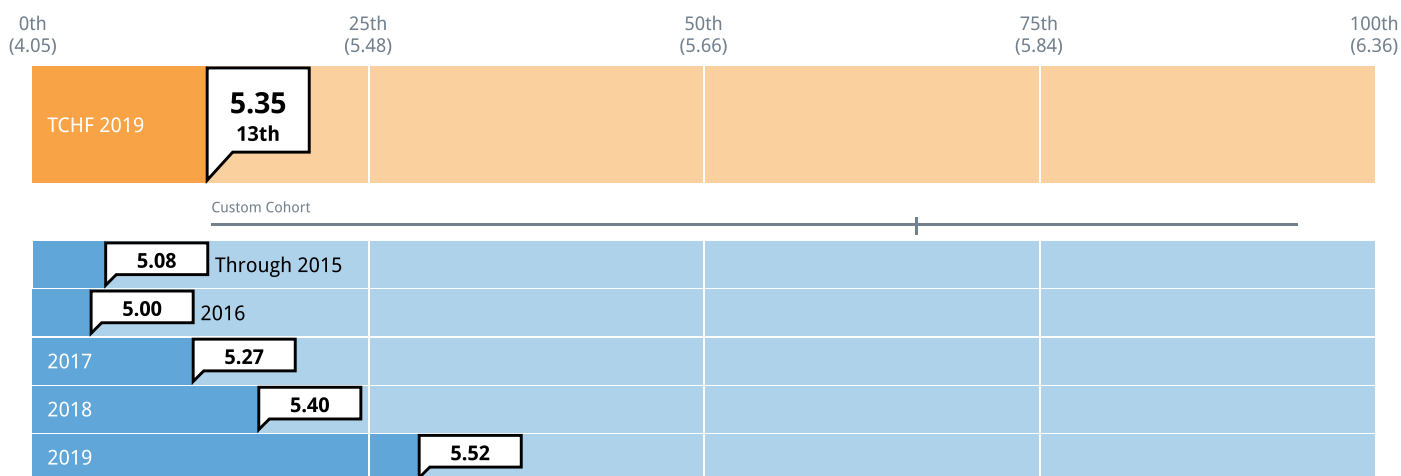
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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:

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

### Understanding Summary Measure

1 = Very negative    7 = Very positive



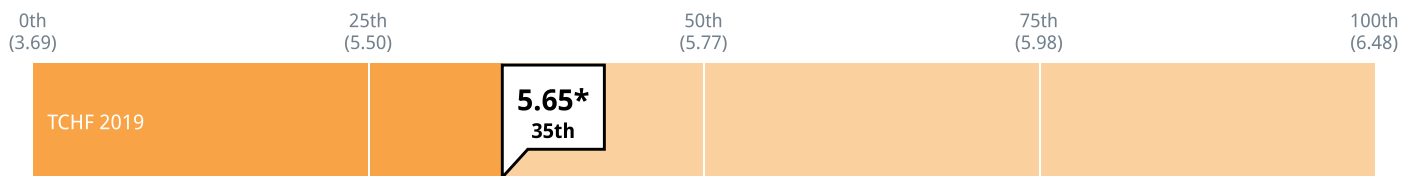
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

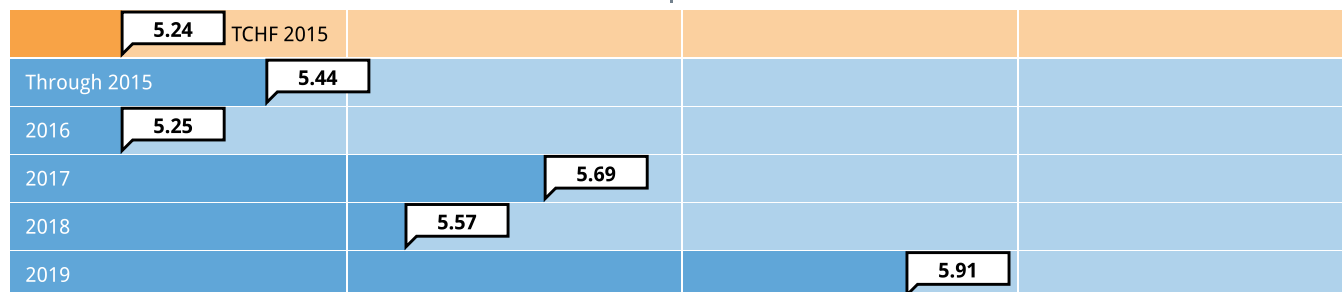
Subgroup: Year of Grant ▼

# Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent    7 = Extremely transparent



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

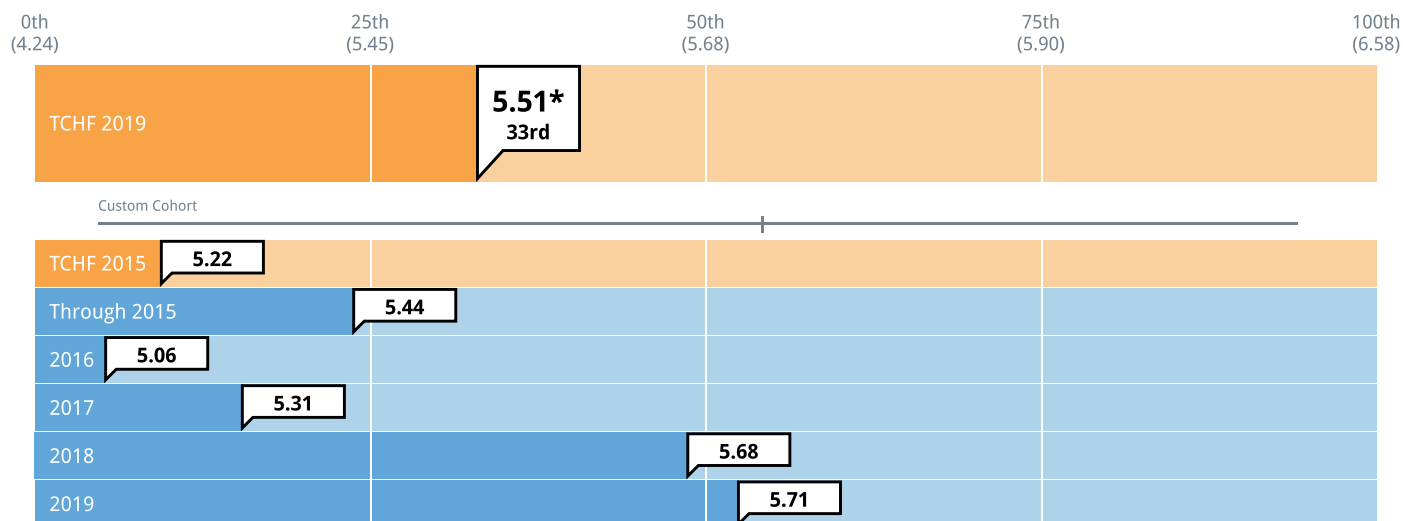
Subgroup: Year of Grant ▼



## 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: Custom Cohort ▼

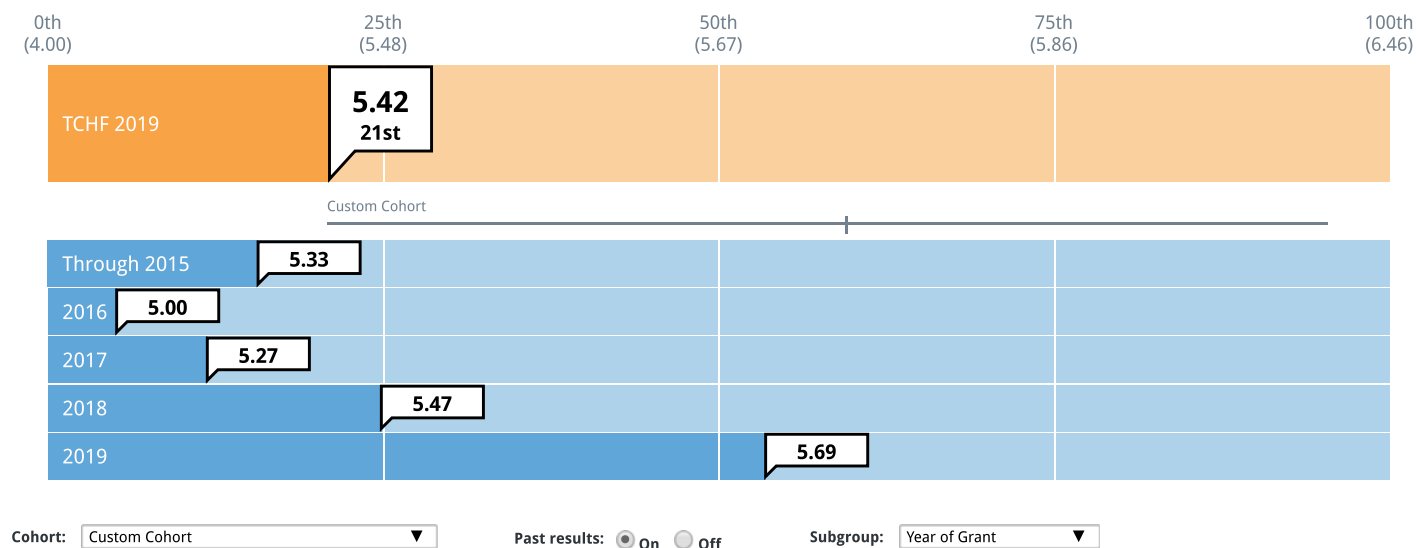
Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

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.

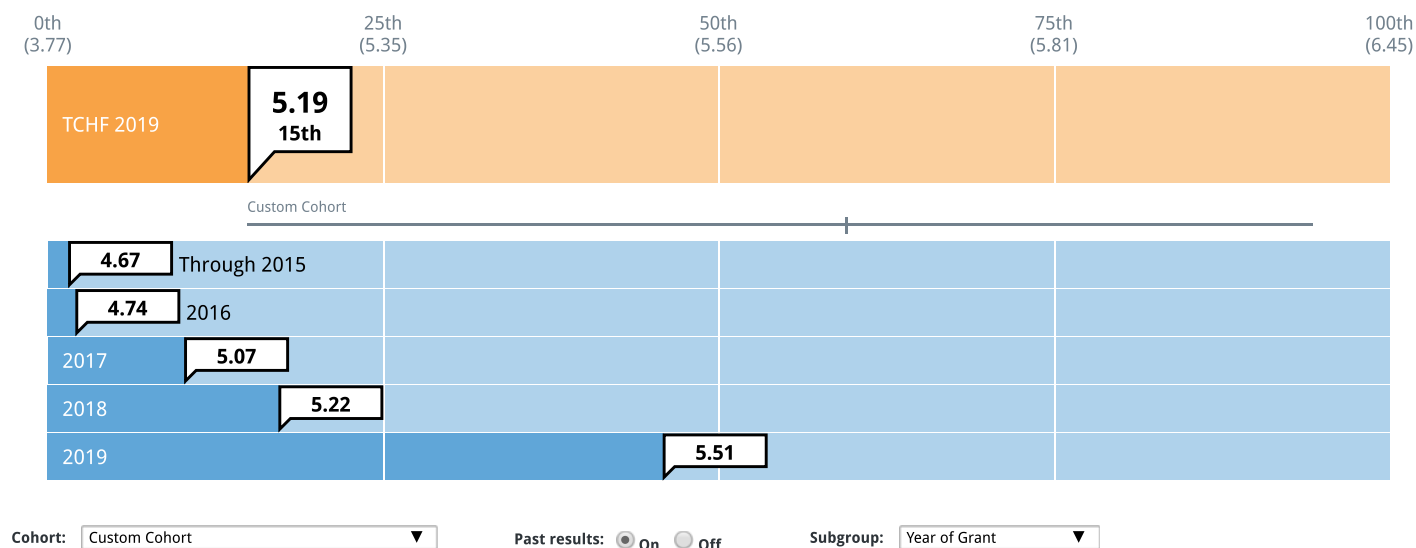
### How well does the Foundation understand your intended beneficiaries' needs?

1 = Limited understanding    7 = Thorough understanding



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

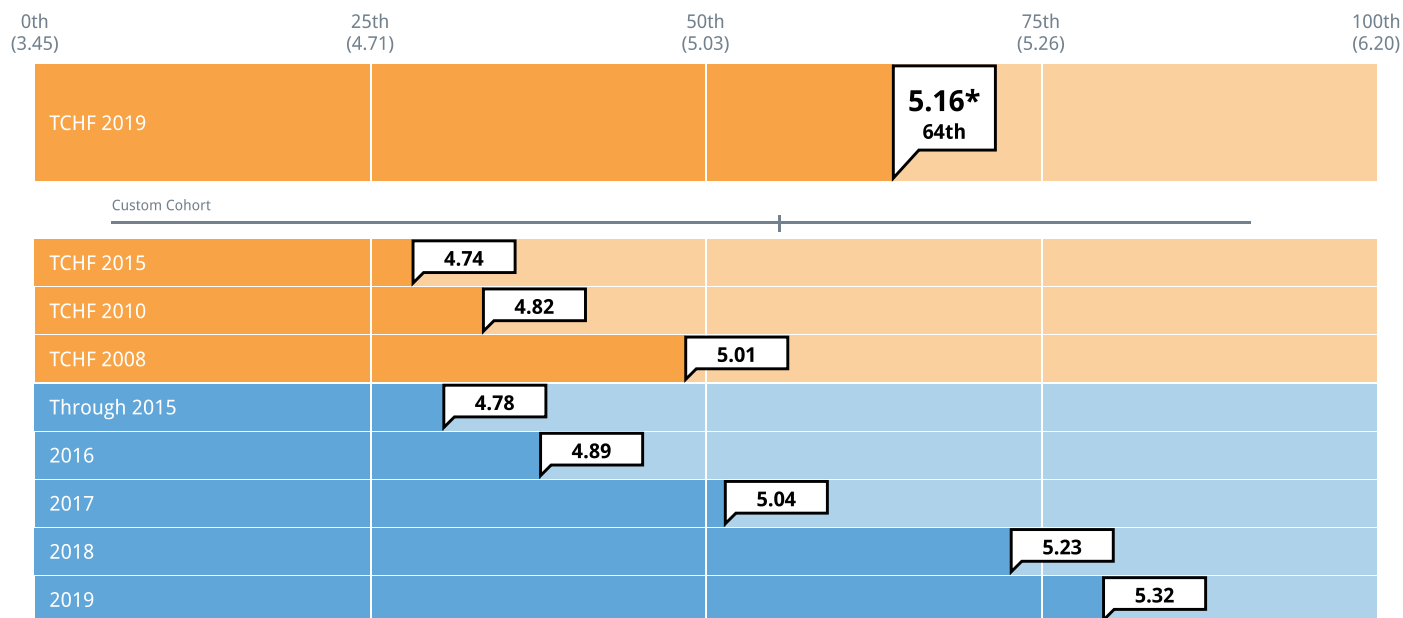
1 = Not at all    7 = To a great extent



## 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: Custom Cohort ▼

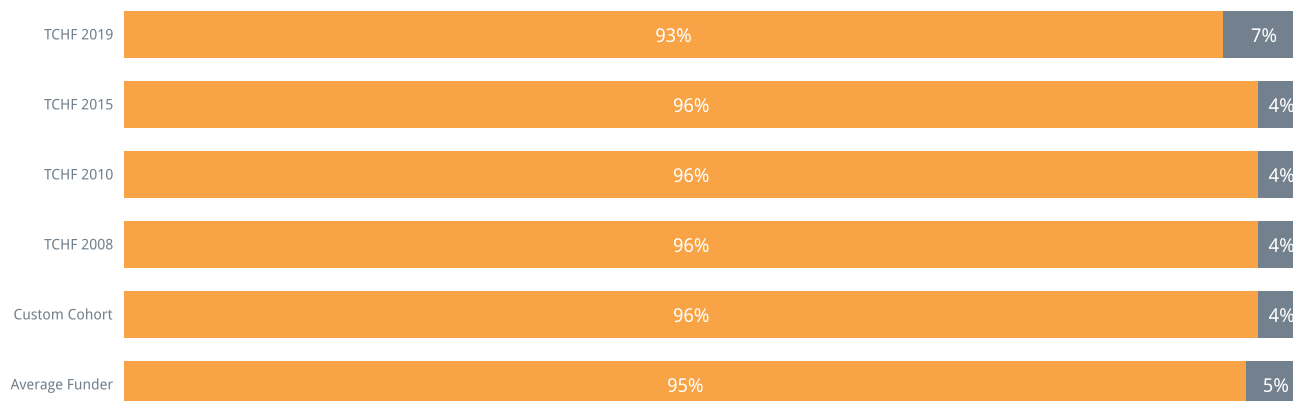
Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

## Selection Process

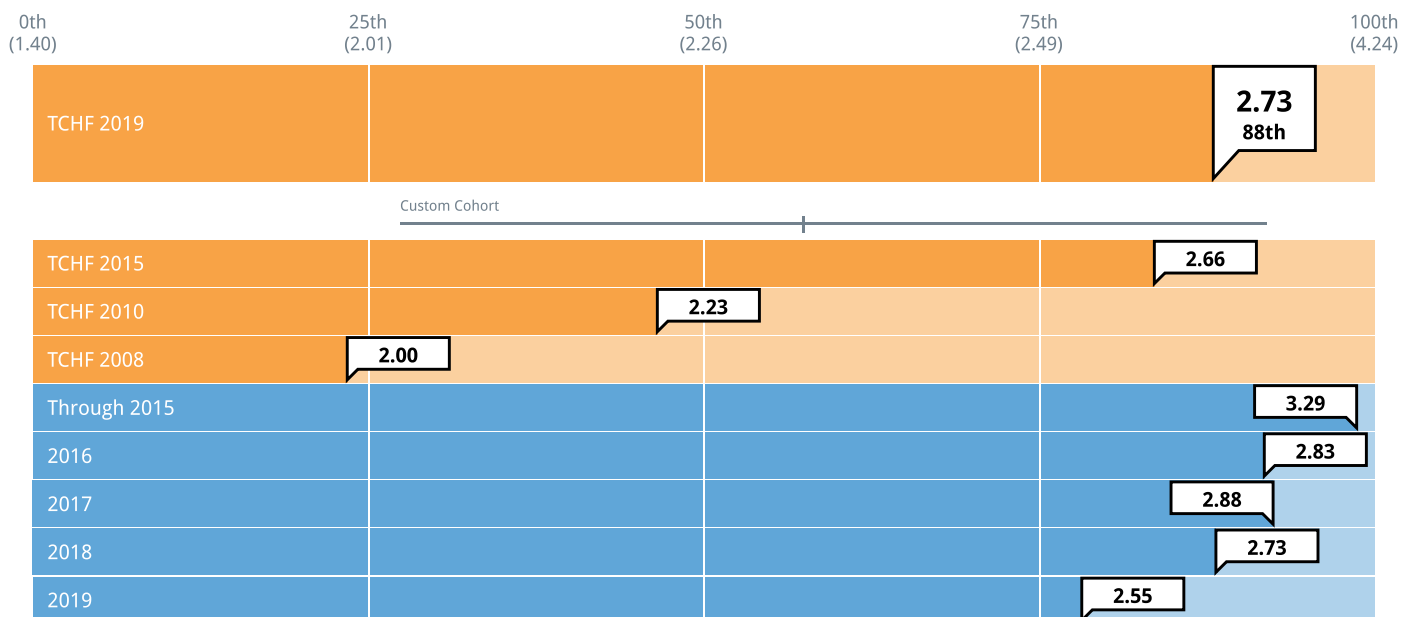
### Did you submit a proposal for this grant?

Submitted a proposal Did not submit a proposal



### 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?

1 = No pressure 7 = Significant pressure



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

## 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	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
Less than 1 month	2%	1%	1%	1%	7%	5%
1 - 3 months	54%	36%	40%	53%	56%	55%
4 - 6 months	40%	53%	48%	39%	29%	33%
7 - 9 months	2%	6%	6%	6%	5%	4%
10 - 12 months	1%	2%	4%	2%	2%	1%
More than 12 months	0%	2%	1%	0%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Through 2015	2016	2017	2018	2019
Less than 1 month	0%	0%	1%	4%	2%
1 - 3 months	67%	56%	55%	53%	54%
4 - 6 months	33%	38%	41%	39%	42%
7 - 9 months	0%	7%	1%	4%	0%
10 - 12 months	0%	0%	1%	0%	3%
More than 12 months	0%	0%	0%	1%	0%

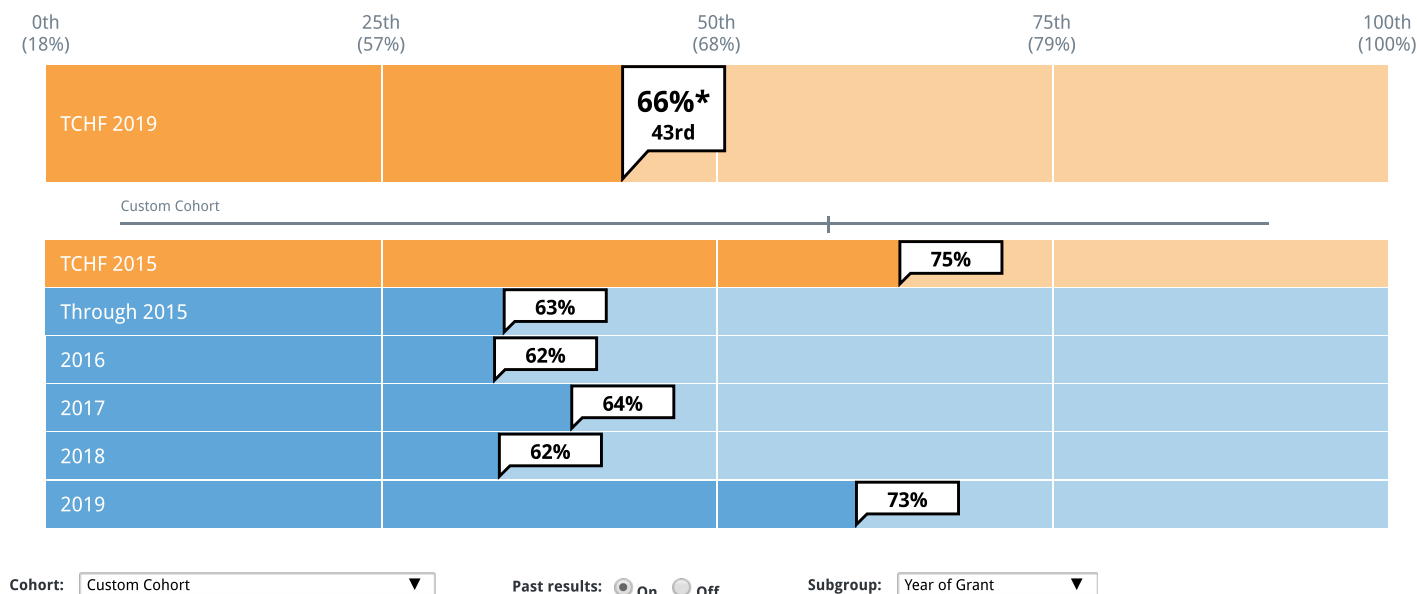
## Reporting and Evaluation Process

### Definition of Reporting and Evaluation

- "Reporting" - TCHF's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by TCHF to assess or learn about a grant, a program, or TCHF's 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?**

Proportion of grantees responding 'Yes'



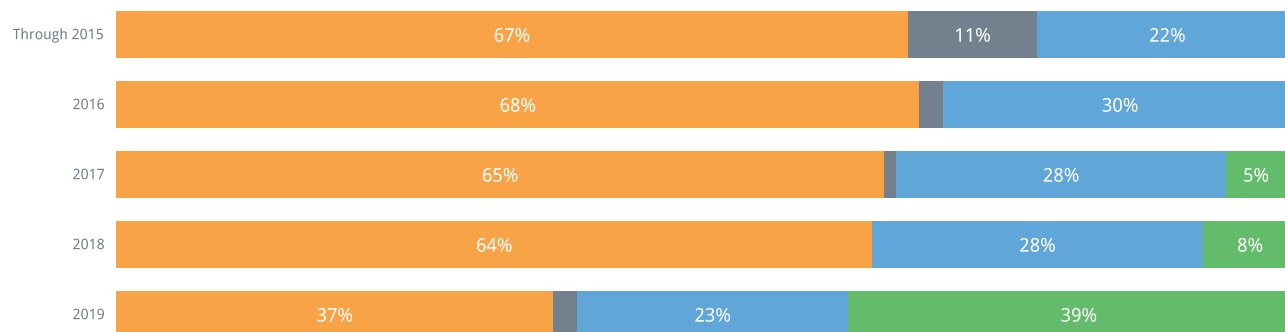
### Participation in Reporting and/or Evaluation Processes

- 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



### 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

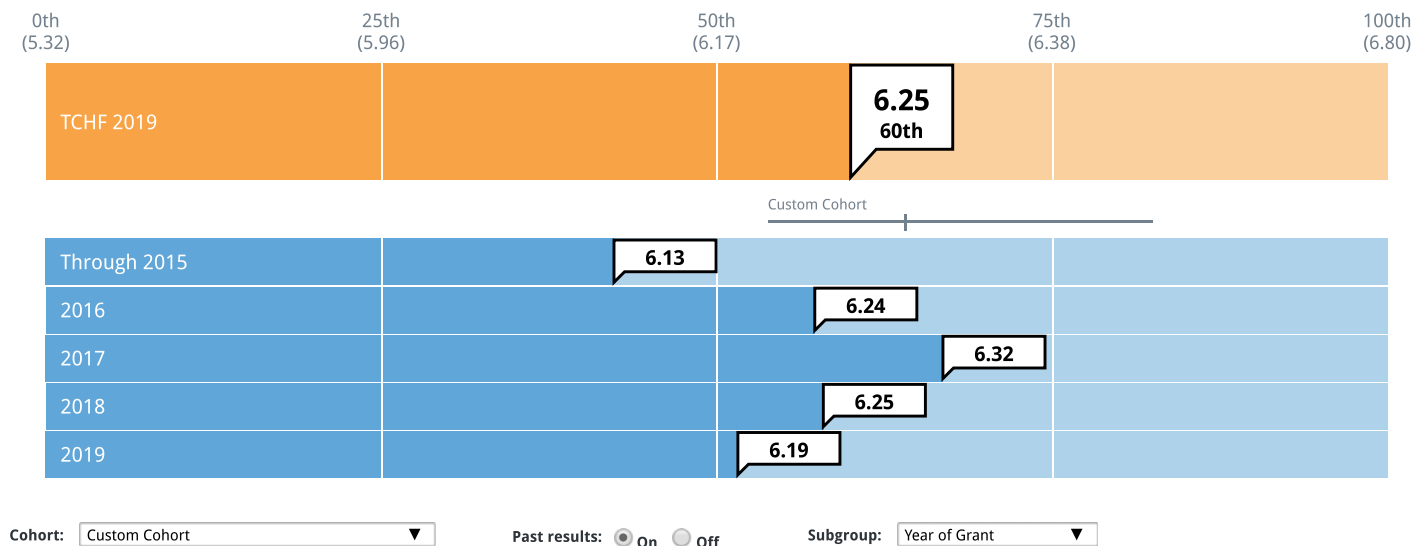


## Reporting Process

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.

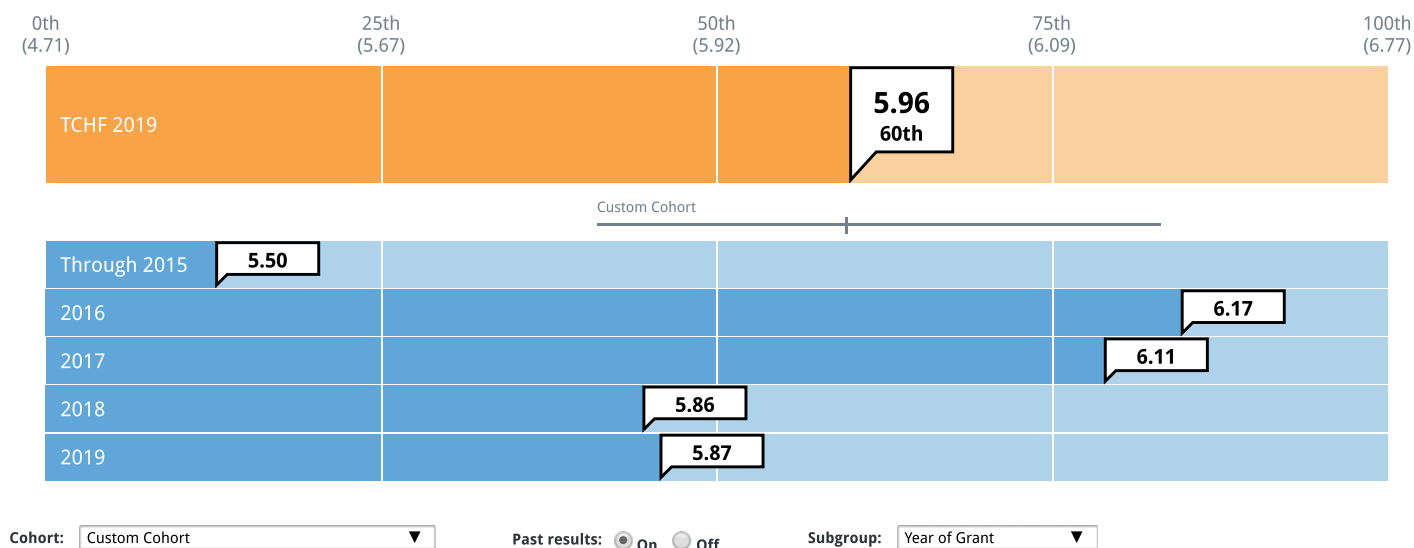
### To what extent was the Foundation's reporting process straightforward?

1 = Not at all    7 = To a great extent



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

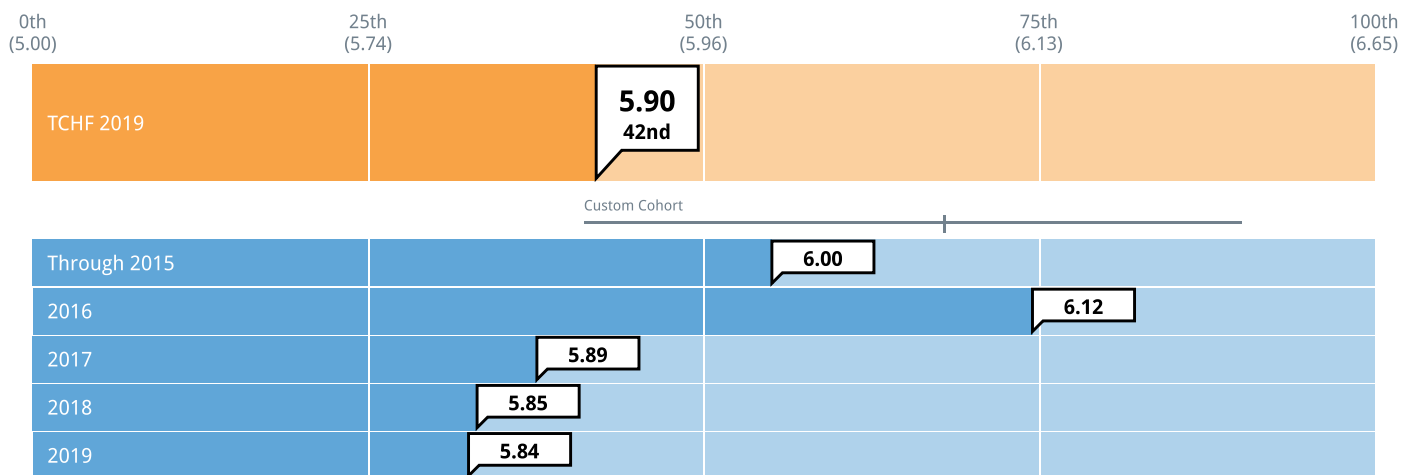
1 = Not at all    7 = To a great extent





### 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



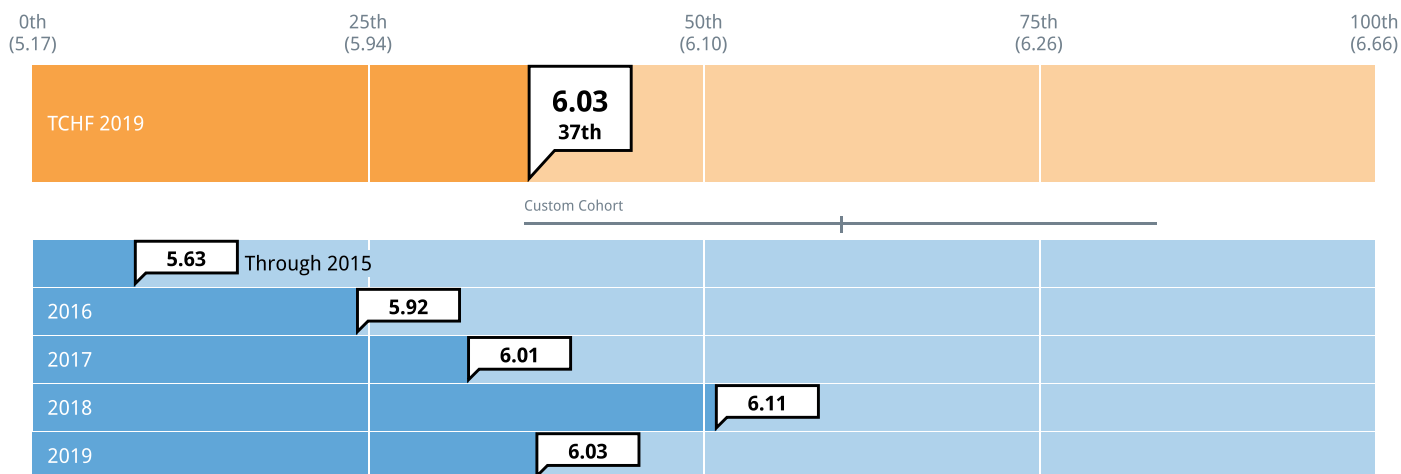
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

### 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



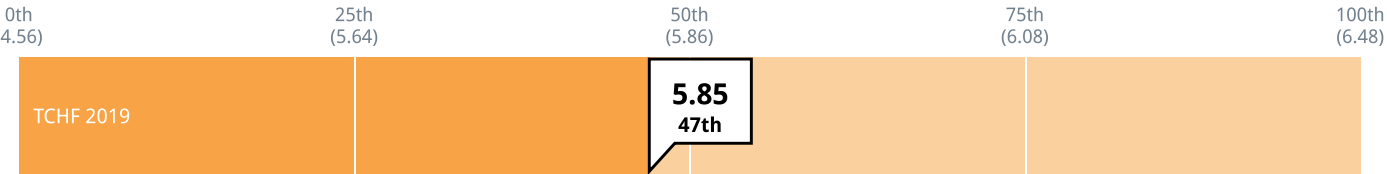
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

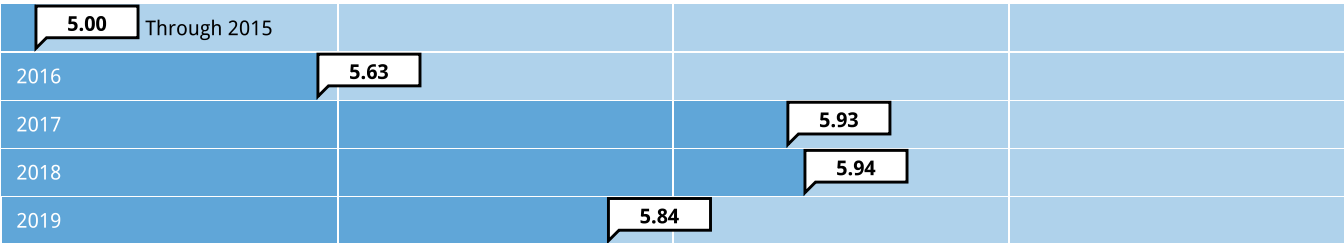
Subgroup: Year of Grant ▼

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



Custom Cohort



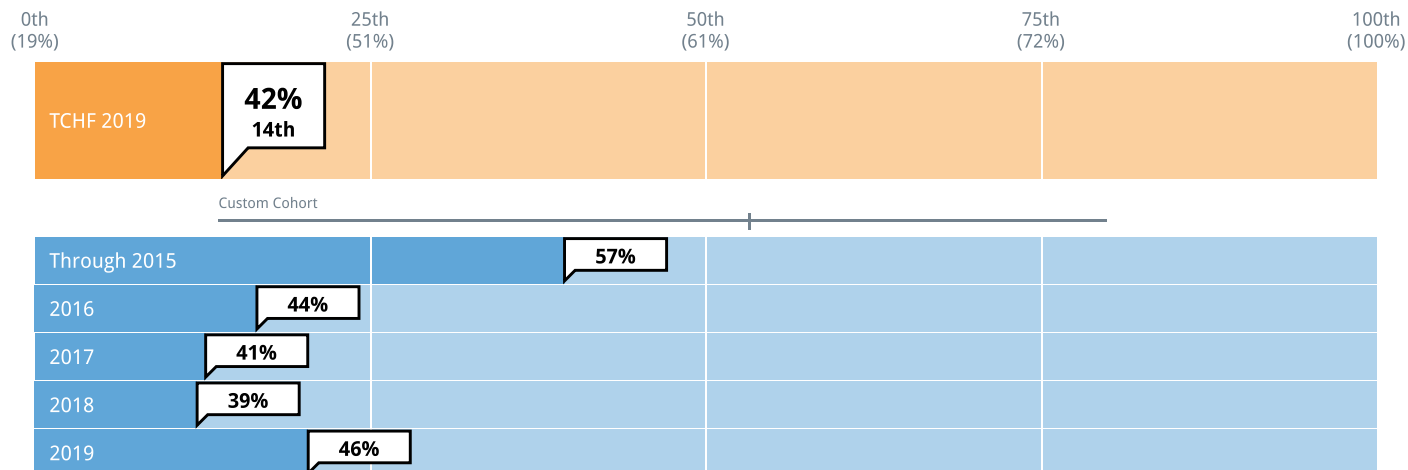
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

**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: Custom Cohort ▼

Past results: ☒ On ☐ Off

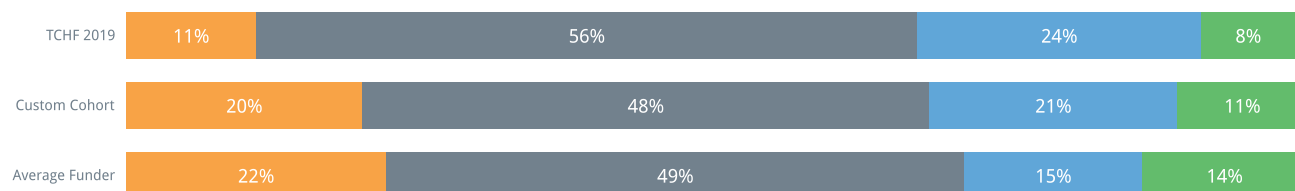
Subgroup: Year of Grant ▼

## 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.

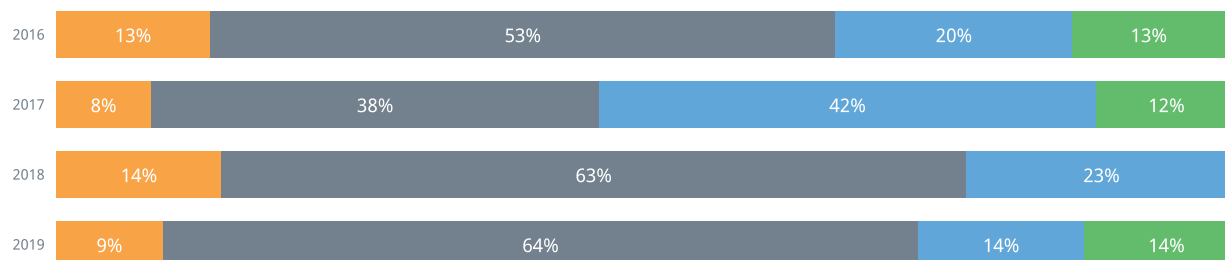
### Who was primarily responsible for carrying out the evaluation?

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



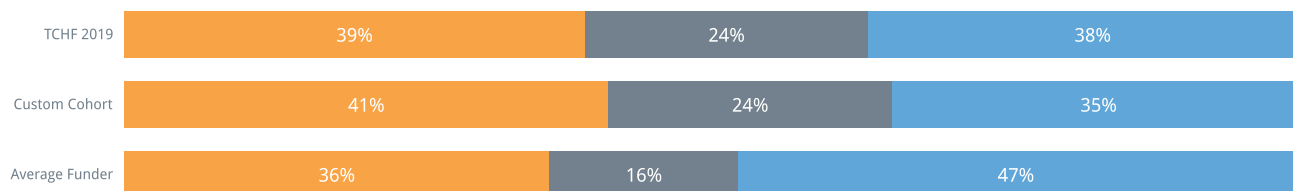
### Who was primarily responsible for carrying out the evaluation? (By Subgroup)

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



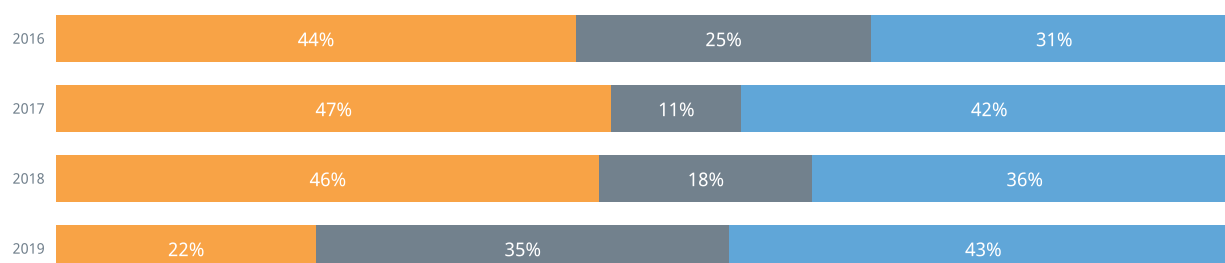
### Did the Foundation provide financial support for the evaluation?

■ 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



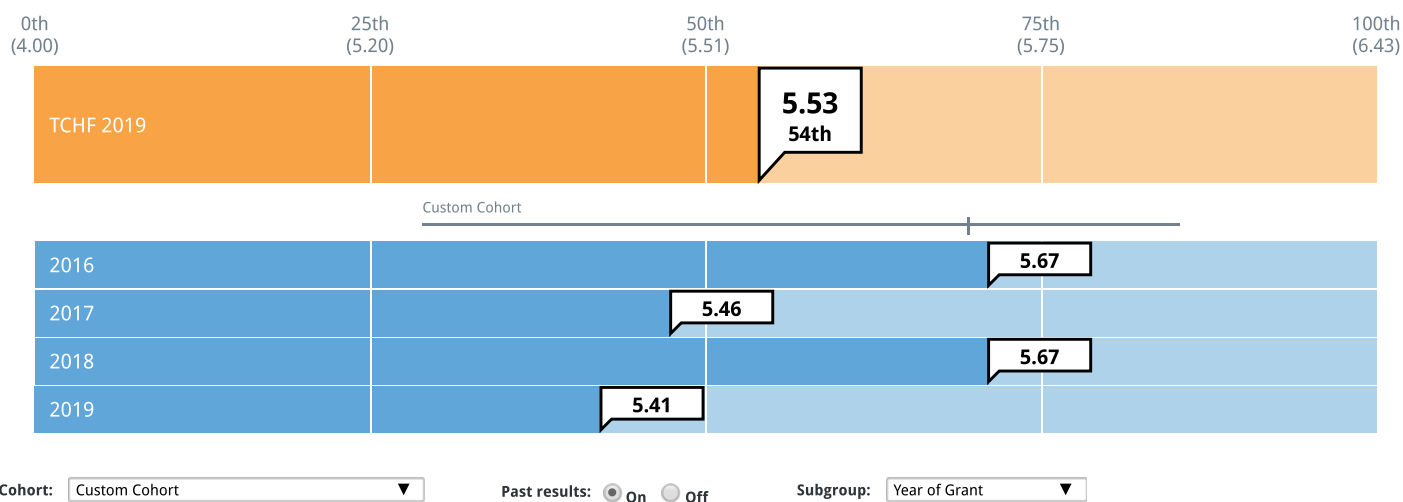
### Did the Foundation provide financial support for the evaluation? (By Subgroup)

■ 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



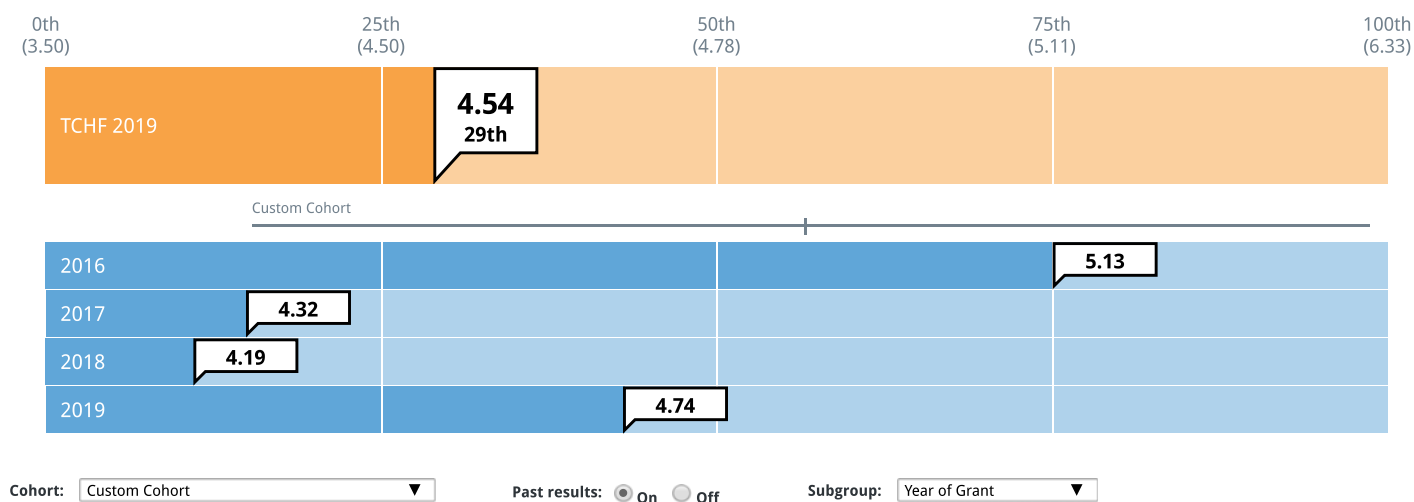
### To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all    7 = To a great extent



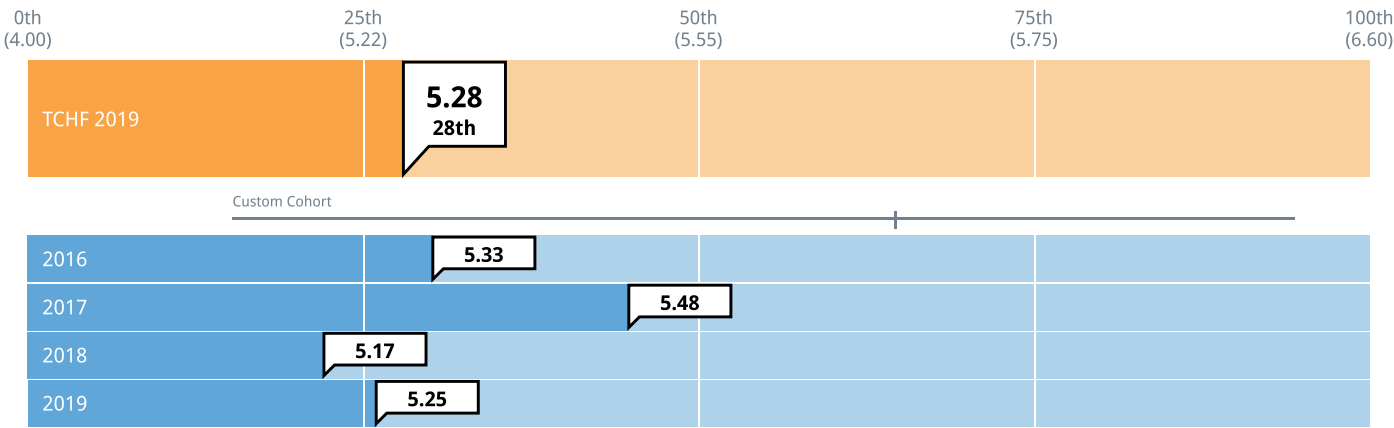
### To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all    7 = To a great extent



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: Custom Cohort ▼

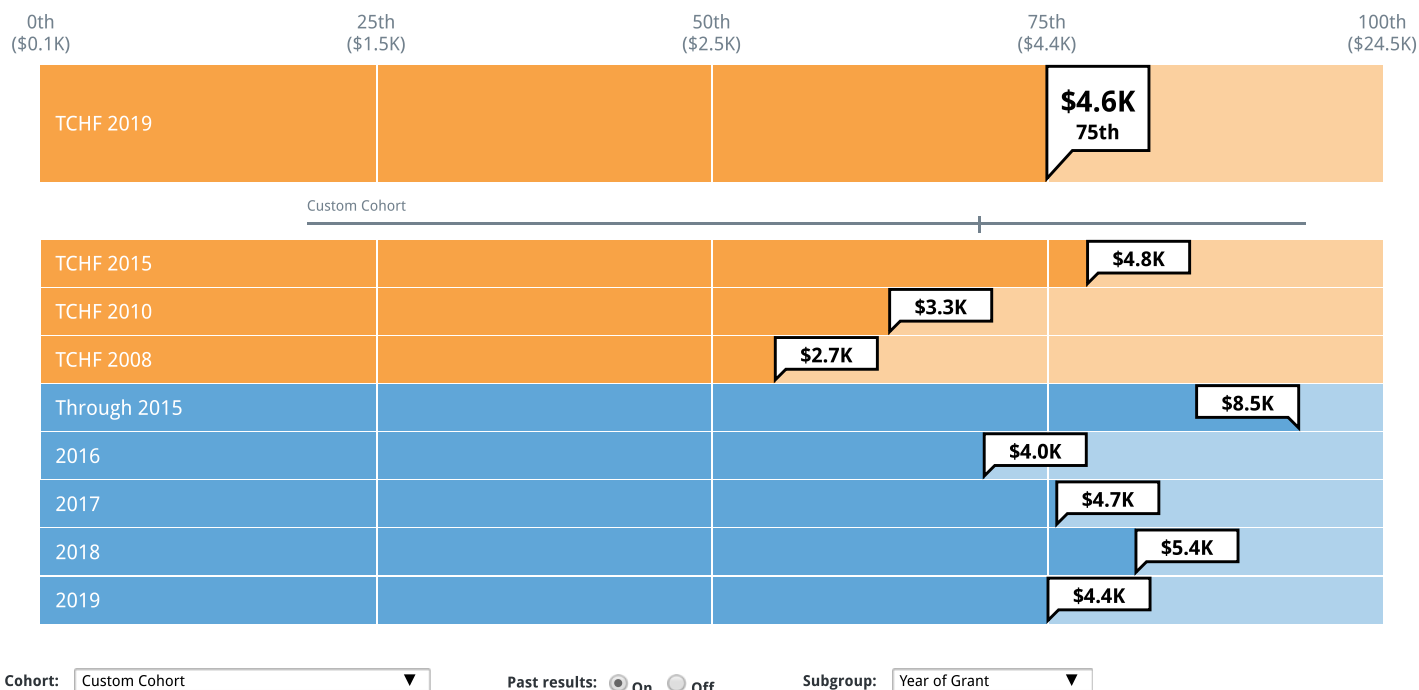
Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

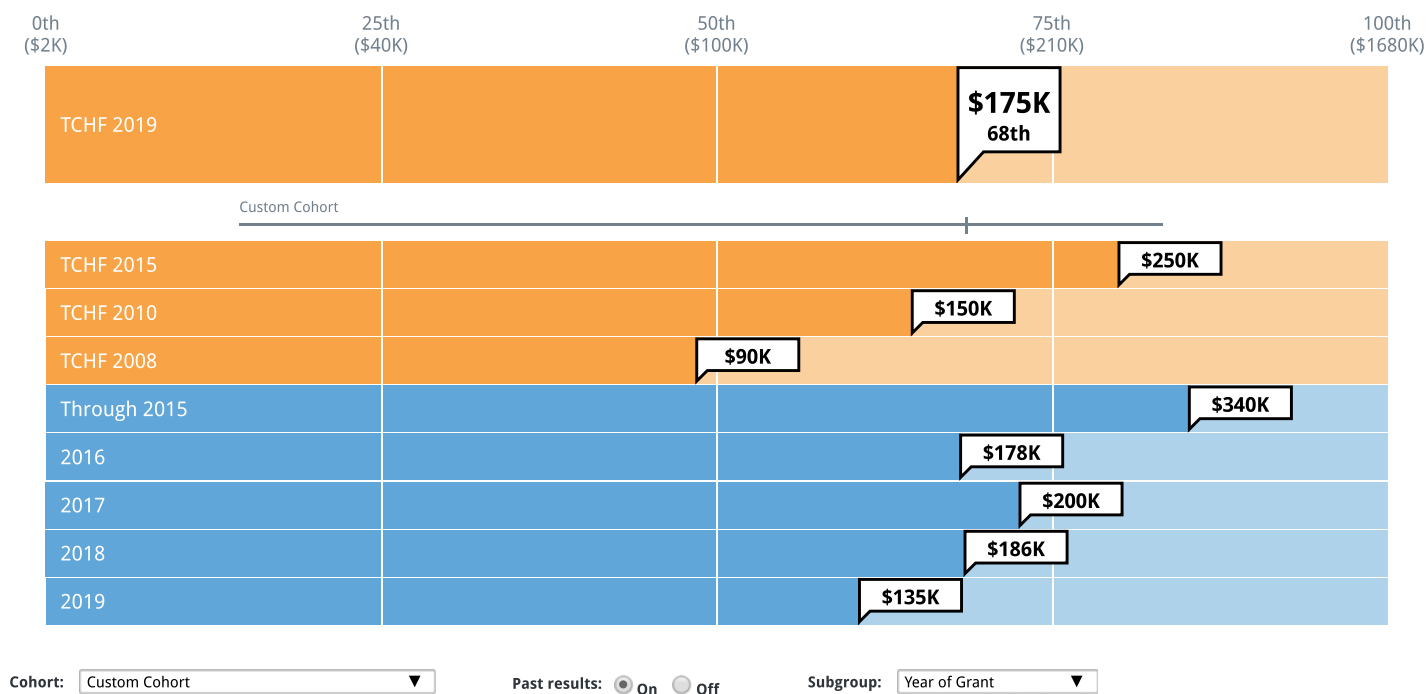
## Dollar Return and Time Spent on Processes

### 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

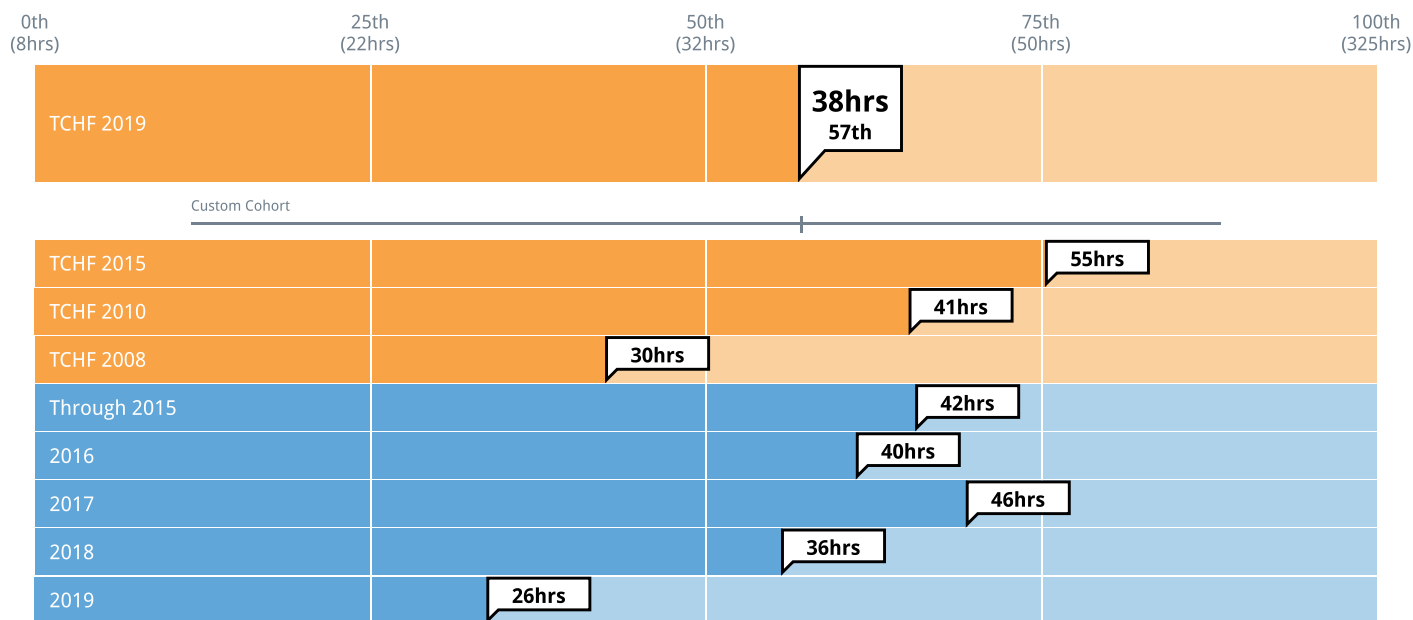


### Median Grant Size





# Median hours spent by grantees on funder requirements over grant lifetime



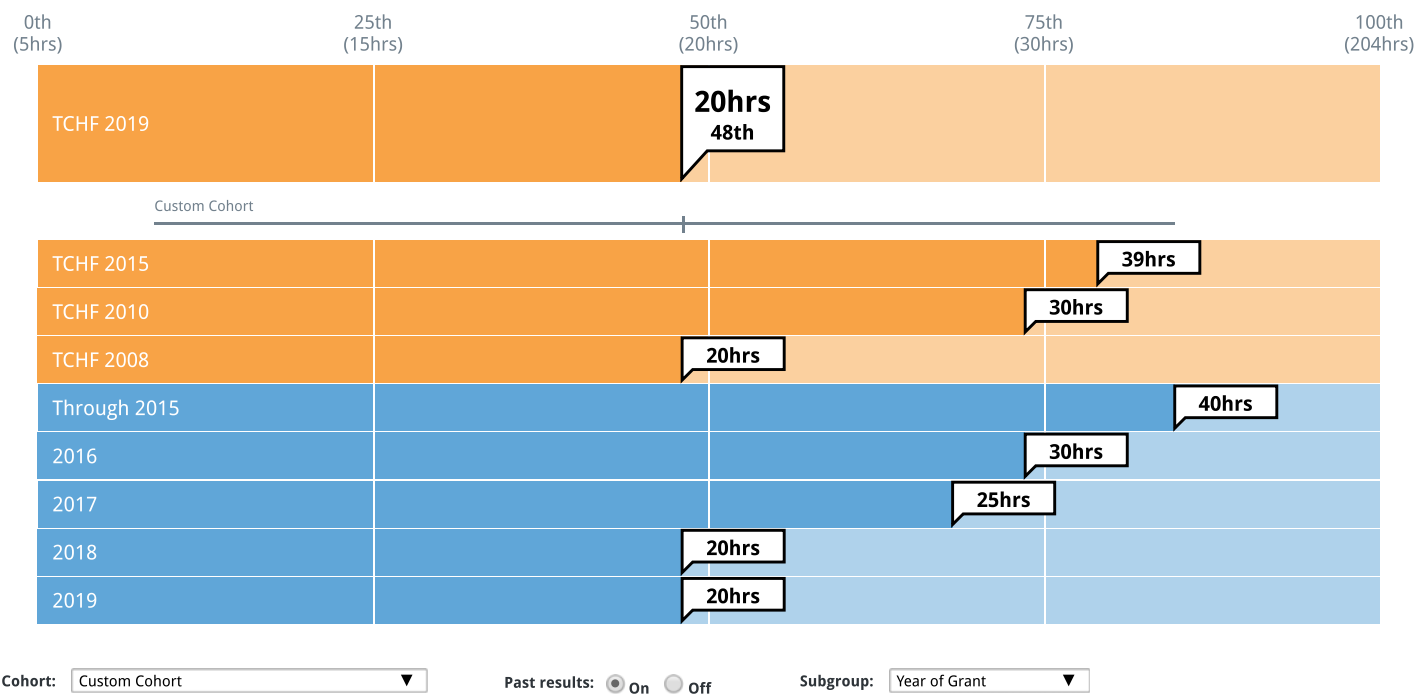
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Year of Grant ▼

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

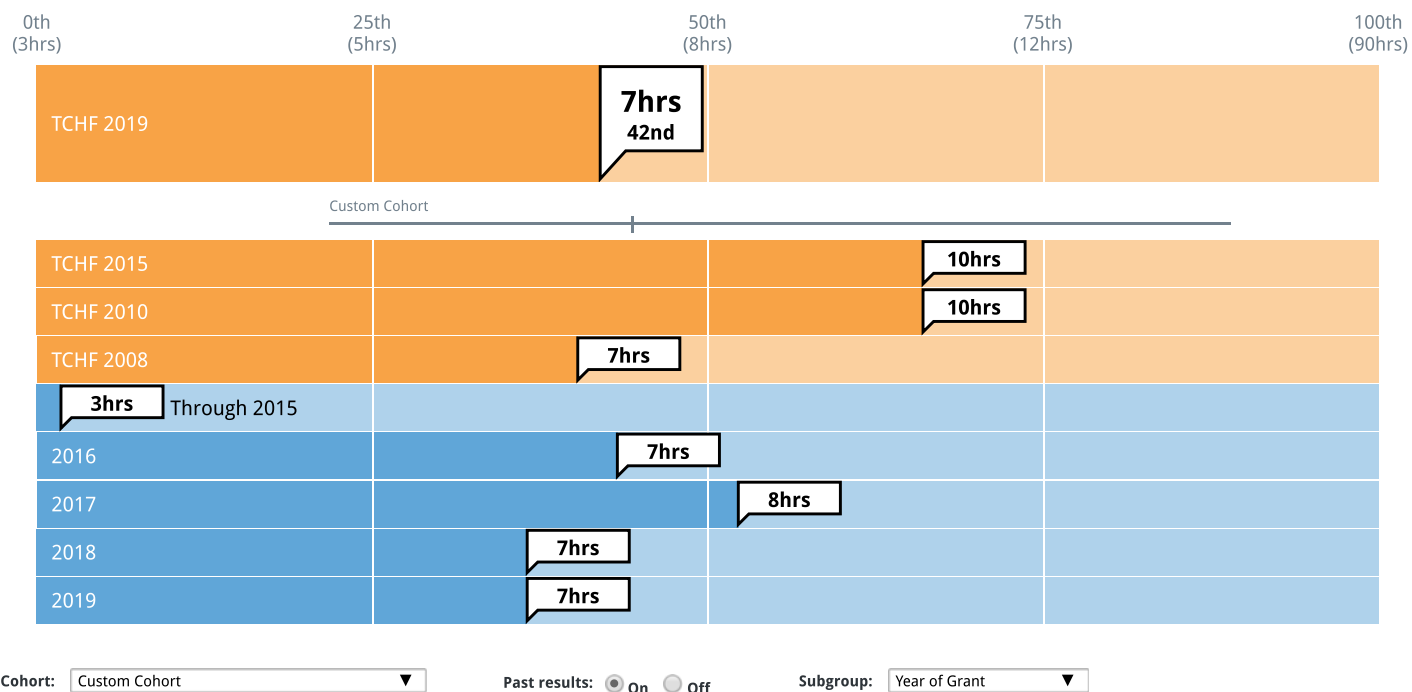


Time Spent On Proposal And Selection Process	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
1 to 9 hours	12%	5%	9%	14%	21%	16%
10 to 19 hours	25%	19%	20%	25%	21%	22%
20 to 29 hours	21%	15%	20%	23%	18%	20%
30 to 39 hours	9%	11%	8%	9%	8%	10%
40 to 49 hours	16%	17%	20%	10%	12%	13%
50 to 99 hours	12%	19%	14%	12%	11%	13%
100 to 199 hours	4%	11%	7%	5%	6%	4%
200+ hours	1%	3%	1%	1%	3%	1%

Time Spent On Proposal And Selection Process (By Subgroup)	Through 2015	2016	2017	2018	2019
1 to 9 hours	0%	11%	8%	14%	14%
10 to 19 hours	17%	21%	17%	23%	35%
20 to 29 hours	0%	17%	30%	23%	15%
30 to 39 hours	17%	8%	11%	7%	10%
40 to 49 hours	50%	21%	17%	16%	12%
50 to 99 hours	17%	11%	15%	12%	11%
100 to 199 hours	0%	8%	2%	4%	3%
200+ hours	0%	4%	0%	1%	0%

## Time Spent on Reporting and Evaluation Process

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



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
1 to 9 hours	57%	42%	43%	58%	53%	53%
10 to 19 hours	22%	24%	29%	17%	20%	20%
20 to 29 hours	8%	11%	10%	10%	10%	11%
30 to 39 hours	3%	5%	3%	4%	4%	3%
40 to 49 hours	3%	3%	3%	4%	4%	4%
50 to 99 hours	5%	7%	5%	4%	5%	5%
100+ hours	2%	7%	6%	4%	5%	4%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Through 2015	2016	2017	2018	2019
1 to 9 hours	75%	60%	52%	57%	58%
10 to 19 hours	25%	25%	23%	20%	23%
20 to 29 hours	0%	4%	8%	11%	8%
30 to 39 hours	0%	4%	3%	2%	3%
40 to 49 hours	0%	0%	5%	2%	3%
50 to 99 hours	0%	4%	7%	6%	4%
100+ hours	0%	2%	2%	2%	3%

## 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 TCHF.

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	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 TCHF facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

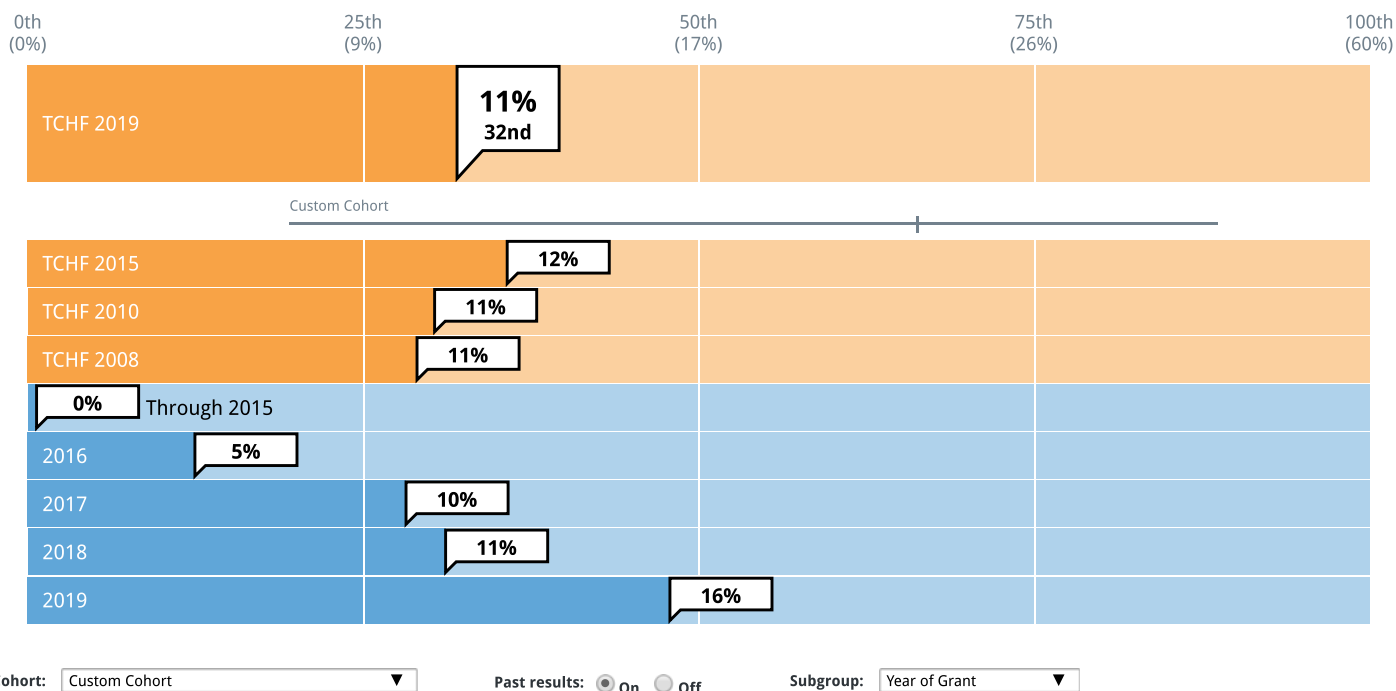
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
Comprehensive	3%	4%	2%	3%	7%	7%
Field-focused	8%	8%	8%	8%	12%	14%
Little	42%	34%	41%	42%	40%	39%
None	47%	54%	48%	48%	41%	39%

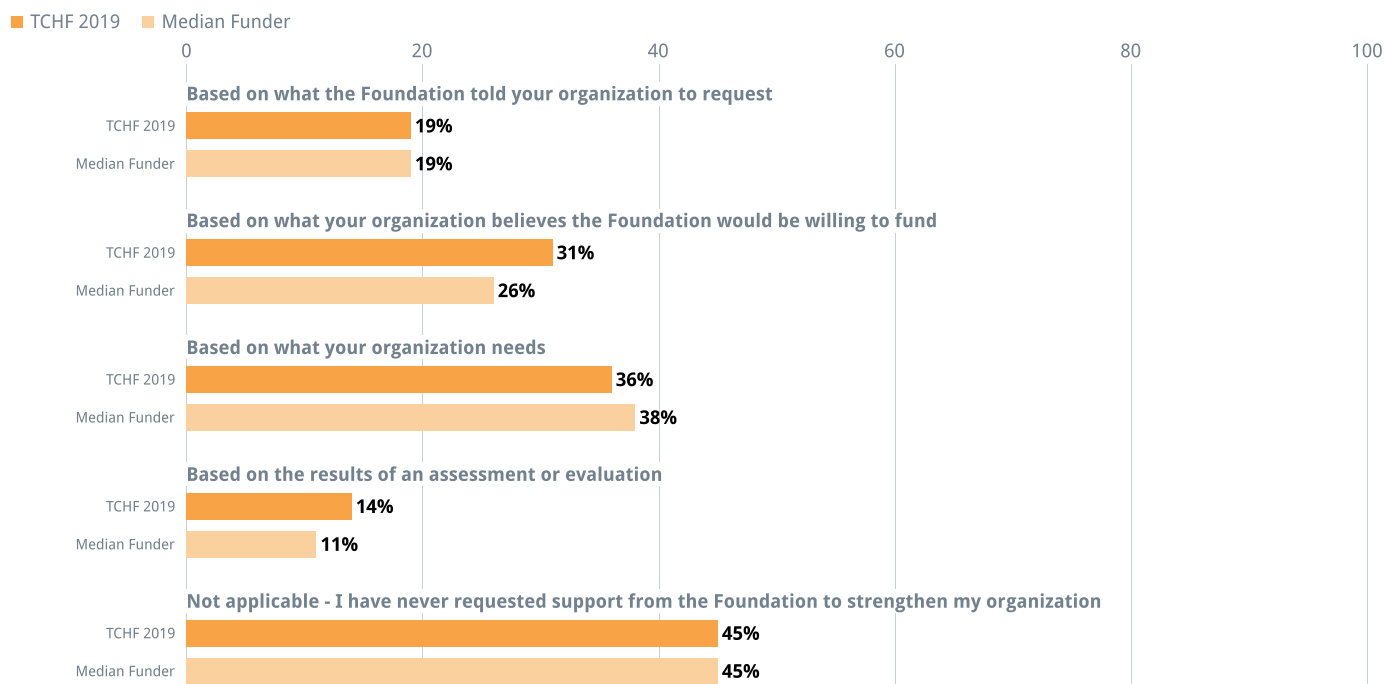
Non-Monetary Assistance Patterns (By Subgroup)	Through 2015	2016	2017	2018	2019
Comprehensive	0%	4%	1%	2%	6%
Field-focused	0%	2%	9%	9%	10%
Little	22%	53%	38%	45%	38%
None	78%	42%	52%	44%	47%

## Proportion of grantees that received field-focused or comprehensive assistance

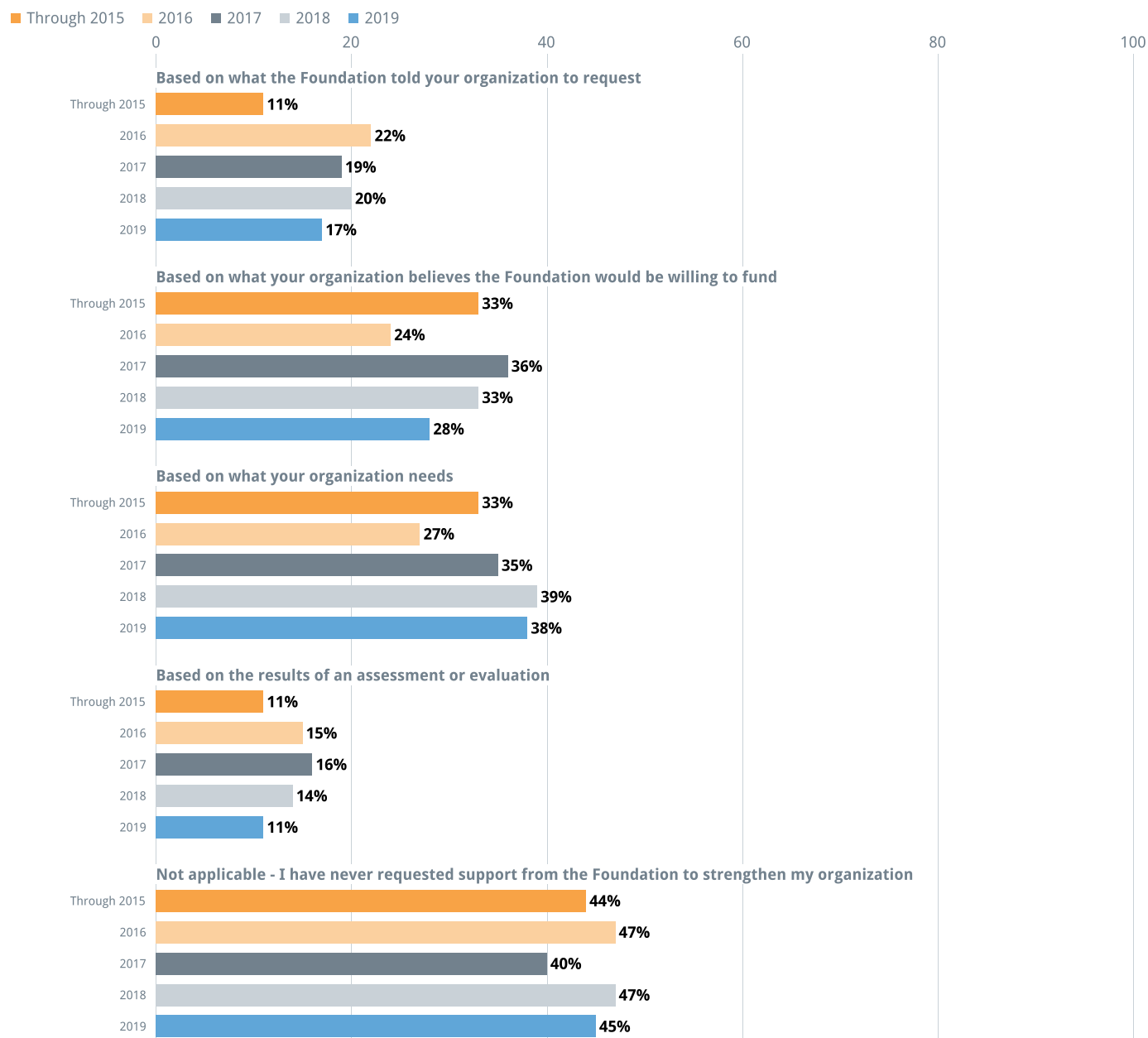


The following question was recently added to the grantee survey and depict comparative data from 62 funders in the dataset.

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



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

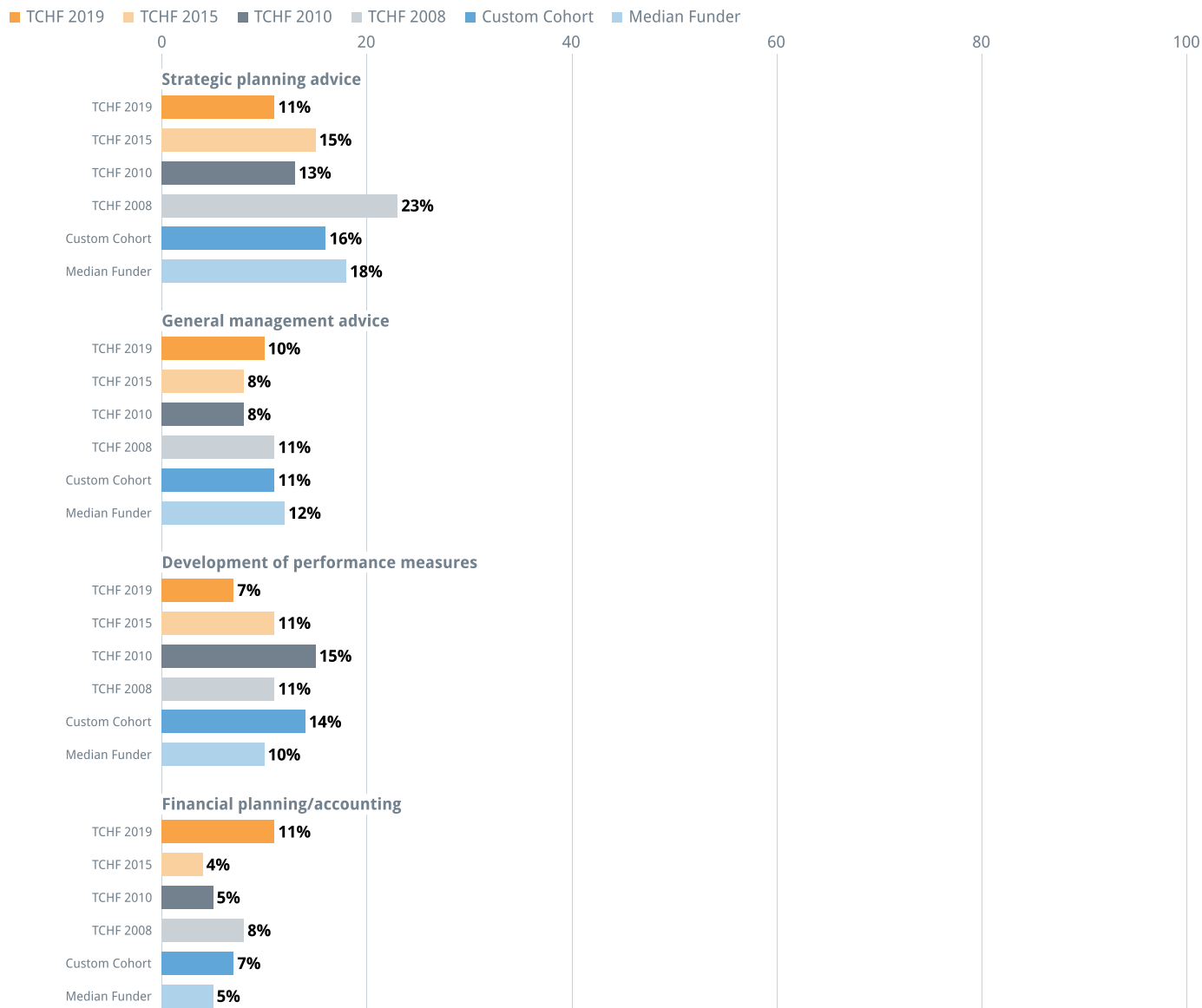




## Management Assistance Activities

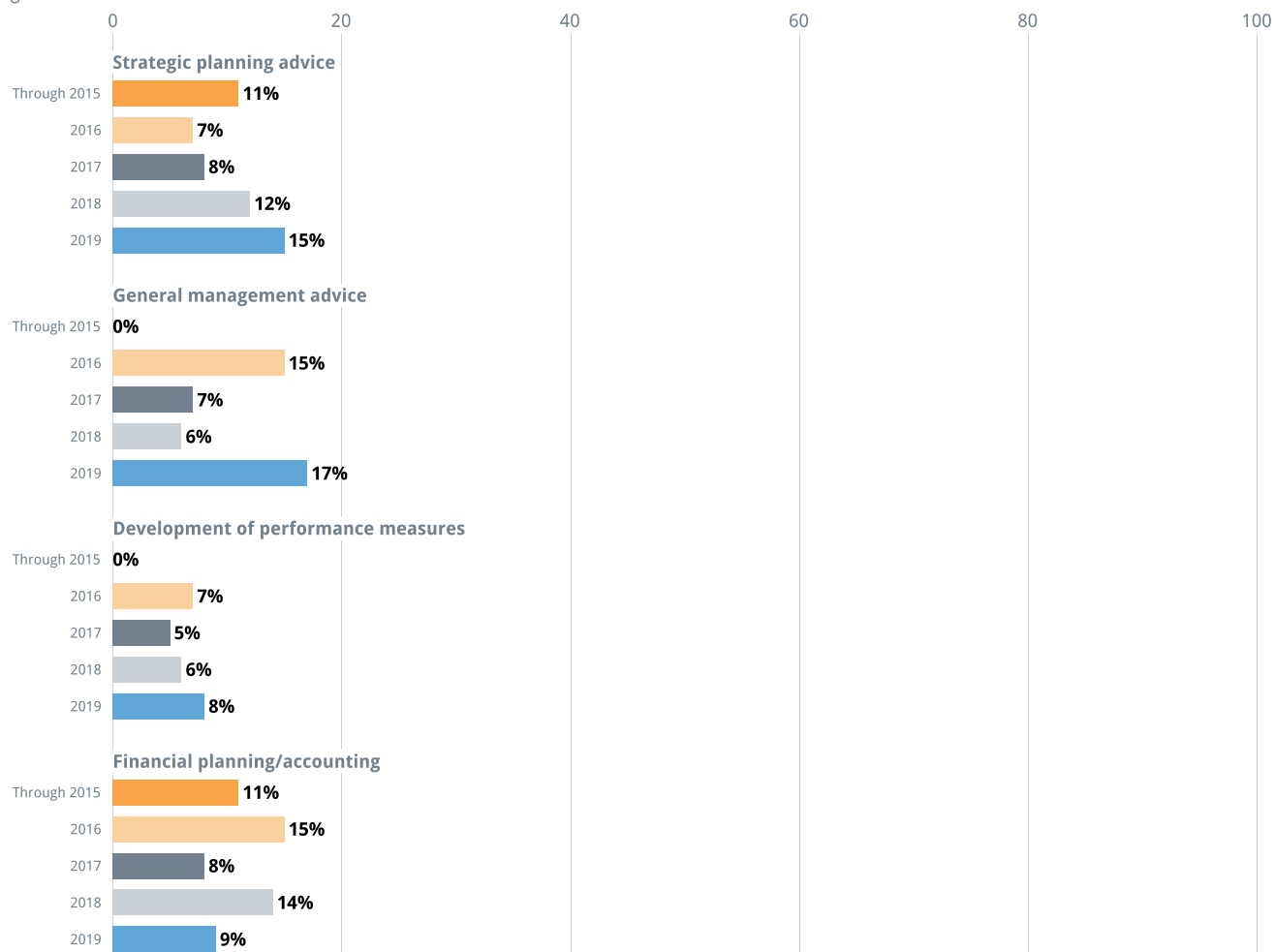
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by TCHF) associated with this funding."

### Percentage of Grantees that Received Management Assistance



## Percentage of Grantees that Received Management Assistance - By Subgroup

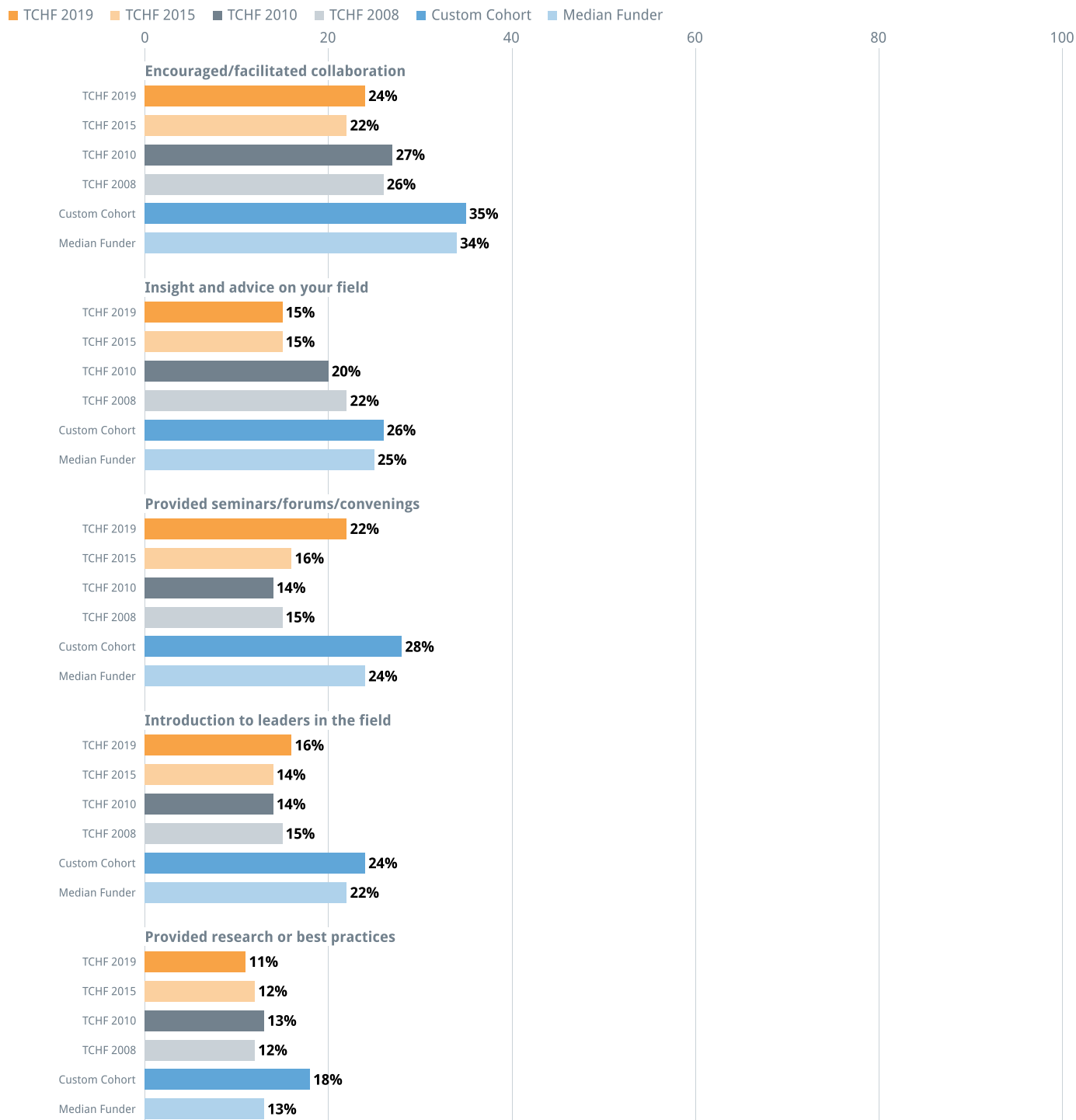
Through 2015 2016 2017 2018 2019



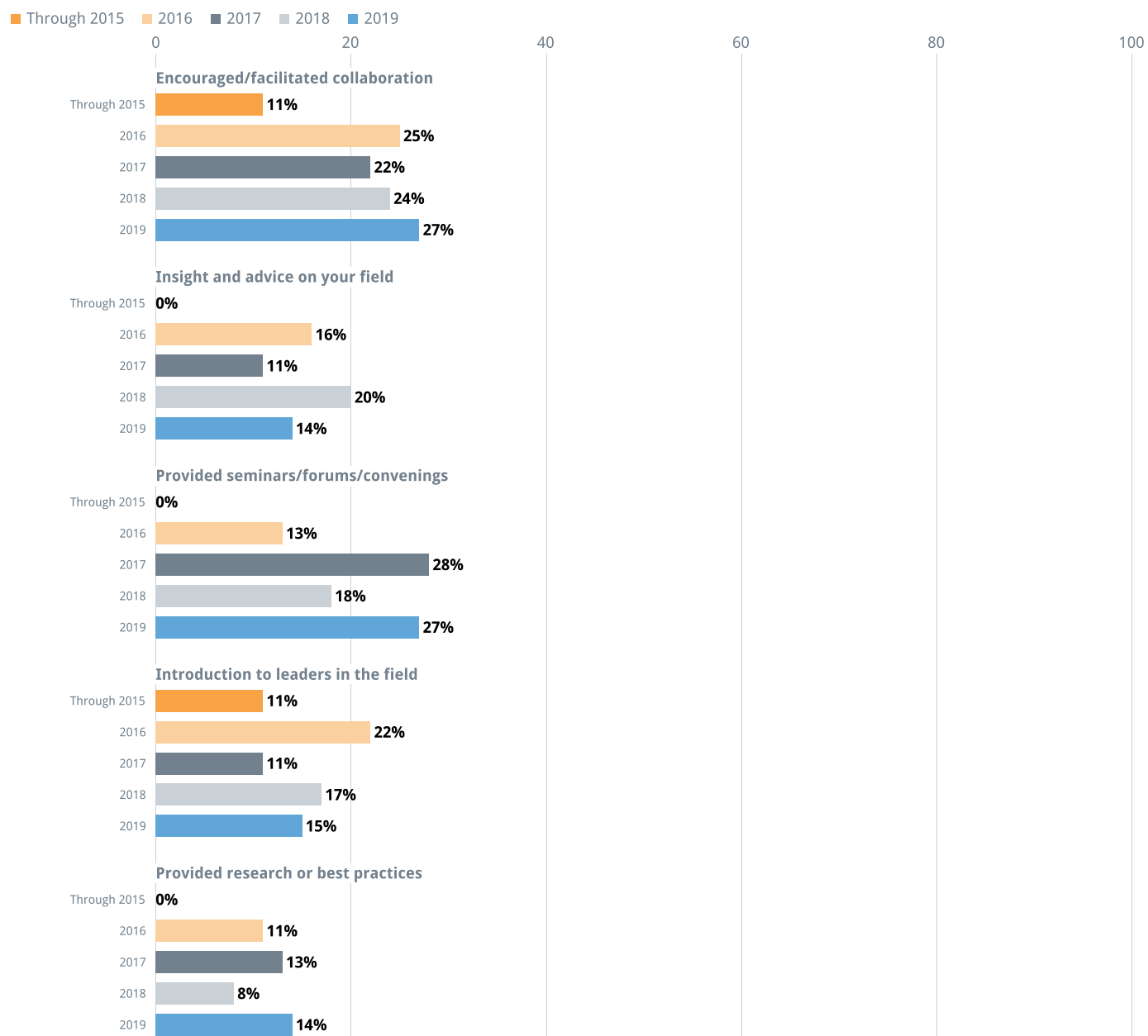
## Field-Related Assistance Activities

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

### Percentage of Grantees that Received Field-Related Assistance



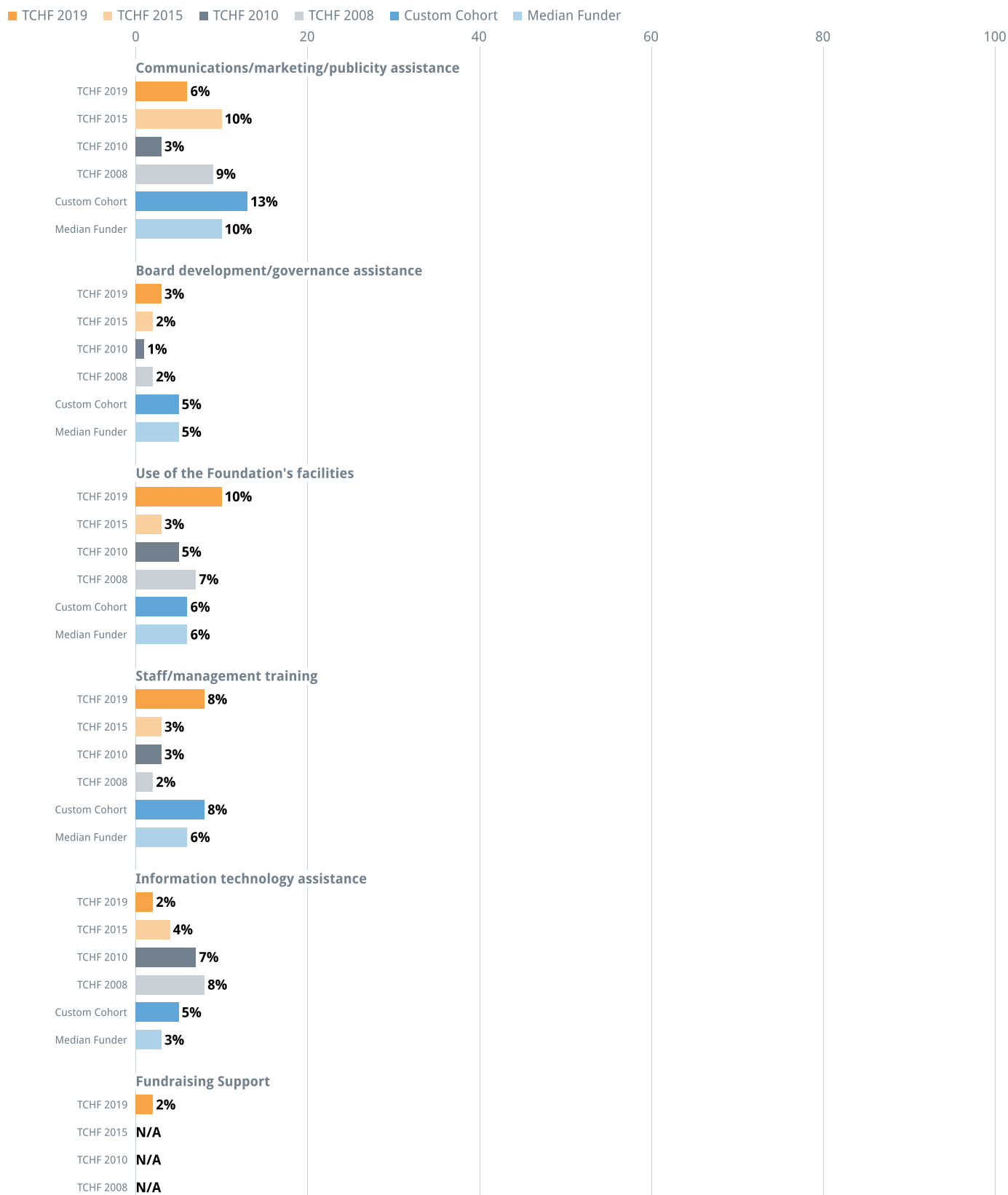
## Percentage of Grantees that Received Field-Related Assistance - By Subgroup

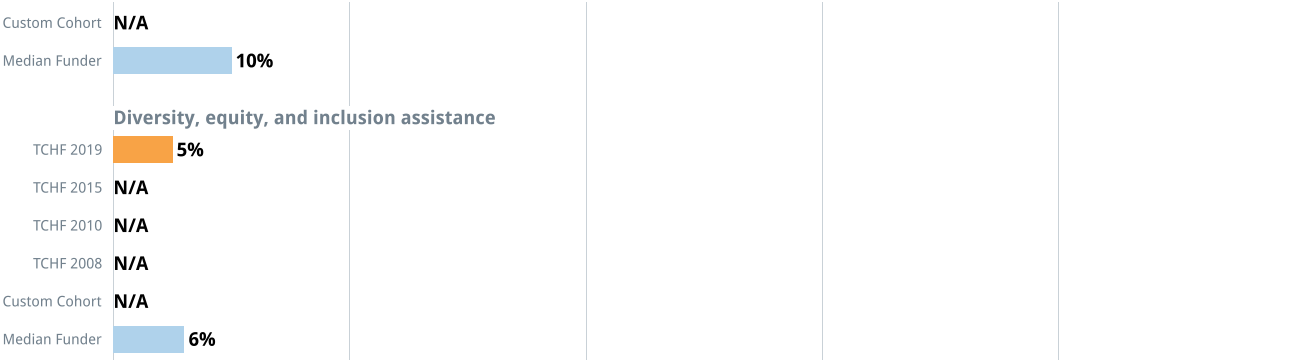


## Other Assistance Activities

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

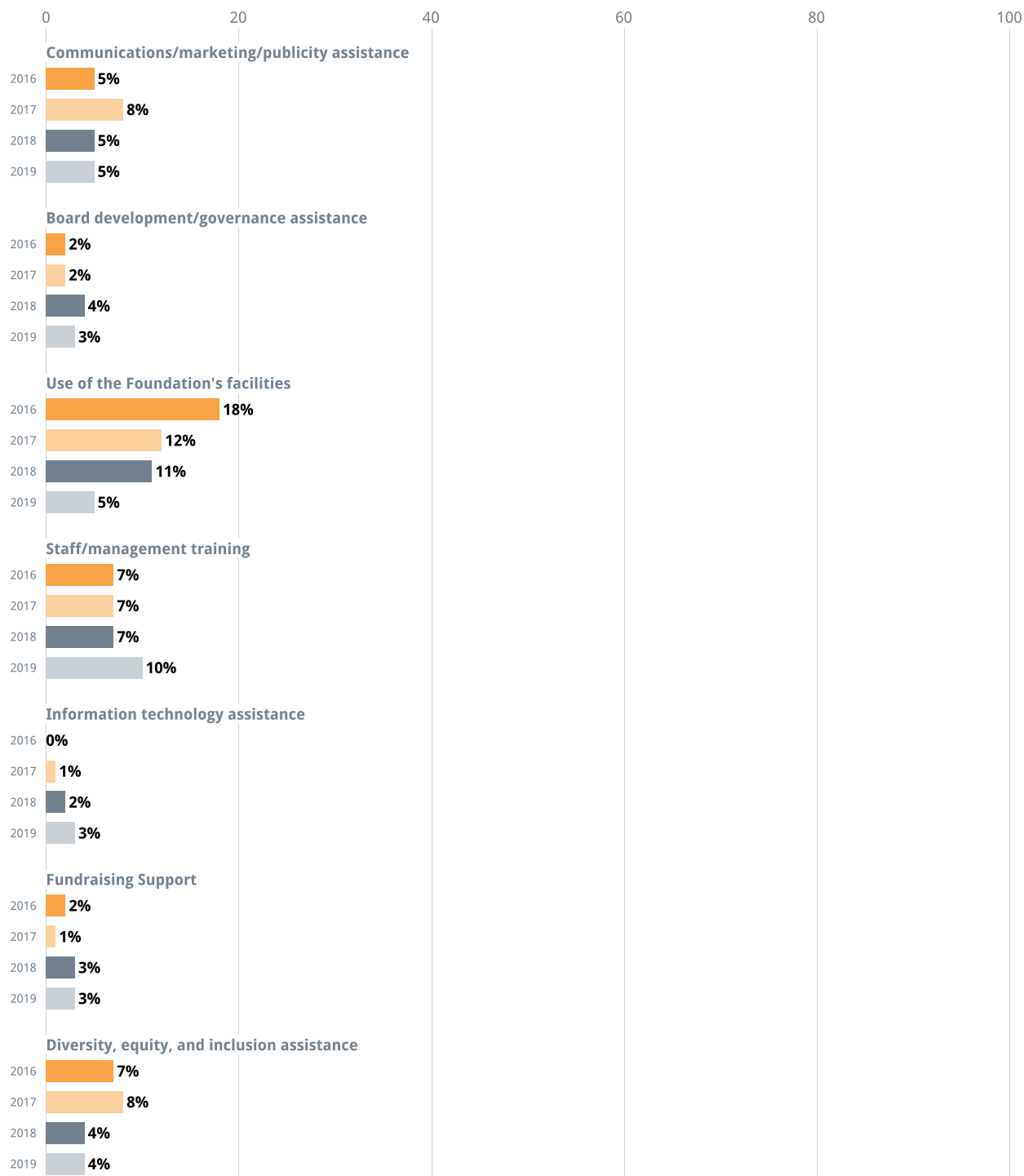
### Percentage of Grantees that Received Other Assistance





## Percentage of Grantees that Received Other Assistance - By Subgroup

2016 2017 2018 2019



## Customized Questions

For the purposes of its work, the Foundation uses the following definitions:

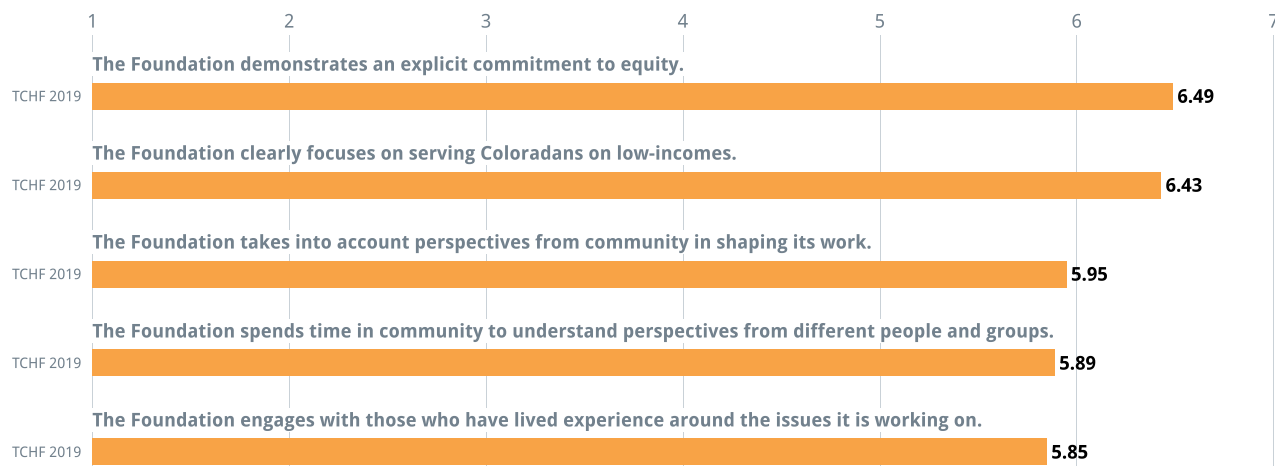
**Health equity:** Health equity exists when there are no unnecessary, avoidable, unfair, unjust, or systemically-caused differences in health status.

**Community:** The Foundation defines community as a social group of any size whose members reside in a specific and shared locality, and often have common characteristics or interests and/or cultural and historical heritage. Specifically, the Foundation considers the following entities within the definition: individuals, organizations, networks, coalitions, sub-populations, neighborhoods, regions and systems that underlie shared characteristics and interests or locality. The Foundation focuses its work on people living on low income and who may have historically had less power and privilege.

**Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation:**

1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree

■ TCHF 2019

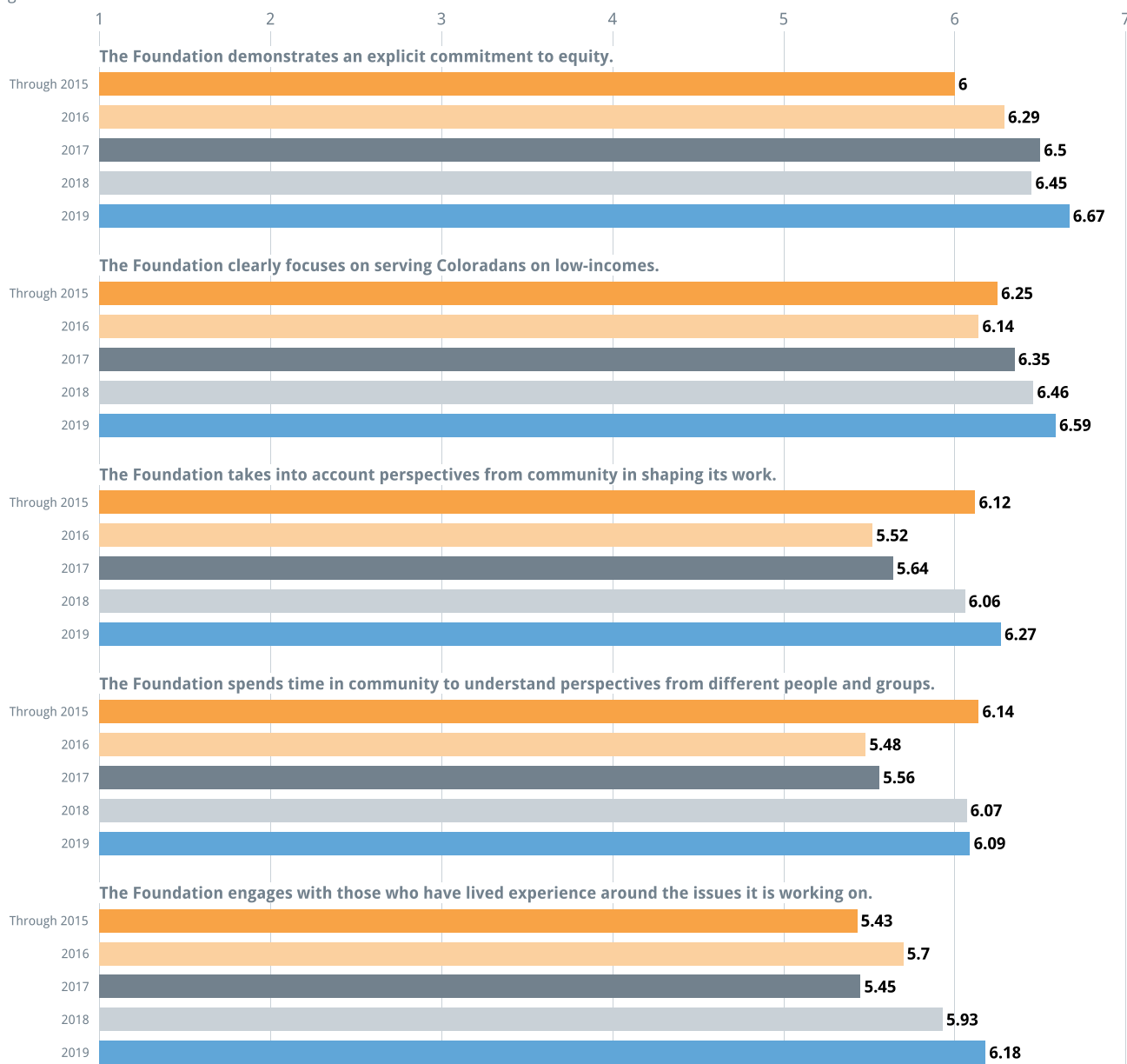




**Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: -  
By Subgroup**

1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree

Through 2015    2016    2017    2018    2019

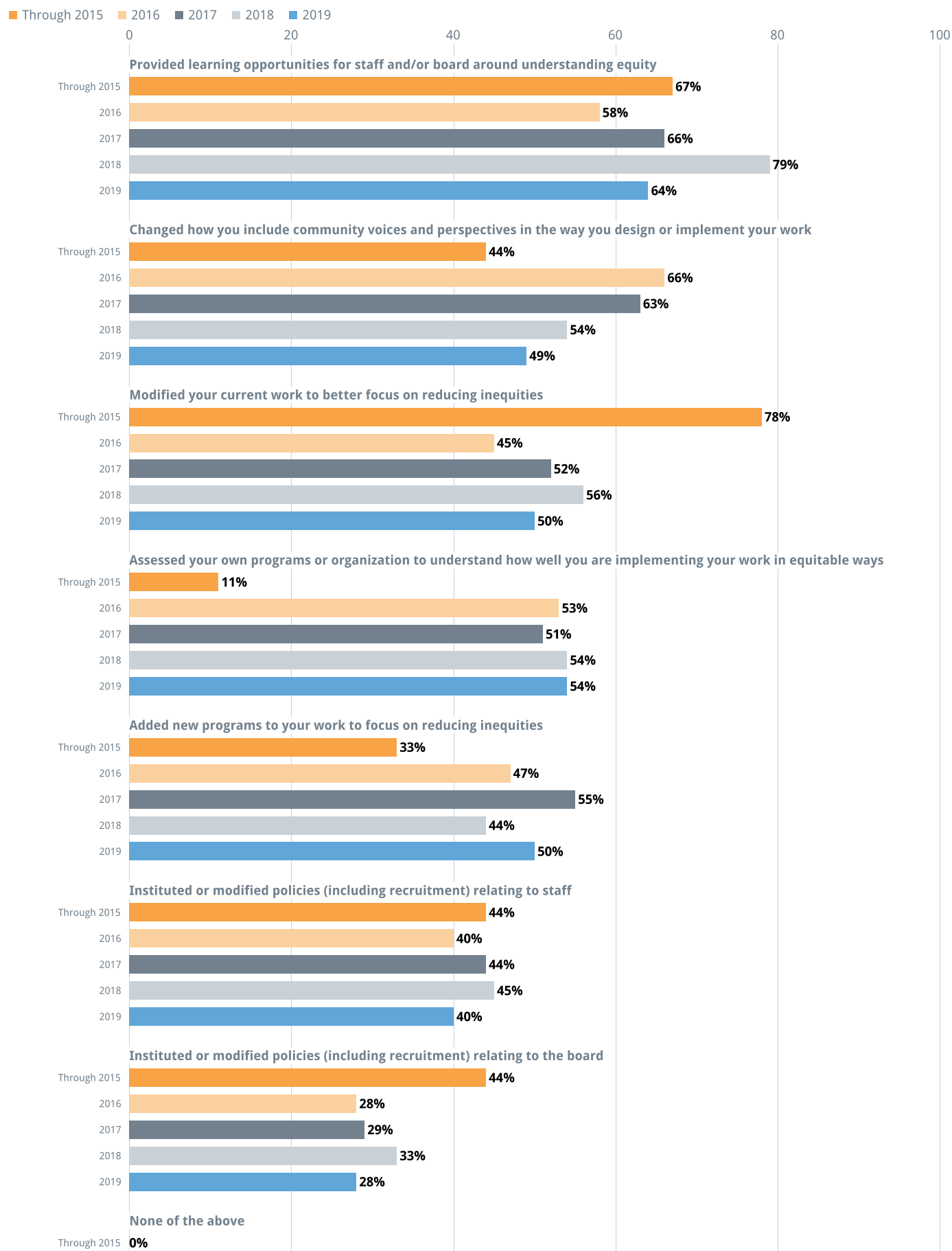


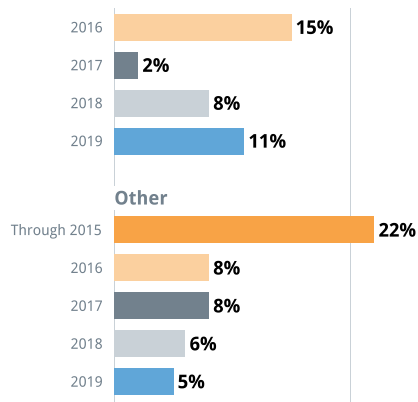
**In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways?**

■ TCHF 2019



## In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? - By Subgroup

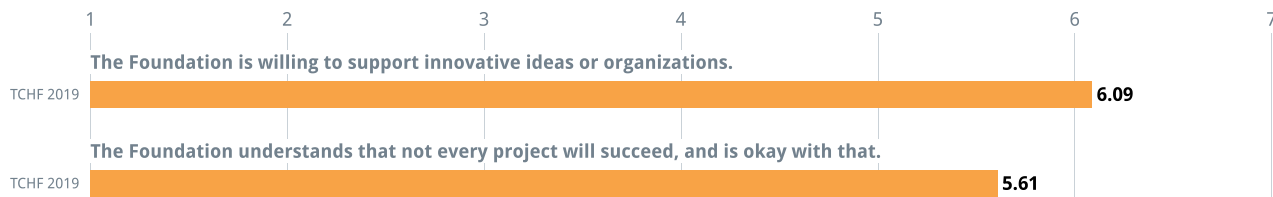




Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation:

1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree

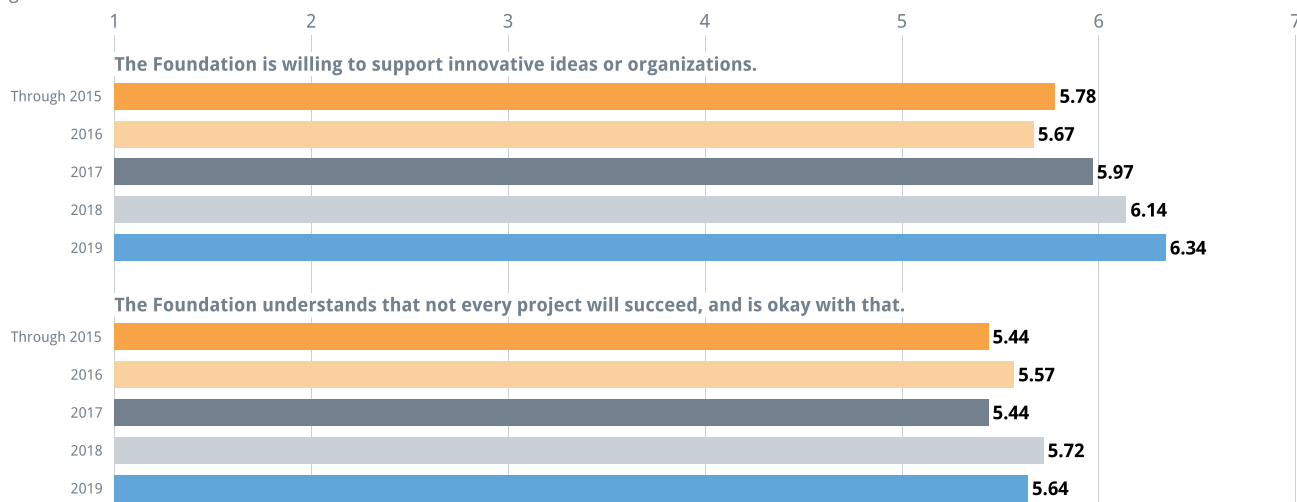
TCHF 2019



Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: -  
By Subgroup

1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree

Through 2015    2016    2017    2018    2019



**When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements:**

**1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree**

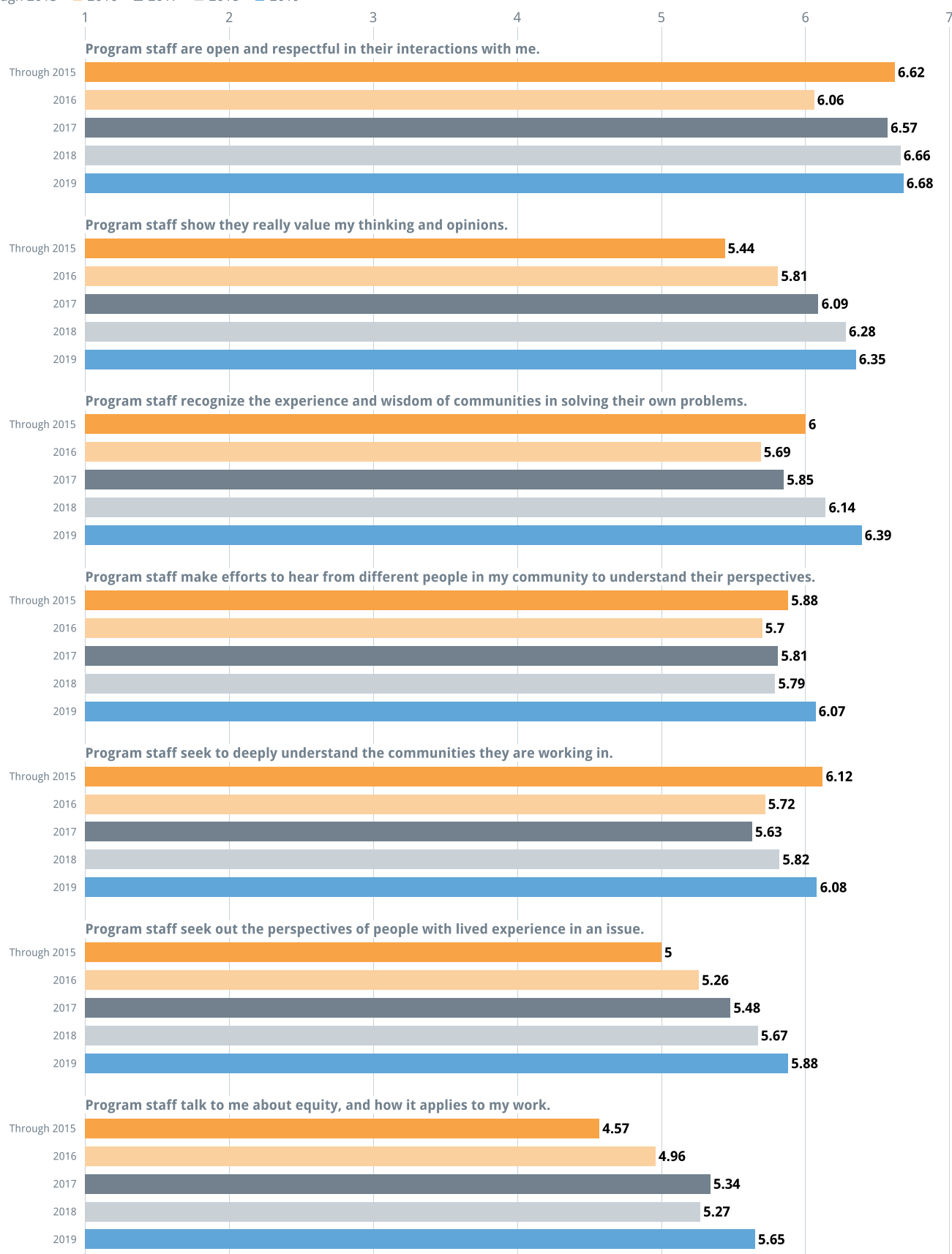
■ TCHF 2019

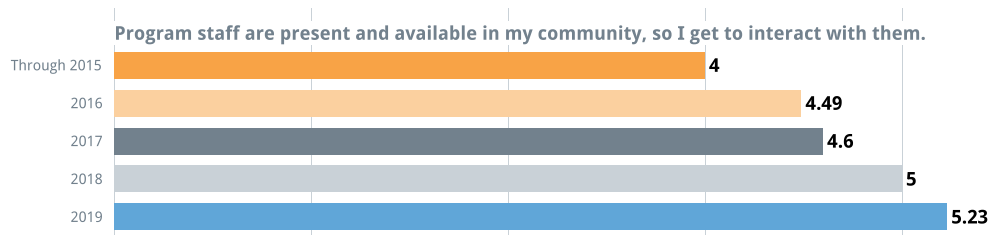


**When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: - By Subgroup**

1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree

Through 2015    2016    2017    2018    2019



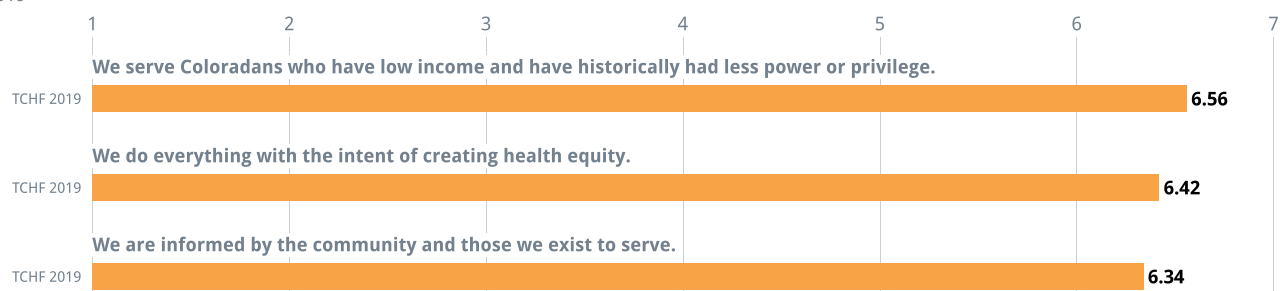




The Foundations work is guided by three cornerstones. How well do you understand how the cornerstones (shown below) apply to the work you are doing?

1 = Limited understanding    7 = Clear understanding

■ TCHF 2019



**The Foundations work is guided by three cornerstones. How well do you understand how the cornerstones (shown below) apply to the work you are doing? - By Subgroup**

1 = Limited understanding    7 = Clear understanding

Through 2015    2016    2017    2018    2019



The Foundation supports 10 different priority areas. Given the people you serve and the issue area(s) you're working on, how clear do you feel about the type of work the Foundation is interested in supporting in your specific issue area(s)?

1 = Not at all clear    7 = Extremely clear

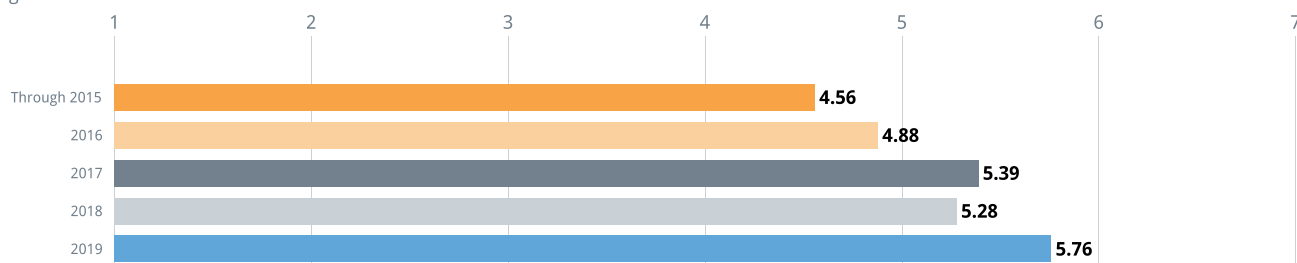
■ TCHF 2019



The Foundation supports 10 different priority areas. Given the people you serve and the issue area(s) you're working on, how clear do you feel about the type of work the Foundation is interested in supporting in your specific issue area(s)? - By Subgroup

1 = Not at all clear    7 = Extremely clear

■ Through 2015    ■ 2016    ■ 2017    ■ 2018    ■ 2019



## Grantees' Open-Ended Comments

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

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

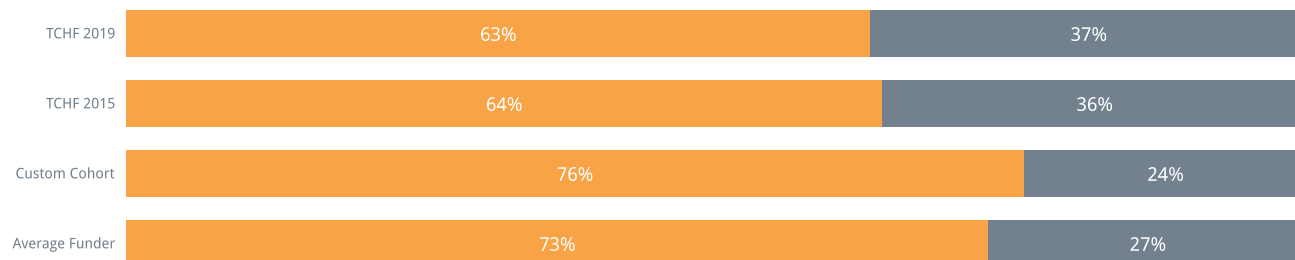
## Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of TCHF'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

■ Positive comment ■ Comment with at least one constructive theme



## Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 426 grantees that responded to the survey provided 204 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
Funder-Grantee Interactions	22%
Grantmaking Characteristics	16%
Proposal and Selection Processes	14%
Foundation Communications	12%
Non-Monetary Assistance	11%
Impact on and Understanding of Grantees' Fields	6%
Impact on and Understanding of Grantees' Communities	6%
Impact on and Understanding of Grantees' Organizations	5%
Reporting and Evaluation Processes	4%
Other	4%

## Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 426 grantees that responded to the survey provided a total of 204 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Funder-Grantee Interactions (22% N=44)

- Quality of Relationships (N = 24)
  - "We would suggest that the Foundation continue building the relationships between program officers and grantees through out the year."
  - "I would like to have more regular meetings w/ our program officer."
  - "More contact with grantees."
  - "We would like for the Foundation staff to be more engaged during the completion of grant work."
  - "More communication and substantially more contact. We don't want you to be dictatorial but also don't want you to be hands-off."
- Staff Responsiveness (N = 7)
  - "Be responsive to the organizations you fund. Be accessible to organizations you fund."
  - "Ensure that there are enough staff members to handle inquiries and respond quickly to important questions."
  - "Quicker communication and follow-up."
  - "Improved communication by the program officers and response to the annual report submitted - did you read it?"
- Spending Time in Local Communities (N = 4)
  - "I'd like the program officer assigned to us to make the site visits for proposal decisions."
  - "Access to decision makers that come out to the space and get more involved."
  - "I'd like...more face time in our community outside of Denver. "
- Contact Changes (N = 3)
  - "Having a consistan program officer was great in years past, but now it seems like depending on the focus area you have to talk with multiple program officers, which makes it difficult for multiple program officers to understand your organization."
- Acknowledgement of Power Dynamics (N = 2)
  - "Staff and understanding their positional power. So much money and still felt so dismissed by them."
- Other (N = 4)

### Grantmaking Characteristics (16% N=32)

- Grant Type (N = 15)
  - "The Foundation should place less restrictions on funding, and make more general operating grants. Salaries, fringe, and all administrative costs play a crucial role in our work and we could not ever hope to focus on our programmatic goals if we did not have these essential costs covered."
  - "It would be helpful to consider general operating funding - or less program specific funding for organizations that have a history and strong track record with the foundation."
  - "Please fund general operating as a rule instead of project based grants, this more than anything else will help us serve families in need."
  - "Please consider funding general operating in long term partnerships with organizations and evaluate along the way for effectiveness."
  - "Provide more general operating support vs project-specific funding."
- Grant Length (N = 13)
  - "Consider making long, term ongoing commitments. Periodic, sporadic, or short term funding does not help. The issues the Foundation is interested in our difficult issues which will necessitate the long view and a long term commitment to addressing."
  - "Really considering how long term funding can create equity for organizations working in communities of color and communities experincing the most harm and compriimised health opportunities. 5 year grants as way of funding is something CHF should consider."
  - "Although the Foundation does on occasion provide multi-year funding, I think it would be beneficial to place more emphasis on multi-year funding and provide opportunities for funding up to three years."
  - "It would be nice if they would consider multi-year grants rather than one-year grants with the expectation that the program will be self-supporting after one year."
  - "Provide funding for multiple years instead of one-year grants. This will allow organizations to implement programs, get them off the ground, and concentrate on becoming sustainable."
- Other (N = 4)

### Proposal and Selection Processes (14% N=28)

- Streamline Processes (N = 6)
  - "Revise and streamline grant proposal to reduce submission time for applicant, especially if they are already receiving funding."
  - "Simplify application materials."
  - "The grant application is more challenging and perhaps even confusing than others such as the Common Grant."
- Clarity on Proposal Guidelines and Funding Priorities (N = 5)

- "Improve clarity of guidelines articulated on the website, perhaps add samples of successfully funded work within all funding initiatives."
- "More detailed description of proposals on the web site, with more criteria about what the foundation is looking for."
- "With our last proposal, we focused on strengthening existing work, per the recommendation of our program officer. However, our application was not funded, again."
- Set Guidelines that Reflect Communities' Needs (N = 5)
  - "I hear CHF say that they want to be more open to what nonprofits need funding, but I still see very narrowly drawn RFPs that make it difficult for nonprofits to fit their work into the confines of the guidelines...."
  - "The grant categories need to reflect the organizational/nonprofit world rather than the nonprofit world responding to foundation categories."
  - "I think the Foundation sometimes imposes a structure or way of approaching the work that isn't always what the community wants or is capable of doing. I think the more the Foundation can commit to flexible and multiple approaches, the better."
- Time between Grant Submission and Approval (N = 3)
  - "I can't think of any improvements except for perhaps a three month turn around on grant applications."
- Communications about Funding Opportunities (N = 2)
  - "I am not clear on how often certain funding opportunities arise. It seems as if things have shifted since the last time we applied. Maintaining similar opportunities each funding cycle and/or having meaningful communication beyond just an email would be very helpful."
- Other (N = 7)

#### Foundation Communications (12% N=25)

- Clarity of Communications about Goals and Strategy (N = 10)
  - "One improvement in particular that would help is for the foundation to communicate its priorities for each grant more clearly and honestly."
  - "The overall grant programs as promoted don't provide a full picture of all of the areas that the Foundation continues to support. This has created much confusion of how we work with and approach the Foundation in these "non-published" areas."
  - "It could be more clear about the opportunities for funding."
  - "While the Foundation has specific goals at any given time, they also support a broad array of areas and it's important to have these areas included in their messaging."
  - "Better descriptions of new funding opportunities on the website."
- Consistent Communication across Written Materials and Staff (N = 4)
  - "The foundation needs to improve consistency of message among staff."
  - "Align messengers (staff) with messages (plans, priorities) - we are receiving mixed messages."
  - "There were times when the foundation's actions seemed to contradict its published grant application guidelines."
- Ease of Website Usage (N = 4)
  - "I would love to see the website simplified (it takes grantees round in circular loops and brings you back to where you were before)."
  - "Simplify website."
  - "Provide Powerpoint slides and presentation from various webinars and informational sessions on the Colorado Health Foundation website under an Archives section instead of just recording and posting on YouTube."
- Communications during Transitions (N = 3)
  - "Be more explicit and transparent with changes that are being made."
- More Communications (N = 3)
  - "Keep partners in the loop even more, we can all help each other make Colorado thrive."
- Other (N = 1)

#### Non-Monetary Assistance (11% N=22)

- Facilitating Grantee Collaboration and Convening (N = 14)
  - "Maybe more consciously providing connections between funded entities working on similar projects--creating "cohorts," so to speak."
  - "I would be interested in the value of the Foundation identifying key stakeholders and acting as a convener and funder for a tailored initiative."
  - "It would be great to have the foundation host the gathering and networking of the grantees that they support and invite new applicants into the same space to brainstorm working together!"
  - "I think it would be interesting to bring together grantees in the same program areas to exchange our work and best practices. Help us learn from each other."
  - "Create learning opportunities for current grantees and offer a community of practice for grantees to share information and strategies."
- Building Capacity (N = 5)
  - "Provide technical assistance to wellness and health coordinators to integrate approaches of health equity in communities."
  - "I would suggest more emphasis on technical assistance."
  - "Provide more funding to assist organizations trying to be more community led/informed, whatever that looks like for them (community surveys, technical assistance, DEI work, infrastructure, etc.)"
- Collaborating with Other Funders and Stakeholders (N = 2)



- "My only thought would be to continue working toward leveraging partnerships and funding opportunities with other large foundations (health and otherwise) in the State to maximize impact. I understand the Foundation to be doing this already, but developing these relationships further seems like an avenue to helping create longer, systemic change in the organizations the Foundation funds."
- Other (N = 1)

#### **Impact on and Understanding of Grantees' Fields (6% N=13)**

- Orientation Change (N = 9)
  - "There is no such thing as healthy inequity in our state or our country. There ARE challenges to accessing healthcare already available."
  - "Reducing and eliminating capital opportunities is really hard on smaller health entities who serve the poor and do not have ways to create reserves to build structures or replace equipment. Please do not take capital out of your funding objectives."
  - "Expand the grant opportunities to include mental health."
  - "I think they are doing this and moving this direction - but look at a boarder scope of what effects the health of people - housing, abuse/violence, legal issues, fear/anxiety, etc."
- Advocacy of Public Policy (N = 3)
  - "More policy...advocacy as they are a strong player."
- Other (N = 1)

#### **Impact on and Understanding of Grantees' Communities (6% N=12)**

- Understanding of Local Communities (N = 8)
  - "We feel that the Foundation would have benefited from engaging with current grantees and those we work with and for, to learn what was working and what could have been better, in addition to the community engagement that was conducted statewide."
  - "It is difficult to accurately understand communities when the funder is not living and working in them."
  - "Do more to recognize and seek out the expertise of grantees to inform their work. We have felt previously that occasionally the Foundation overlooks the experience and expertise of grantees who are also community leaders and have valuable knowledge to share about their areas of influence."
  - "Spend more time getting to know organizations and the communities they serve."
- Orientation Change (N = 3)
  - "Well, my biggest concern - and this is not new - is when the investment go to agencies with better infrastructure to apply for grants, but have limited capacity, understanding and interest to implement the work. In rural areas this means small organizations could be hurt, because they are not in position to compete with bigger agencies. I know for my connections in other rural communities across Colorado, this is a case along the few last years."
- Other (N = 1)

#### **Impact on and Understanding of Grantees' Organizations (5% N=10)**

- Orientation Change (N = 6)
  - "We would love to see them fund more grassroots groups like ours and more groups led by people of color, as well as invest in groups like ours which try to share power in a genuine way in community and invest in our efforts to train leaders of color."
  - "Please do not gravitate to larger projects and forget about smaller organizations providing much needed services."
  - "One specific improvement would be to continue funding advocacy organizations to do the important work that they do, and to ensure that funding is spread broadly throughout the field of advocacy so that individual organizations have strong partnerships at their disposal."
- Understanding of Grantees' Organizations (N = 4)
  - "The foundation also needs to be having engaged dialogues with nonprofits about their funding needs."
  - "Take an interest in the organizations you fund. Do not be so dismissive of years of work that have proven results. Try to better understand what it is like to run a small nonprofit rather than making assumptions about how we ought to be running our programs without ever having walked a mile in our shoes."

#### **Reporting and Evaluation Processes (4% N=9)**

- Provide More Guidance on Reporting (N = 4)
  - "Guidelines for reporting progress."
  - "It would be helpful to have more proactive communication around grant stipulations and reporting."
  - "I would love to see some format for how to respond to the foundation for reporting."
- Other (N = 5)

#### **Other (4% N=9)**

- Other (N = 9)

## Contextual Data

### Grantmaking Characteristics

Length of Grant Awarded	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Average grant length	2.1 years	2.5 years	2 years	1.8 years	2.2 years	2.2 years

Length of Grant Awarded	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
1 year	24%	23%	38%	48%	44%	32%
2 years	51%	39%	28%	23%	24%	37%
3 years	19%	23%	30%	27%	19%	20%
4 years	3%	6%	1%	1%	4%	3%
5 or more years	3%	8%	2%	0%	8%	8%

Was the funding you received restricted to a specific use?	TCHF 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	12%	21%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	88%	79%

## Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Through 2015	2016	2017	2018	2019
Average grant length	4.2 years	2.7 years	2.2 years	2 years	1.8 years

Length of Grant Awarded (By Subgroup)	Through 2015	2016	2017	2018	2019
1 year	0%	6%	22%	25%	35%
2 years	12%	50%	51%	56%	48%
3 years	50%	26%	20%	17%	16%
4 years	12%	9%	4%	1%	0%
5 or more years	25%	9%	3%	1%	1%

Was the funding you received restricted to a specific use? (By Subgroup)	Through 2015	2016	2017	2018	2019
No, this funding was not restricted to a specific use (i.e. general operating, core support)	0%	19%	13%	11%	12%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	100%	81%	87%	89%	88%

## Grant Size

Grant Amount Awarded	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Median grant size	\$175K	\$250K	\$150K	\$90K	\$100K	\$187.5K

Grant Amount Awarded	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
Less than \$10K	0%	1%	1%	3%	9%	2%
\$10K - \$24K	2%	1%	5%	11%	12%	9%
\$25K - \$49K	6%	4%	11%	17%	13%	8%
\$50K - \$99K	20%	9%	19%	23%	15%	11%
\$100K - \$149K	14%	8%	14%	13%	10%	11%
\$150K - \$299K	25%	28%	21%	19%	16%	28%
\$300K - \$499K	15%	19%	12%	5%	9%	15%
\$500K - \$999K	10%	16%	10%	6%	8%	9%
\$1MM and above	7%	13%	8%	4%	9%	6%

Median Percent of Budget Funded by Grant (Annualized)	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	5%	8%	7%	4%	4%	6%

## Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Through 2015	2016	2017	2018	2019
Median grant size	\$340K	\$177.5K	\$200K	\$186.4K	\$135K

Grant Amount Awarded (By Subgroup)	Through 2015	2016	2017	2018	2019
Less than \$10K	0%	2%	0%	1%	0%
\$10K - \$24K	0%	4%	4%	1%	2%
\$25K - \$49K	0%	4%	4%	9%	6%
\$50K - \$99K	0%	15%	19%	20%	27%
\$100K - \$149K	0%	13%	12%	14%	18%
\$150K - \$299K	38%	24%	23%	22%	30%
\$300K - \$499K	25%	19%	14%	14%	13%
\$500K - \$999K	12%	11%	16%	11%	2%
\$1MM and above	25%	9%	8%	8%	2%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Through 2015	2016	2017	2018	2019
Size of grant relative to size of grantee budget	6%	3%	5%	7%	7%

## Grantee Characteristics

Operating Budget of Grantee Organization	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Median Budget	\$1.7M	\$2M	\$1.4M	\$1.2M	\$1.5M	\$1.6M

Operating Budget of Grantee Organization	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
<\$100K	4%	1%	2%	6%	8%	5%
\$100K - \$499K	19%	19%	22%	24%	19%	17%
\$500K - \$999K	15%	13%	16%	14%	13%	14%
\$1MM - \$4.9MM	31%	34%	32%	28%	30%	33%
\$5MM - \$24MM	20%	17%	18%	18%	18%	21%
>=\$25MM	12%	15%	10%	11%	12%	10%

## Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Through 2015	2016	2017	2018	2019
Median Budget	\$1.2M	\$2.4M	\$3M	\$1.5M	\$1.1M

Operating Budget of Grantee Organization (By Subgroup)	Through 2015	2016	2017	2018	2019
<\$100K	0%	0%	3%	5%	6%
\$100K - \$499K	43%	12%	13%	19%	25%
\$500K - \$999K	0%	10%	12%	16%	18%
\$1MM - \$4.9MM	14%	44%	33%	29%	25%
\$5MM - \$24MM	29%	14%	21%	24%	17%
>=\$25MM	14%	20%	17%	7%	9%

## Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	TCHF 2019	TCHF 2015	TCHF 2010	Average Funder	Custom Cohort
First grant received from the Foundation	35%	20%	41%	28%	27%
Consistent funding in the past	40%	61%	46%	54%	52%
Inconsistent funding in the past	25%	18%	13%	18%	21%

Funding Status	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	79%	69%	90%	80%	82%	85%

## Funding Relationship - by Subgroup

Funding Status (By Subgroup)	Through 2015	2016	2017	2018	2019
Percent of grantees currently receiving funding from the Foundation	78%	57%	68%	85%	92%

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Through 2015	2016	2017	2018	2019
First grant received from the Foundation	0%	37%	27%	29%	49%
Consistent funding in the past	67%	43%	39%	47%	28%
Inconsistent funding in the past	33%	20%	34%	24%	23%

## Grantee Demographics

Job Title of Respondents	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
Executive Director	38%	33%	47%	45%	46%	48%
Other Senior Management	19%	17%	14%	9%	17%	16%
Project Director	19%	21%	18%	18%	13%	13%
Development Director	11%	11%	12%	14%	8%	9%
Other Development Staff	12%	6%	4%	6%	8%	7%
Volunteer	1%	1%	1%	0%	1%	1%
Other	0%	11%	5%	8%	6%	5%

Please select the option that represents how you best describe yourself:	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
Female	75%	73%	67%	76%	62%	68%
Male	22%	23%	30%	24%	34%	29%
Prefer to self-identify	1%	0%	0%	0%	0%	0%
Prefer not to say	3%	3%	4%	0%	3%	3%

Race/Ethnicity of Respondents	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Average Funder	Custom Cohort
African-American or Black	2%	1%	1%	4%	7%	8%
American Indian or Alaskan Native	1%	0%	1%	0%	1%	4%
Asian (incl. Indian subcontinent)	2%	1%	1%	2%	4%	4%
Hispanic or Latinx	10%	6%	3%	3%	5%	9%
Multi-racial	4%	4%	1%	3%	3%	4%
Pacific Islander or Native Hawaiian	0%	0%	0%	0%	0%	0%
White	81%	86%	93%	87%	78%	70%
Race/Ethnicity not included above	0%	1%	0%	2%	1%	1%

This following questions were recently added to the grantee survey and depict comparative data from 16 funders in the dataset.

Do you identify as a person of color?	TCHF 2019	Average Funder
Yes	16%	19%
No	78%	74%
Prefer not to say	6%	7%



Does the CEO/Executive Director of your organization identify as a person of color?	TCHF 2019	Average Funder
Yes	17%	19%
No	75%	72%
Don't know	6%	4%
Prefer not to say	3%	5%

## Funder Characteristics

Financial Information	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Total assets	\$2455.8M	\$2400M	\$1110.5M	\$881.1M	\$230.3M	\$866.4M
Total giving	\$83.9M	\$96.2M	\$90.4M	\$19M	\$17.2M	\$39.2M

Funder Staffing	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Total staff (FTEs)	61	63	54	28	16	35
Percent of staff who are program staff	45%	38%	26%	36%	42%	38%

Grantmaking Processes	TCHF 2019	TCHF 2015	TCHF 2010	TCHF 2008	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	20%	8%	20%	N/A	40%	25%
Proportion of grantmaking dollars that are invitation-only	41%	15%	45%	33%	56%	60%

## 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 TCHF’s grantee survey was 426.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	407
How well does the Foundation understand the field in which you work?	406
To what extent has the Foundation advanced the state of knowledge in your field?	356
To what extent has the Foundation affected public policy in your field?	283
Overall, how would you rate the Foundation's impact on your local community?	403
How well does the Foundation understand the local community in which you work?	398
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	408
How well does the Foundation understand your organization's strategy and goals?	400
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	418
How often do/did you have contact with your program officer during this grant?	425
Who most frequently initiated the contact you had with your program officer during this grant?	424
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	391
Has your main contact at the Foundation changed in the past six months?	393
Did you submit a proposal to the Foundation for this grant?	424
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?	395
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	370
Are you currently receiving funding from the Foundation?	418
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	404
How well does the Foundation understand your intended beneficiaries' needs?	387
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	398
Have you participated in a reporting or evaluation process?	408
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	314
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	335
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	337
To what extent was the Foundation's reporting process...Straightforward?	335
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	337
Did the Foundation provide financial support for the evaluation?	88
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	100
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	97
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	98
Funder-Grantee Relationships Summary Measure	407
Understanding Summary Measure	384
To what extent did the Foundation exhibit the following during this grant...Trust in your organization's staff	423
To what extent did the Foundation exhibit the following during this grant...Candor about the Foundation's perspectives on your work	421

To what extent did the Foundation exhibit the following during this grant...Respectful interaction	422
To what extent did the Foundation exhibit the following during this grant...Compassion for those affected by your work	417
Was the funding you received restricted to a specific use?	421
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	420
Based on what your organization believes the Foundation would be willing to fund	420
Based on what your organization needs	420
Based on the results of an assessment or evaluation	420
Not applicable - I have never requested support from the Foundation to strengthen my organization	420
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation demonstrates an explicit commitment to equity.	406
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation clearly focuses on serving Coloradans on low-incomes.	399
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation spends time in community to understand perspectives from different people and groups.	359
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation takes into account perspectives from community in shaping its work.	366
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation engages with those who have lived experience around the issues it is working on.	316
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation is willing to support innovative ideas or organizations.	383
Please rate the extent to which you agree or disagree with the following statements about The Colorado Health Foundation: The Foundation understands that not every project will succeed, and is okay with that.	335
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff show they really value my thinking and opinions.	399
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff make efforts to hear from different people in my community to understand their perspectives.	345
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff talk to me about equity, and how it applies to my work.	380
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff seek to deeply understand the communities they are working in.	370
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff are open and respectful in their interactions with me.	395
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff recognize the experience and wisdom of communities in solving their own problems.	371
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff are present and available in my community, so I get to interact with them.	362
When you think about the program staff you've engaged with at The Colorado Health Foundation, to what extent do you agree or disagree with the following statements: Program staff seek out the perspectives of people with lived experience in an issue.	311
The Foundations work is guided by three cornerstones. How well do you understand how the cornerstones (shown below) apply to the work you are doing? We serve Coloradans who have low income and have historically had less power or privilege.	406
The Foundations work is guided by three cornerstones. How well do you understand how the cornerstones (shown below) apply to the work you are doing? We are informed by the community and those we exist to serve.	400
The Foundations work is guided by three cornerstones. How well do you understand how the cornerstones (shown below) apply to the work you are doing? We do everything with the intent of creating health equity.	407
The Foundation supports 10 different priority areas. Given the people you serve and the issue area(s) you're working on, how clear do you feel about the type of work the Foundation is interested in supporting in your specific issue area(s)?	402
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Instituted or modified policies (including recruitment) relating to staff	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Instituted or modified policies (including recruitment) relating to the board	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Provided learning opportunities for staff and/or board around understanding equity	417

In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Changed how you include community voices and perspectives in the way you design or implement your work	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Added new programs to your work to focus on reducing inequities	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Modified your current work to better focus on reducing inequities	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Assessed your own programs or organization to understand how well you are implementing your work in equitable ways	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? Other	417
In the past two years, have you made changes to your practices relating to diversity, equity and inclusion in any of the following ways? None of the above	417

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## 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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