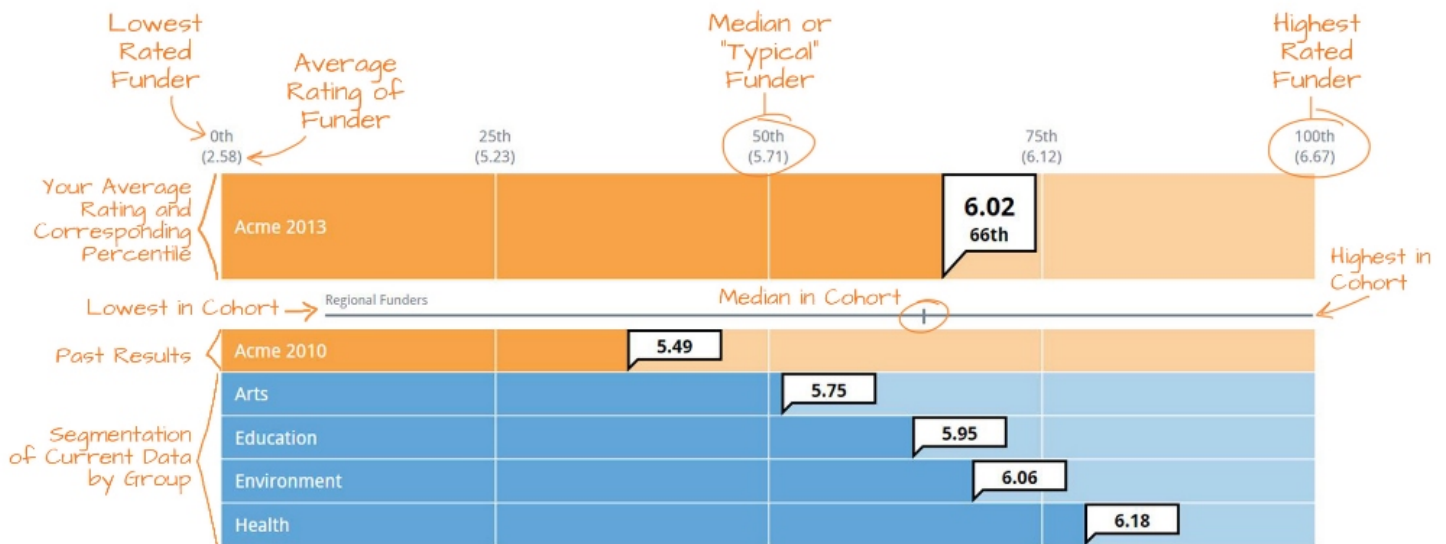


Interpreting Your Charts

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



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

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



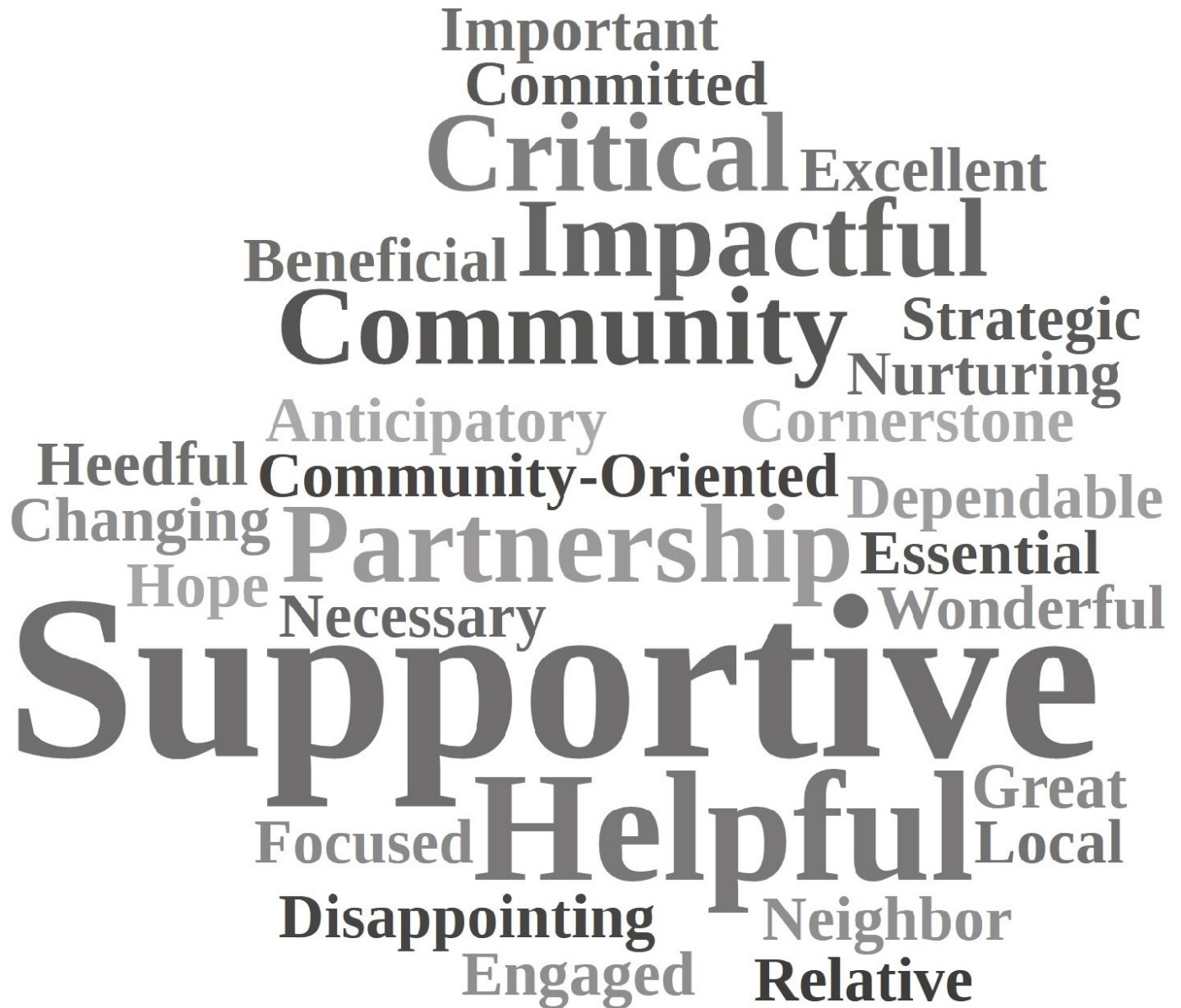
Key Ratings Summary

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



Word Cloud

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



Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Pueblo 2017	May and June 2017	56	39	70%
Pueblo 2014	May and June 2014	71	43	61%

Survey Year	Year of Active Grants
Pueblo 2017	2016
Pueblo 2014	2013

Throughout this report, The Packard Foundation Fund for Pueblo'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 <http://www.effectivephilanthropy.org/assessments/gpr-apr/>.

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 Packard Pueblo's overall ratings, this report shows ratings segmented by Year Grant Awarded. The online version of this report also shows ratings segmented by Primary Contact.

Year Grant Awarded	Number of Responses
2014 or 2015	14
2016	14
2015 & 2016 or 2015 & 2017	11

Primary Contact	Number of Responses
Linda Lazzarini	19
Randy Evetts	15

Comparative Cohorts

Customized Cohort

Packard Pueblo selected a set of 12 funders to create a smaller comparison group that more closely resembles Packard Pueblo in geographic focus and giving size.

Custom Cohort

Caring for Colorado Foundation
Community Foundation of Northeast Alabama
Endowment for Health
John Rex Endowment
Maine Health Access Foundation
PNM and PNM Resources Foundation
The Colorado Health Foundation
The Colorado Trust
The HealthPath Foundation of Ohio
The Packard Foundation Fund for Pueblo
The Raymond John Wean Foundation
Wiregrass Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	72	Funders with median grant size of \$200K or more
High Touch Funders	32	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	28	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	62	Funders that make at least 90% of grants proactively
Responsive Grantmakers	60	Funders that make at most 10% of grants proactively
International Funders	38	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	53	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	140	All private foundations in the GPR dataset
Family Foundations	62	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset

Health Conversion Foundations	30	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

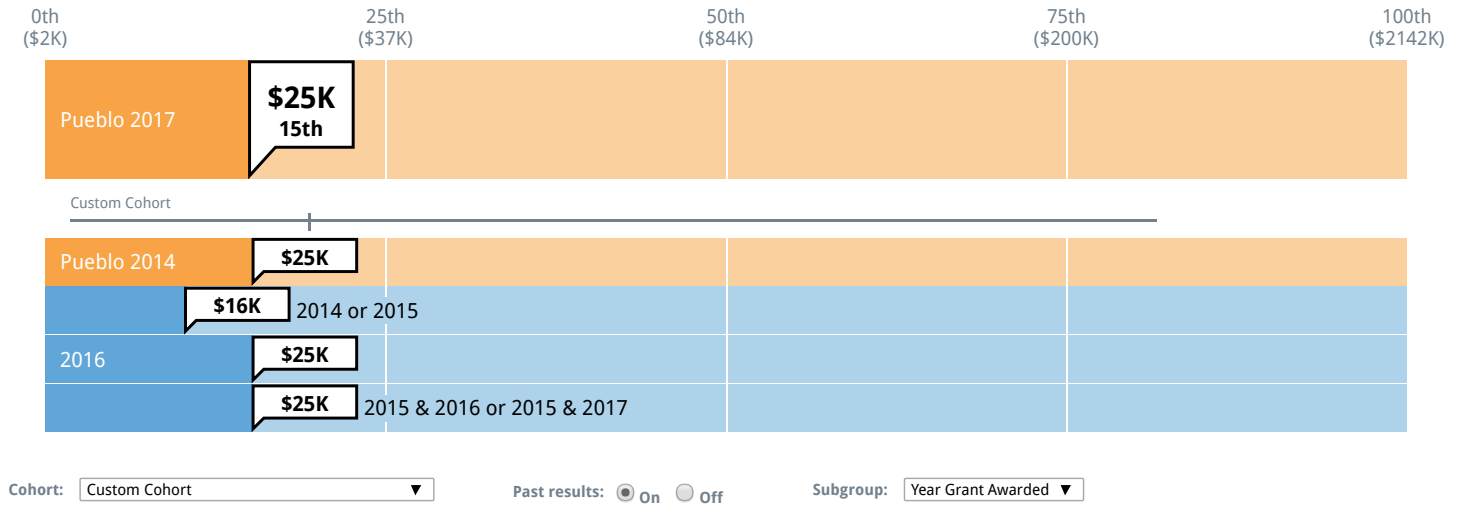
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

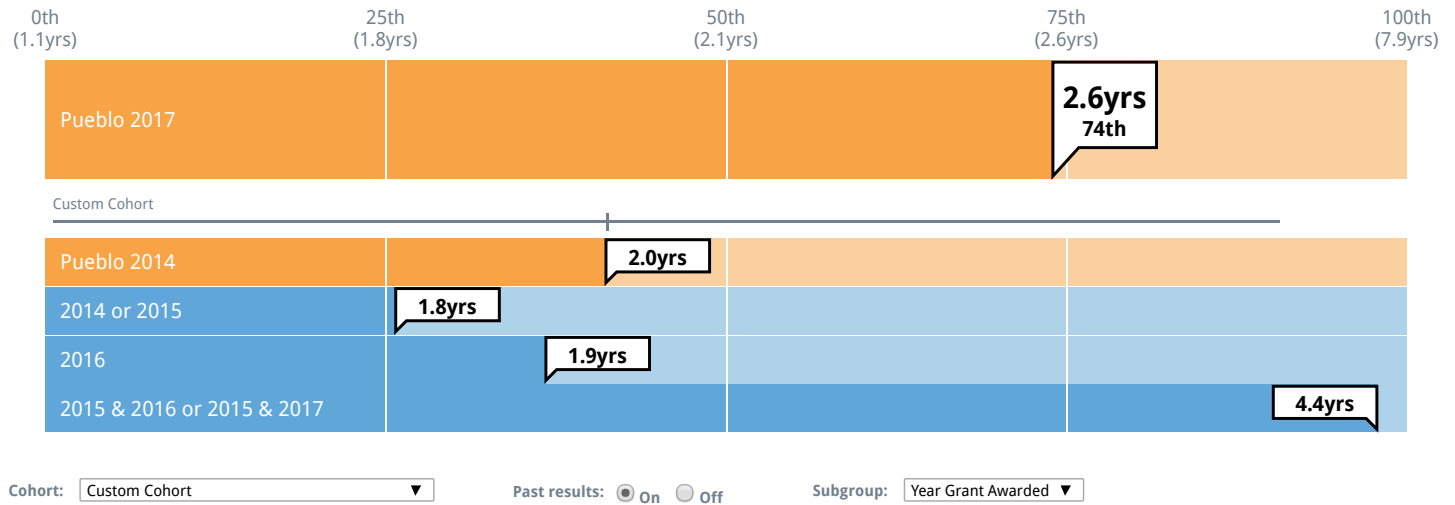
Grantmaking Characteristics

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.

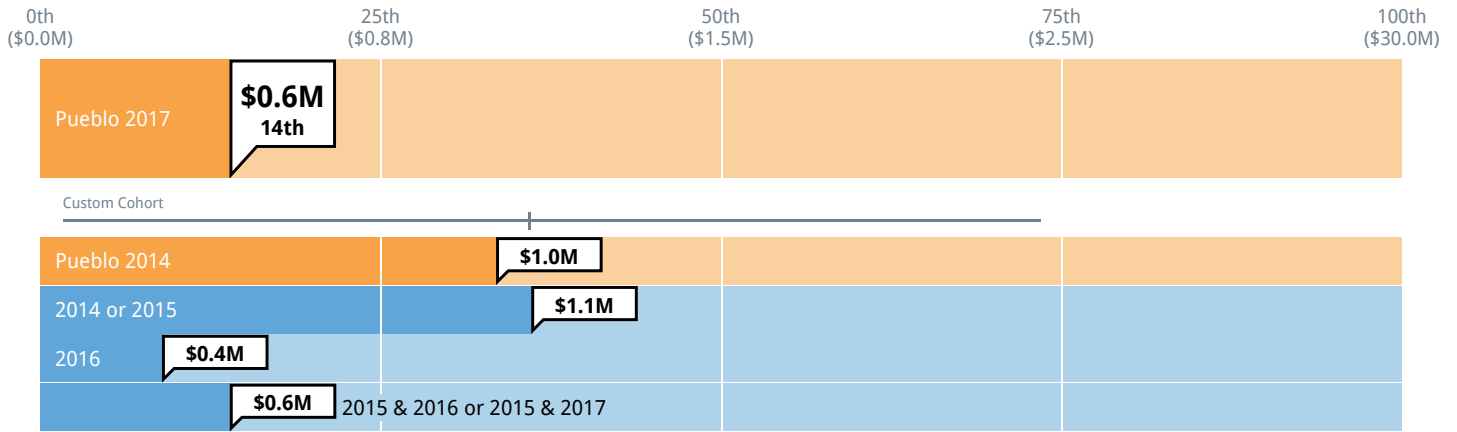
Median Grant Size



Average Grant Length



Median Organizational Budget



Cohort:

Past results: On Off

Subgroup:

Type of Support	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	54%	53%	21%	16%
Percent of grantees receiving program/project support	44%	40%	65%	67%
Percent of grantees receiving other types of support	3%	7%	14%	18%

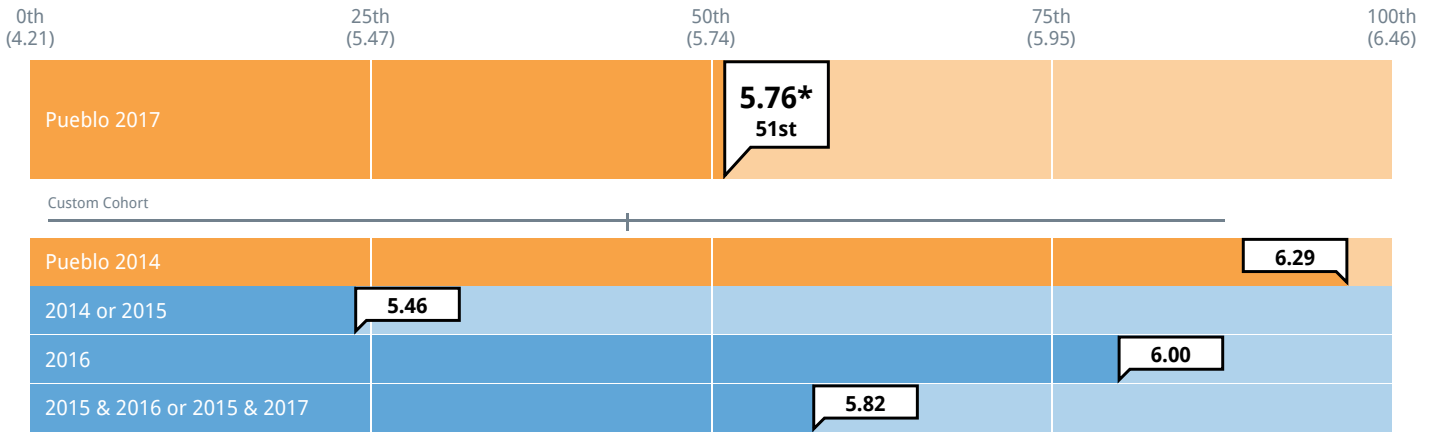
Grant History	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Percentage of first-time grants	5%	5%	29%	30%

Program Staff Load	Pueblo 2017	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.6M	\$2.6M	\$1.3M
Applications per program full-time employee	27	29	26
Active grants per program full-time employee	48	33	35

Impact on and Understanding of Grantees' Fields

“Overall, how would you rate the Packard Foundation Fund for Pueblo's impact on your field?”

1 = No impact 7 = Significant positive impact



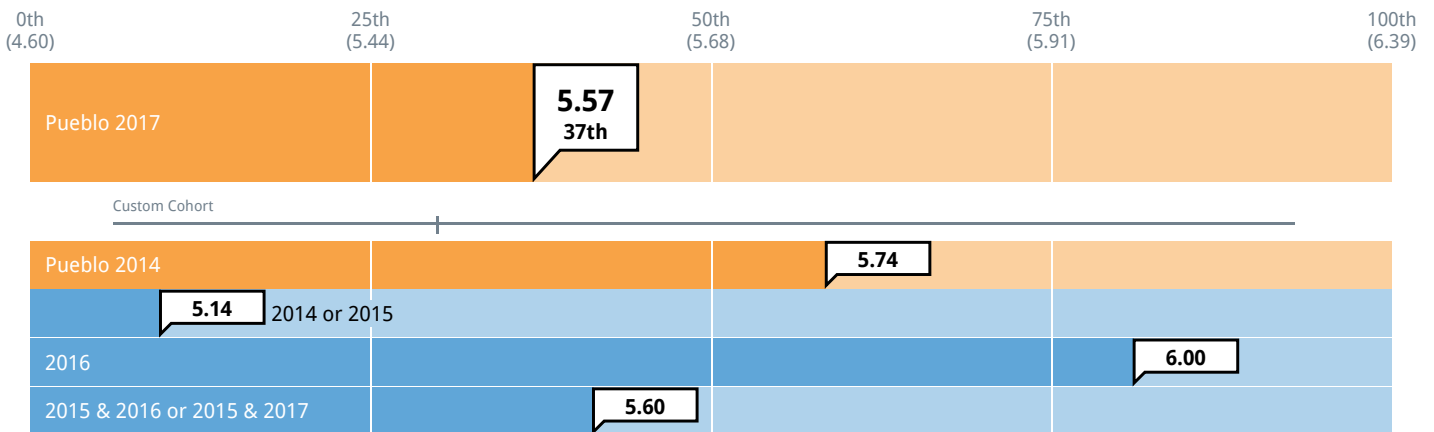
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

“How well does the Packard Foundation Fund for Pueblo understand the field in which you work?”

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



Cohort: Custom Cohort

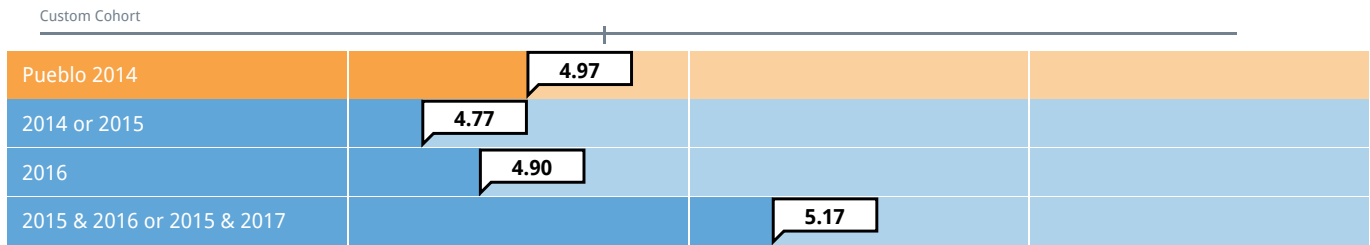
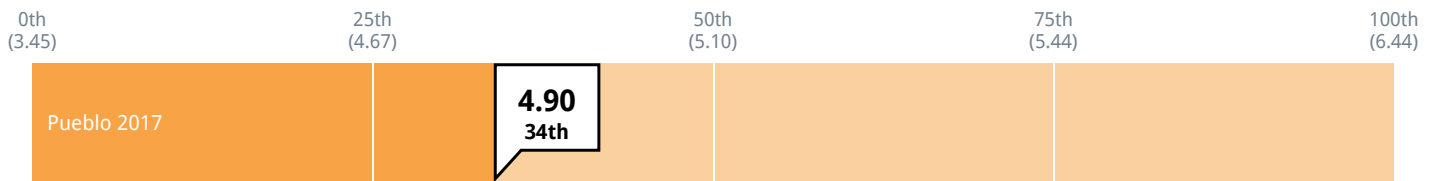
Past results: On Off

Subgroup: Year Grant Awarded

Advancing Knowledge and Public Policy

“To what extent has the Packard Foundation Fund for Pueblo advanced the state of knowledge in your field?”

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



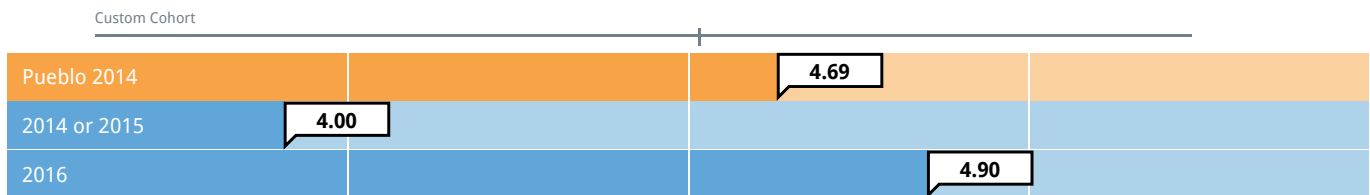
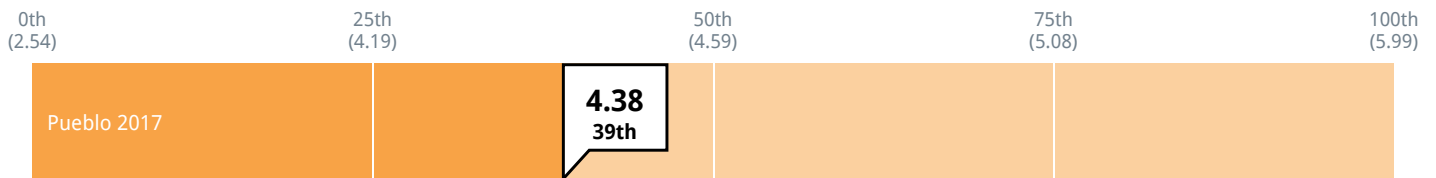
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

“To what extent has the Packard Foundation Fund for Pueblo affected public policy in your field?”

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



Cohort: Custom Cohort

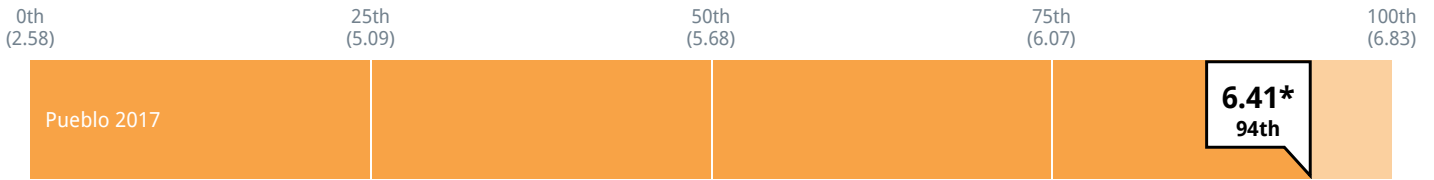
Past results: On Off

Subgroup: Year Grant Awarded

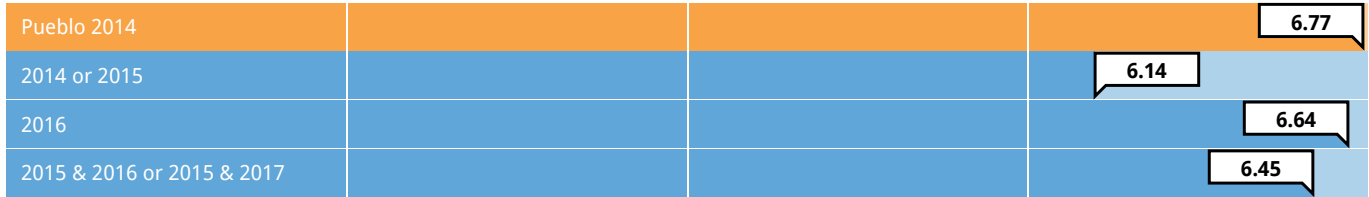
Impact on and Understanding of Grantees' Local Communities

“Overall, how would you rate the Packard Foundation Fund for Pueblo's impact on your local community?”

1 = No impact 7 = Significant positive impact



Custom Cohort



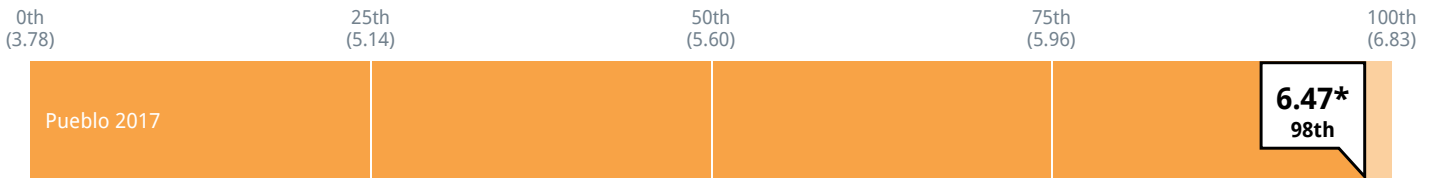
Cohort: Custom Cohort

Past results: On Off

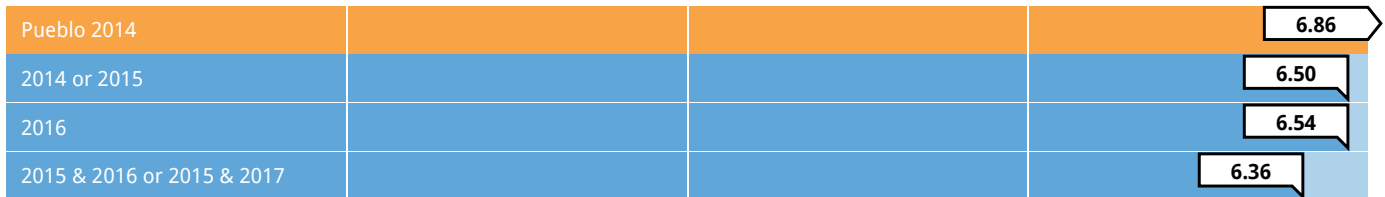
Subgroup: Year Grant Awarded

“How well does the Packard Foundation Fund for Pueblo understand the local community in which you work?”

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



Custom Cohort



Cohort: Custom Cohort

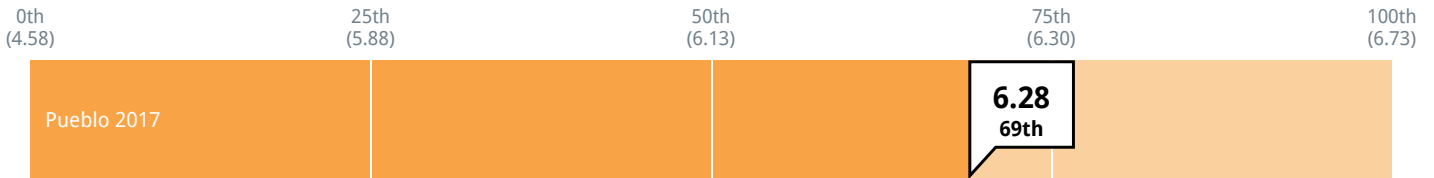
Past results: On Off

Subgroup: Year Grant Awarded

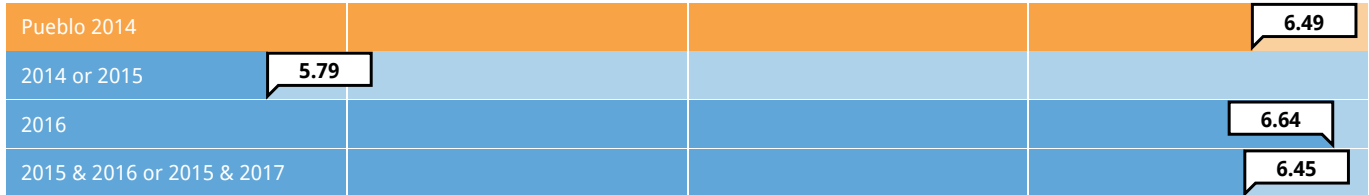
Impact on and Understanding of Grantees' Organizations

"Overall, how would you rate the Packard Foundation Fund for Pueblo's impact on your organization?"

1 = No impact 7 = Significant positive impact



Custom Cohort



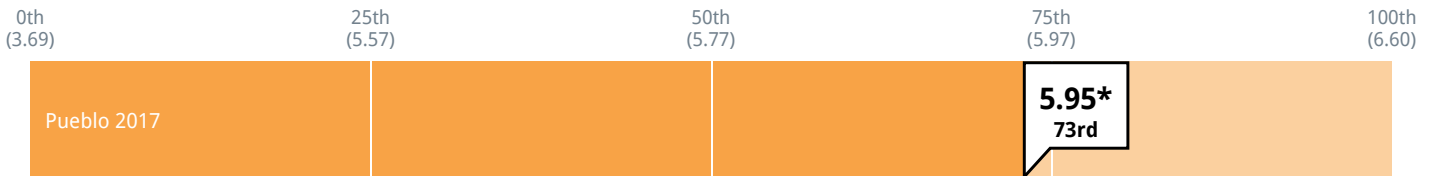
Cohort: Custom Cohort

Past results: On Off

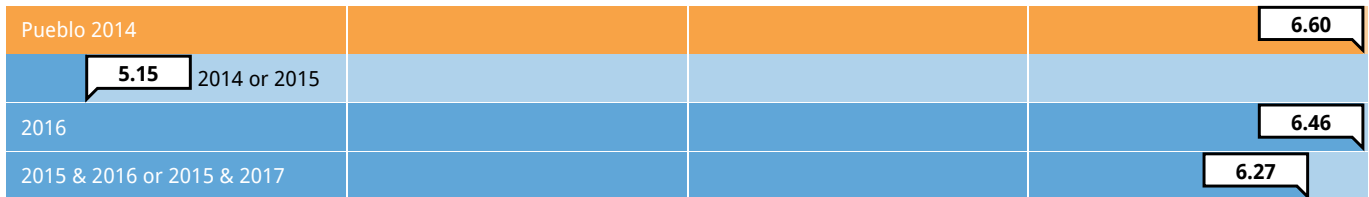
Subgroup: Year Grant Awarded

"How well does the Packard Foundation Fund for Pueblo understand your organization's strategy and goals?"

1 = Limited understanding 7 = Thorough understanding



Custom Cohort



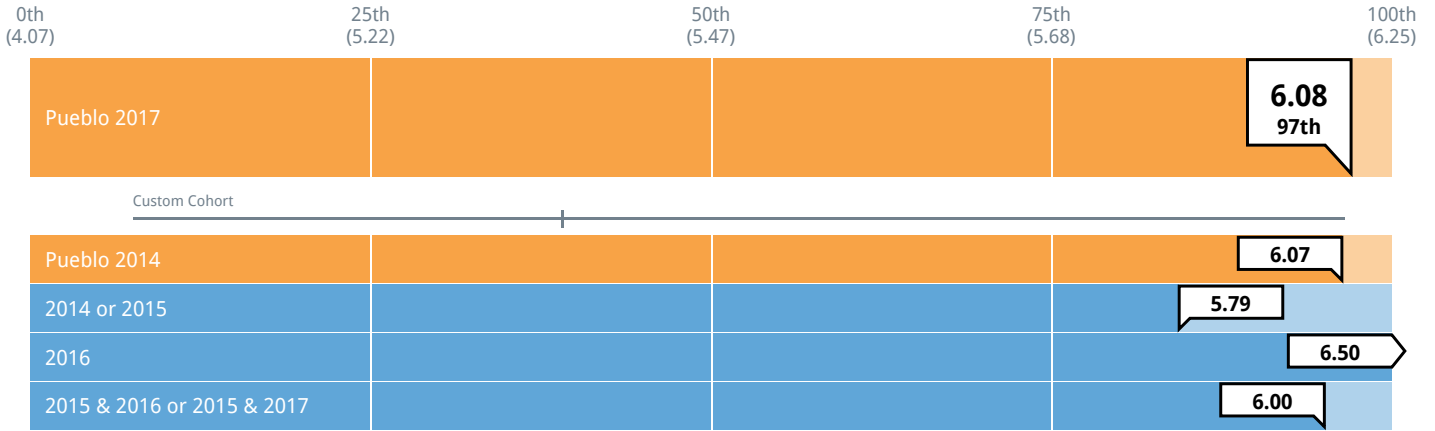
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

"How much, if at all, did the Packard Foundation Fund for Pueblo improve your ability to sustain the work funded by this grant in the future?"

1 = Did not improve ability 7 = Substantially improved ability



Cohort:

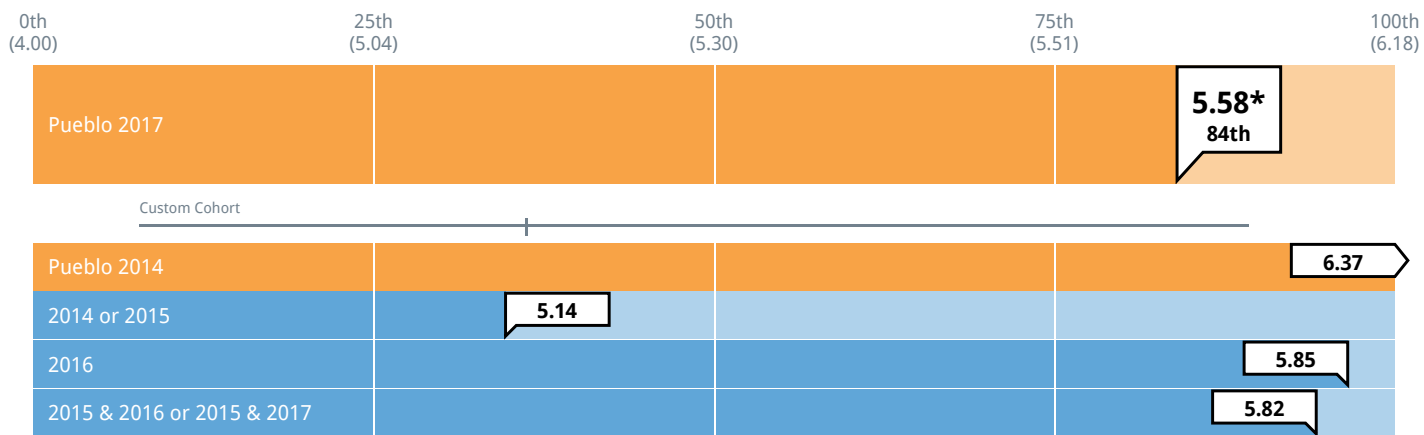
Past results: On Off

Subgroup:

Grantee Challenges

"How aware is the Packard Foundation Fund for Pueblo 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 Grant Awarded ▼

Funder-Grantee Relationships

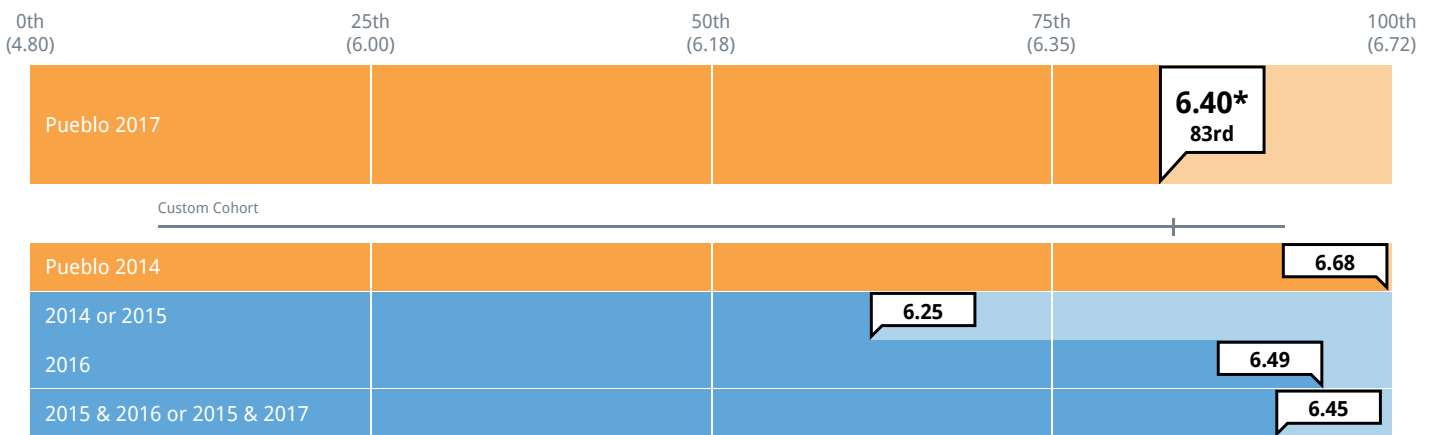
Funder-Grantee Relationships Summary Measure

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 the Packard Foundation Fund for Pueblo
2. Comfort approaching the Packard Foundation Fund for Pueblo if a problem arises
3. Responsiveness of Packard Foundation Fund for Pueblo staff
4. Clarity of communication of the Packard Foundation Fund for Pueblo’s goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort:

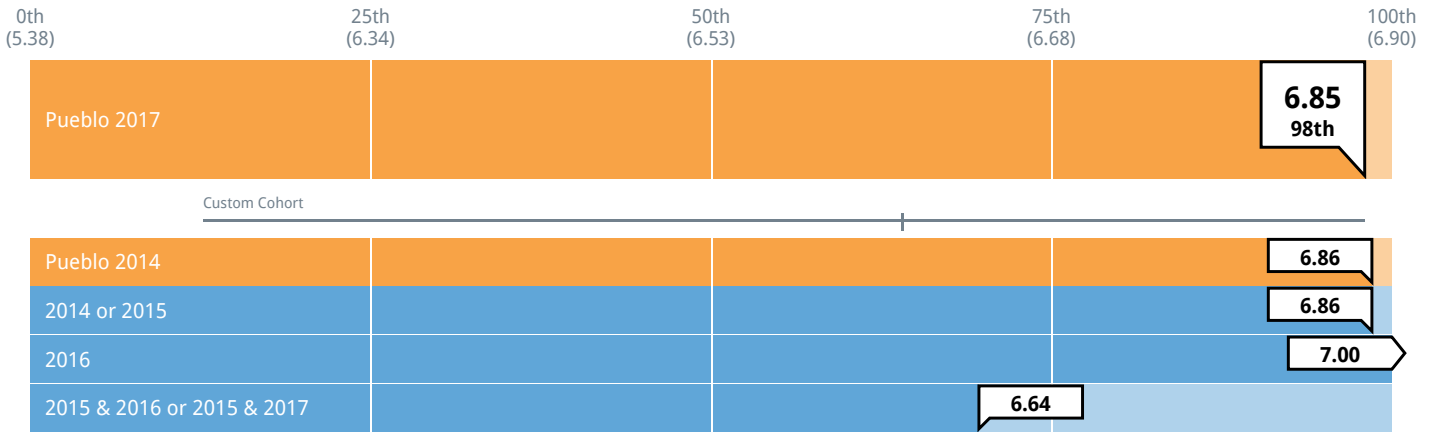
Past results: On Off

Subgroup:

Quality of Interactions

“Overall, how fairly did the Packard Foundation Fund for Pueblo treat you?”

1 = Not at all fairly 7 = Extremely fairly



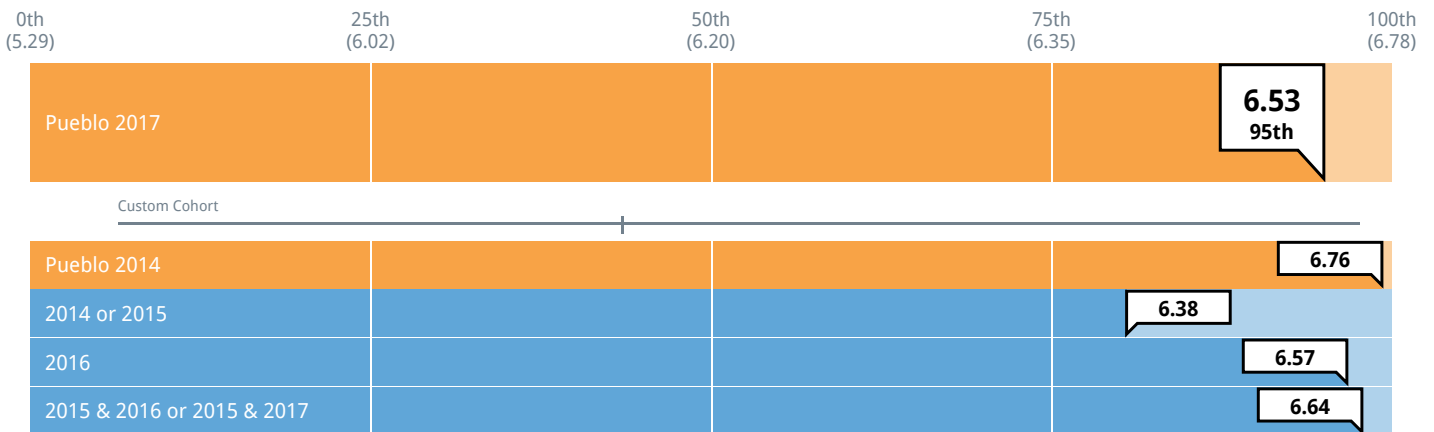
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

“How comfortable do you feel approaching the Packard Foundation Fund for Pueblo if a problem arises?”

1 = Not at all comfortable 7 = Extremely comfortable



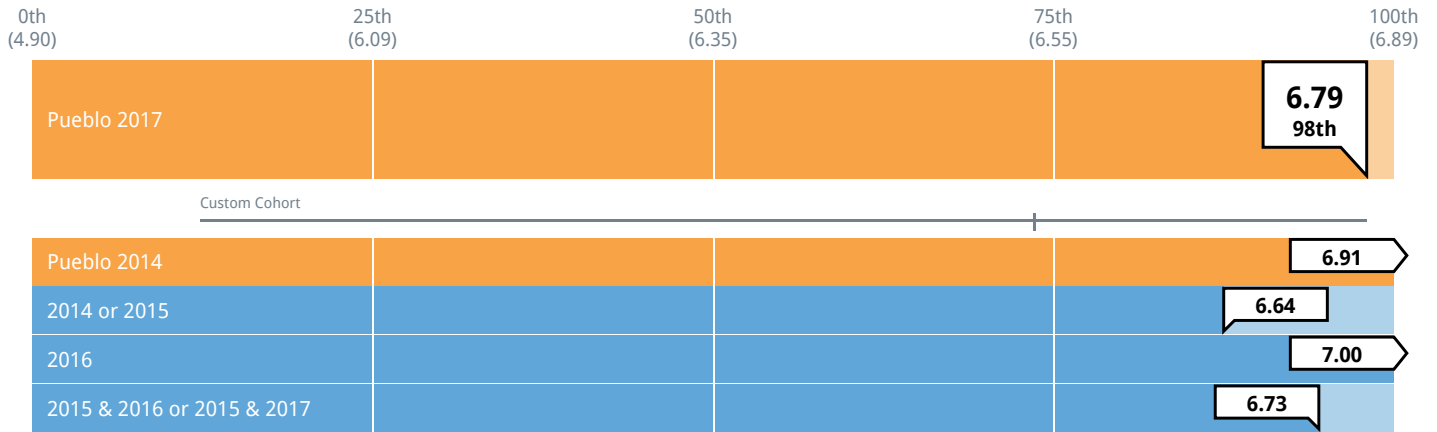
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

“Overall, how responsive was the Packard Foundation Fund for Pueblo staff?”

1 = Not at all responsive 7 = Extremely responsive



Cohort:

Past results: On Off

Subgroup:

Interaction Patterns

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

Frequency of Contact with Program Officer	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Weekly or more often	0%	2%	3%	2%
A few times a month	5%	12%	11%	12%
Monthly	8%	9%	15%	16%
Once every few months	46%	67%	53%	51%
Yearly or less often	41%	9%	18%	19%

Frequency of Contact with Program Officer (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Weekly or more often	0%	0%	0%
A few times a month	0%	7%	9%
Monthly	0%	14%	9%
Once every few months	43%	43%	55%
Yearly or less often	57%	36%	27%

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

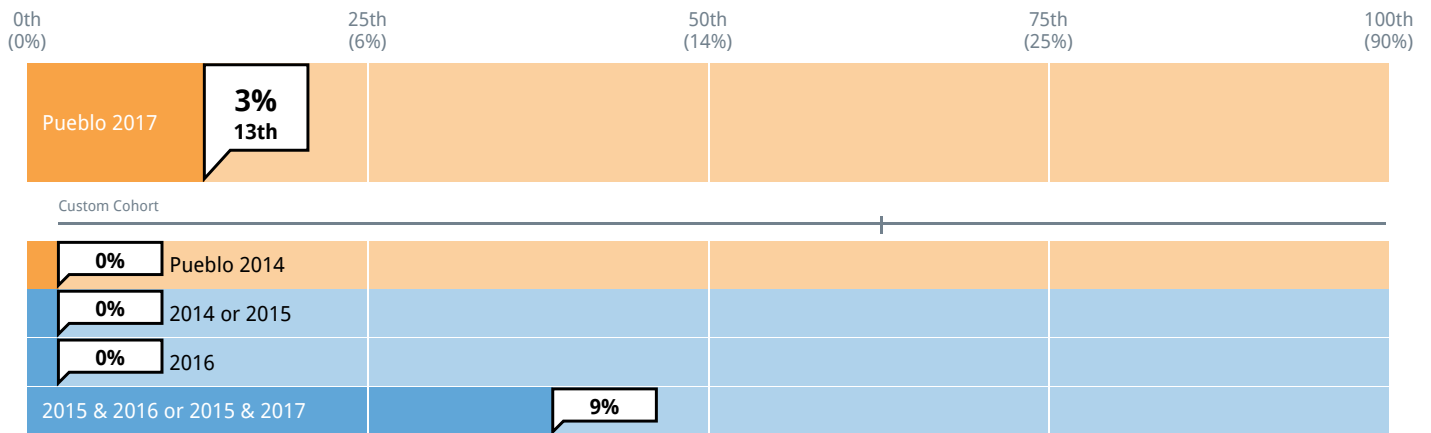
Initiation of Contact with Program Officer	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Program Officer	26%	15%	15%	17%
Both of equal frequency	47%	59%	50%	49%
Grantee	26%	27%	35%	34%

Initiation of Contact with Program Officer (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Program Officer	25%	36%	18%
Both of equal frequency	50%	45%	45%
Grantee	25%	18%	36%

Contact Change and Site Visits

“Has your main contact at the Packard Foundation Fund for Pueblo changed in the past six months?”

Proportion of grantees responding 'Yes'



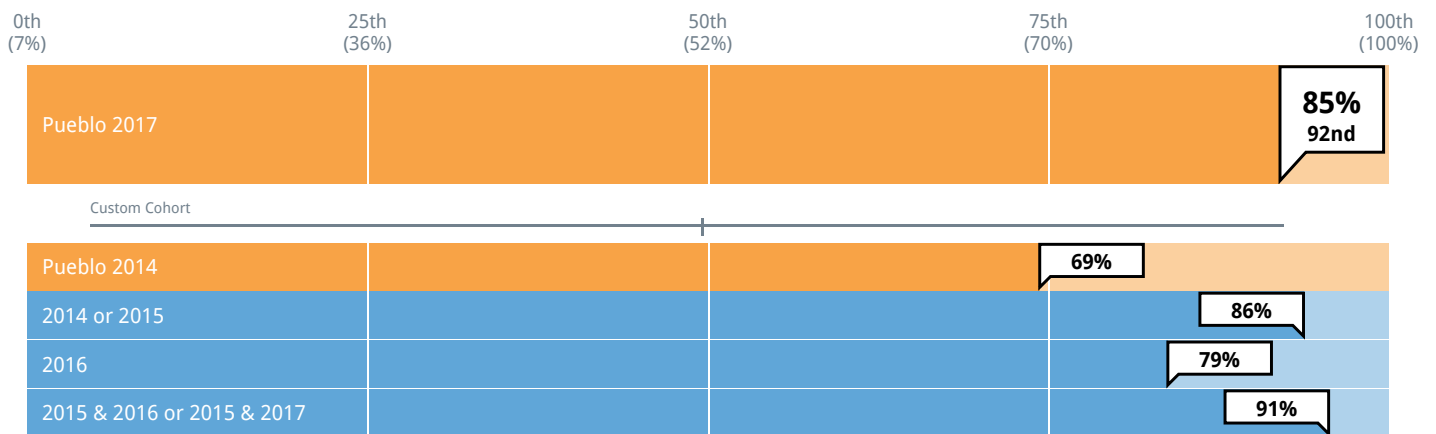
Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

“Did the Packard Foundation Fund for Pueblo conduct a site visit during the course of this grant?”

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

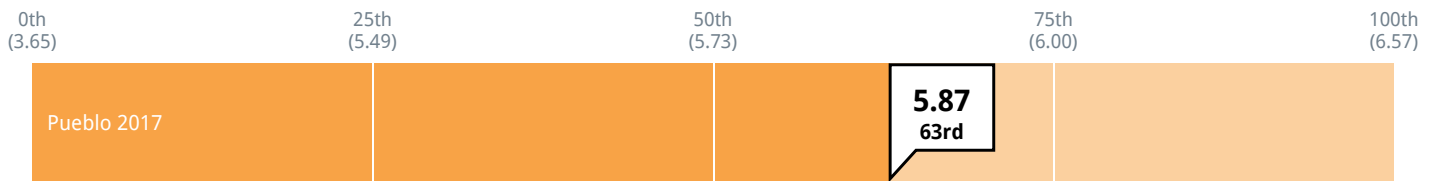
Past results: On Off

Subgroup: Year Grant Awarded

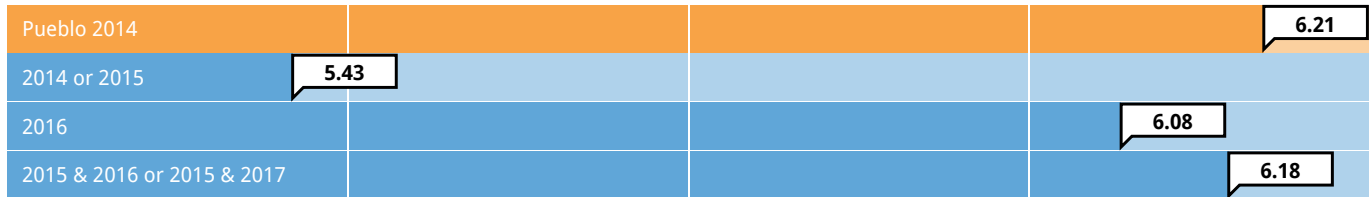
Foundation Communication

“How clearly has the Packard Foundation Fund for Pueblo communicated its goals and strategy to you?”

1 = Not at all clearly 7 = Extremely clearly



Custom Cohort



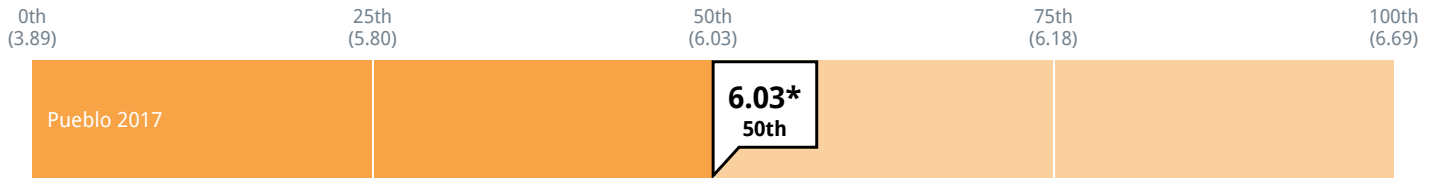
Cohort: Custom Cohort

Past results: On Off

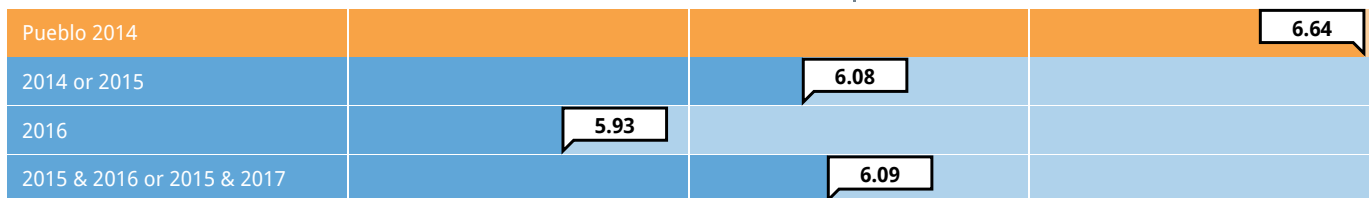
Subgroup: Year Grant Awarded

“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Packard Foundation Fund for Pueblo?”

1 = Not at all consistent 7 = Completely consistent



Custom Cohort



Cohort: Custom Cohort

Past results: On Off

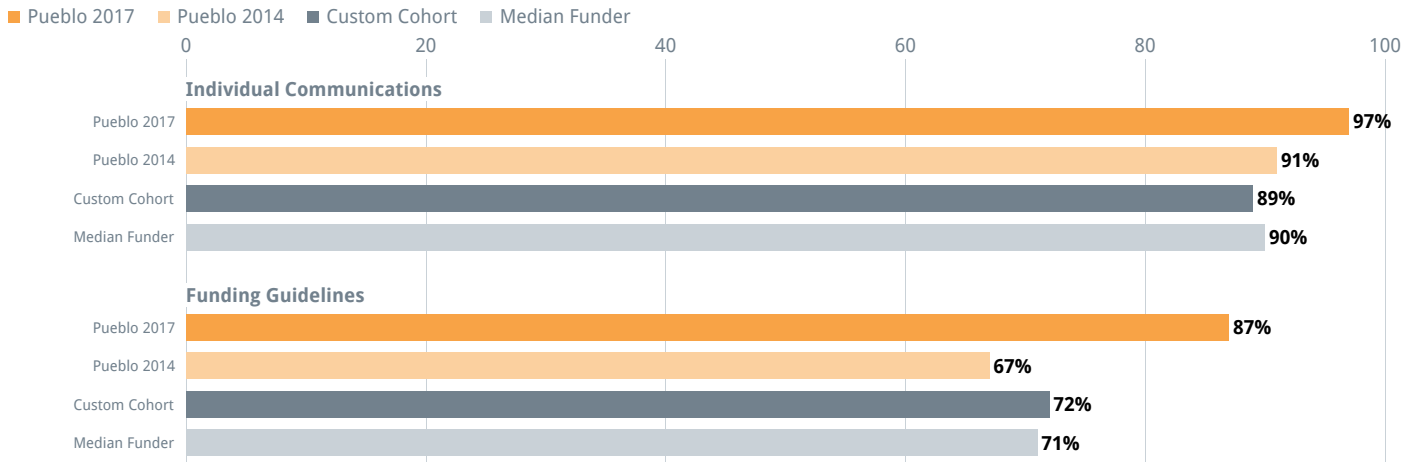
Subgroup: Year Grant Awarded

Communication Resources

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

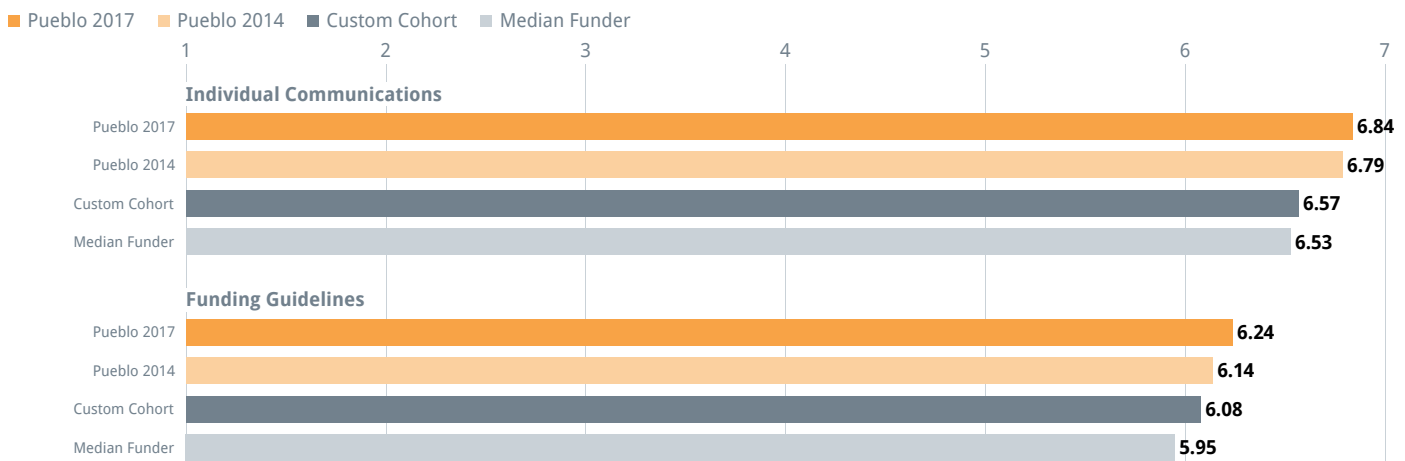
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



Helpfulness of Communication Resources - Overall

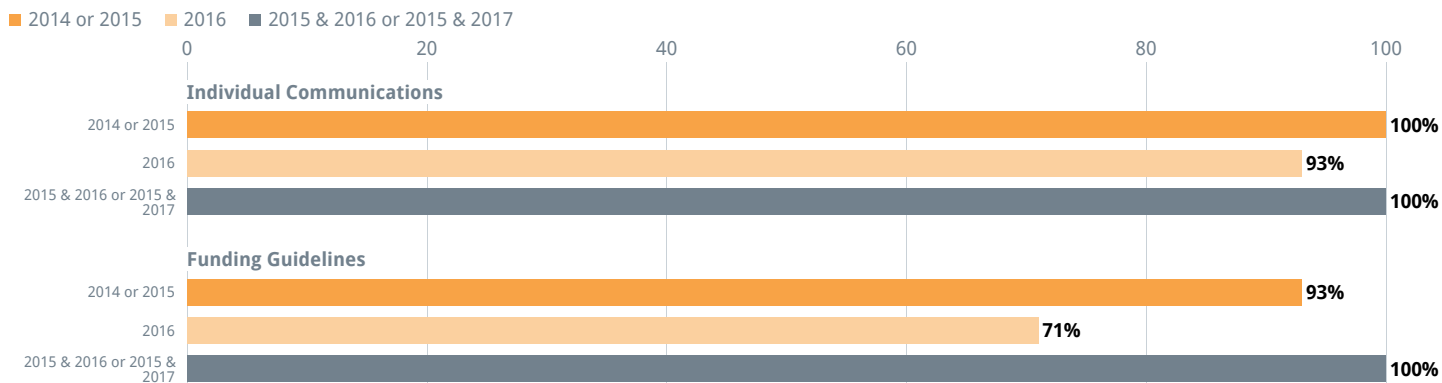
1 = Not at all helpful 7 = Extremely helpful



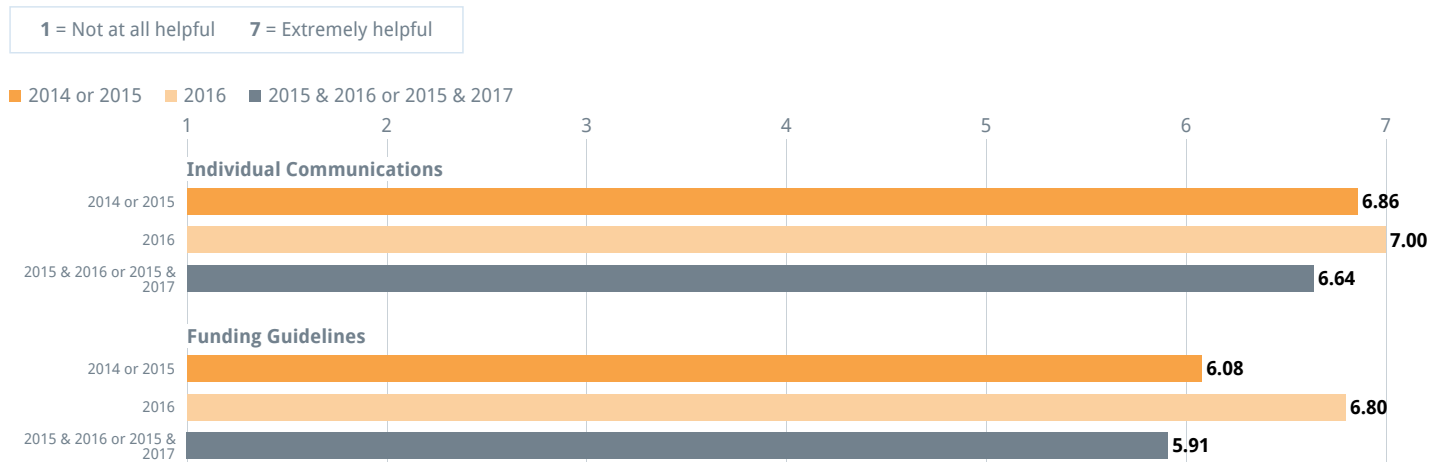
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

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

Usage of Communication Resources - By Subgroup



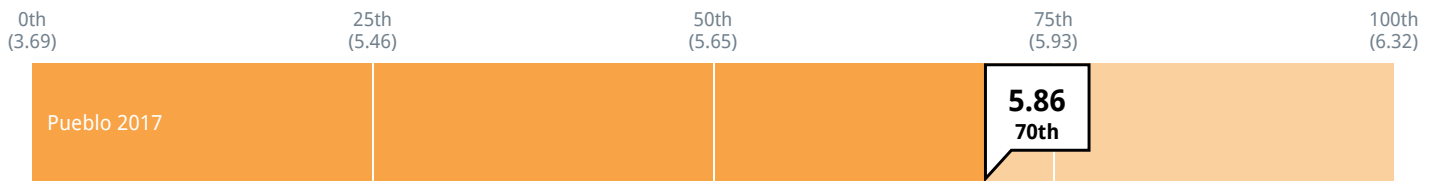
Helpfulness of Communication Resources - By Subgroup



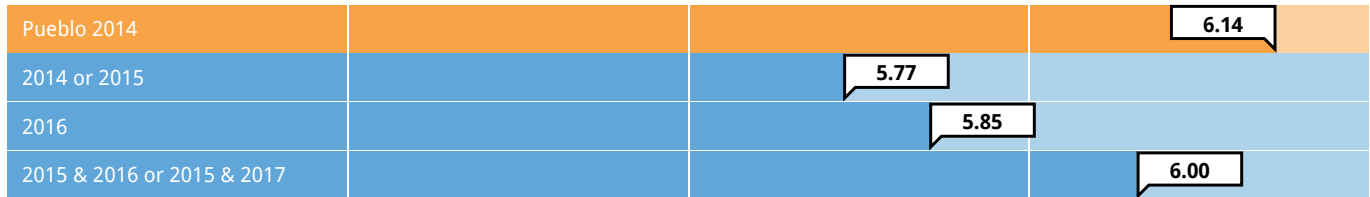
Funder Transparency

"Overall how transparent is the Packard Foundation Fund for Pueblo with your organization?"

1 = Not at all transparent 7 = Extremely transparent



Custom Cohort



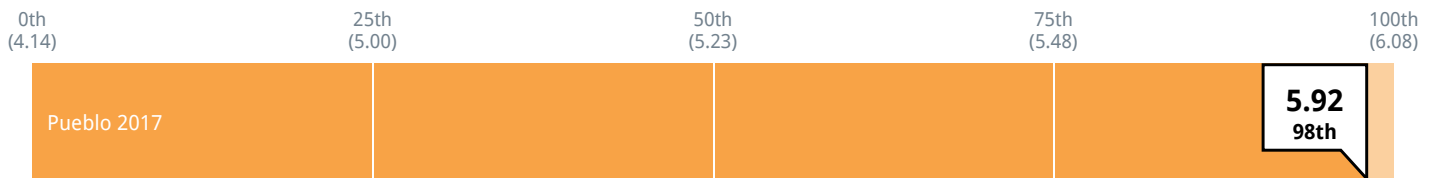
Cohort: Custom Cohort

Past results: On Off

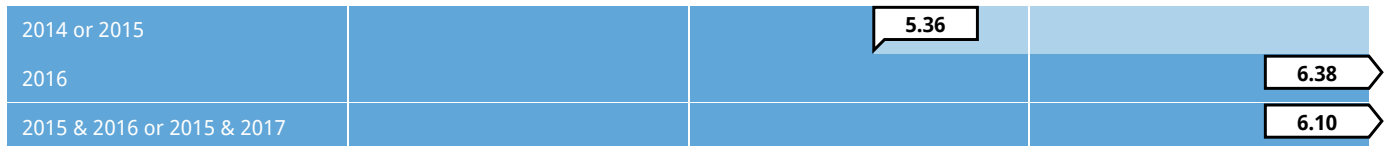
Subgroup: Year Grant Awarded

"To what extent is the Packard Foundation Fund for Pueblo open to ideas from grantees about its strategy?"

1 = Not at all 7 = To a great extent



Custom Cohort



Cohort: Custom Cohort

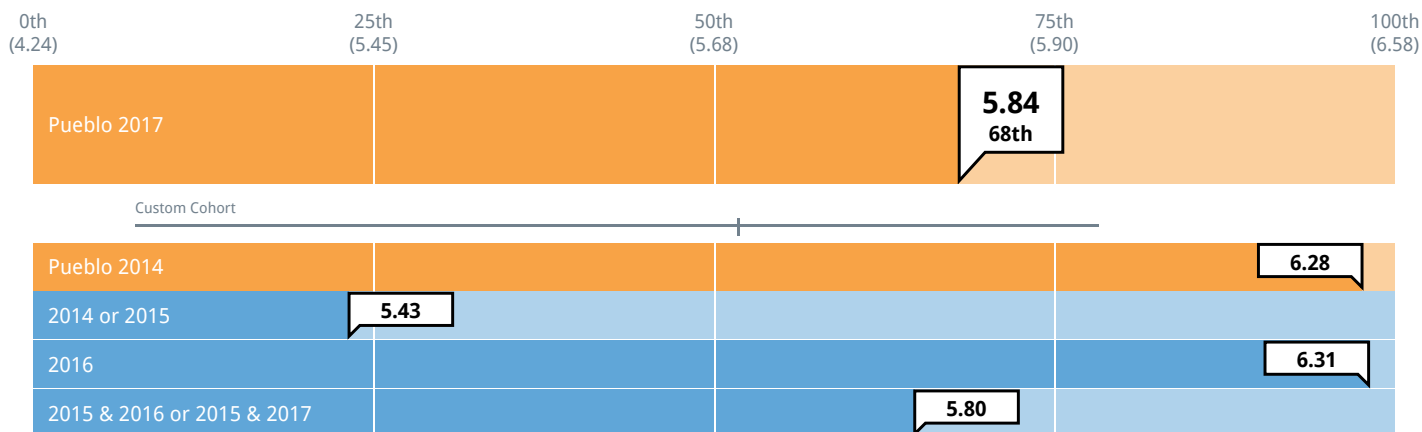
Past results: On Off

Subgroup: Year Grant Awarded

Beneficiary and Contextual Understanding

“How well does the Packard Foundation Fund for Pueblo understand the social, cultural, or socioeconomic factors that affect your work?”

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

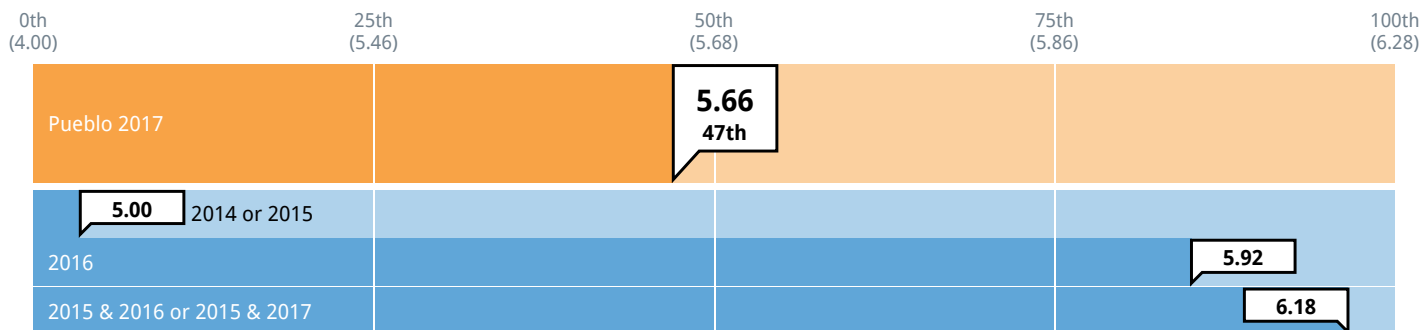
Past results: On Off

Subgroup: Year Grant Awarded

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, or participants.

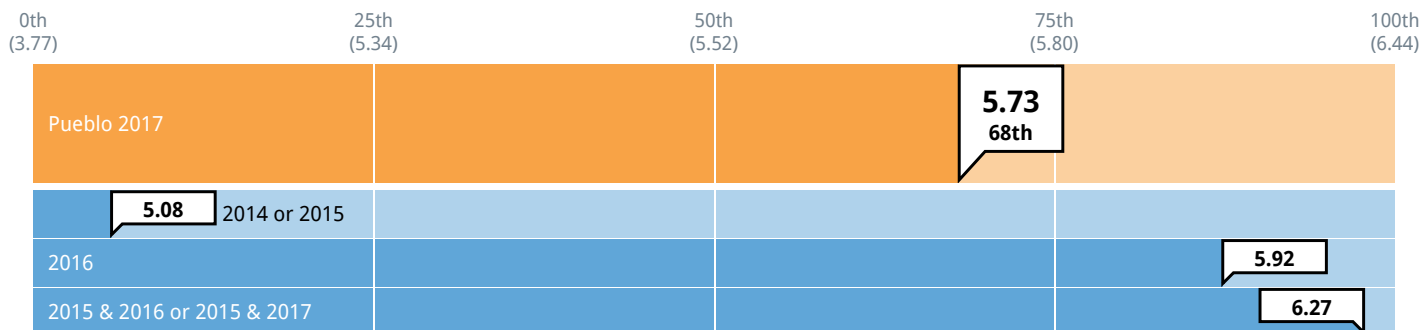
"How well does the Packard Foundation Fund for Pueblo understand your intended beneficiaries' needs?"

1 = Limited understanding 7 = Thorough understanding



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

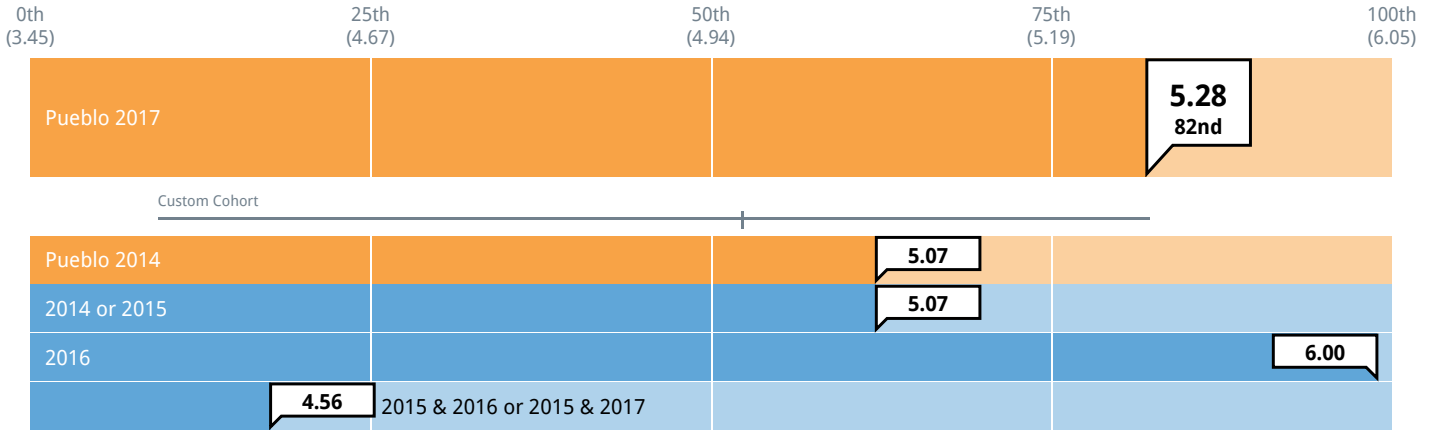
1 = Not at all 7 = To a great extent



Grant Processes

“How helpful was participating in the Packard Foundation Fund for Pueblo’s selection process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful



Cohort:

Past results: On Off

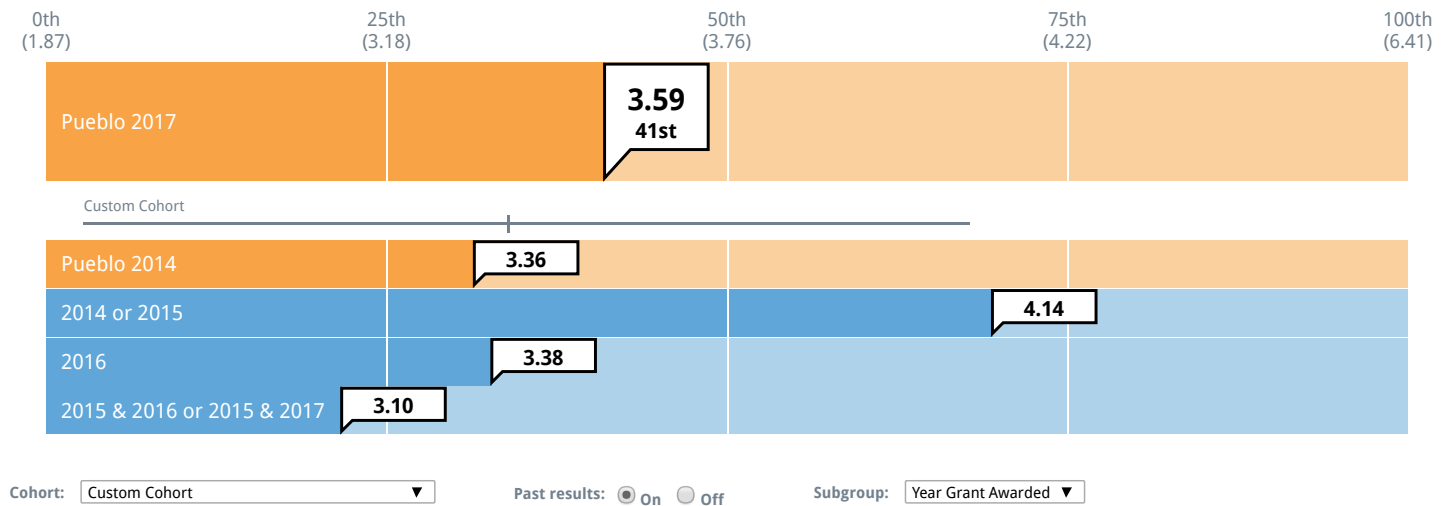
Subgroup:

Selection Process

Did you submit a proposal for this grant?	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Submitted a Proposal	97%	100%	95%	91%
Did Not Submit a Proposal	3%	0%	5%	9%

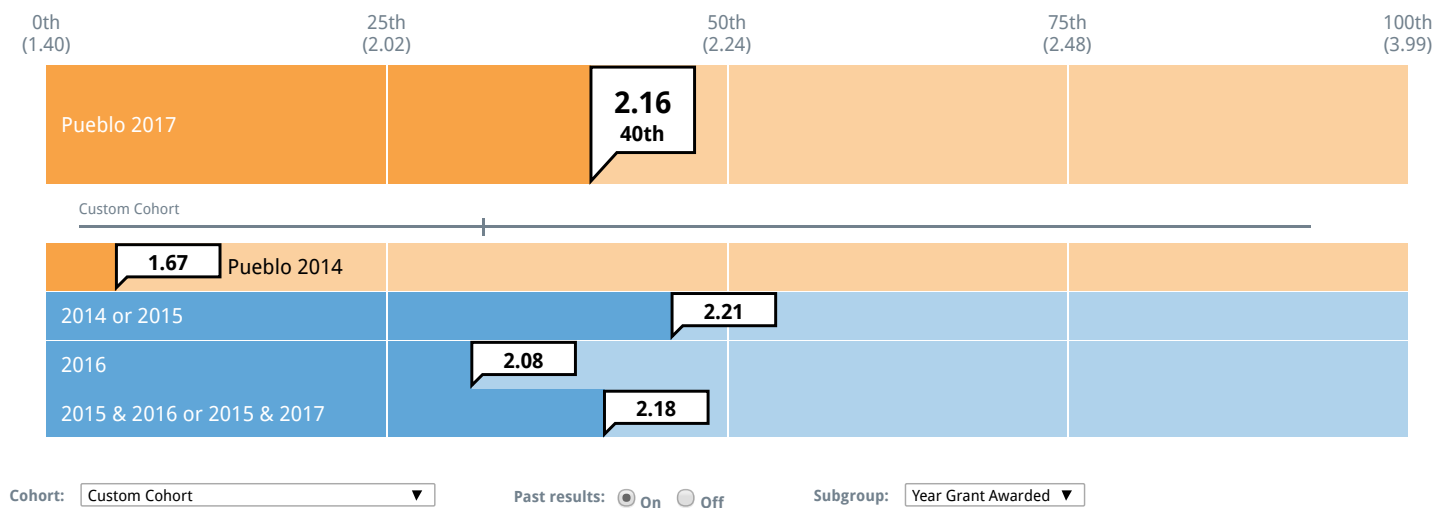
"How involved was the Packard Foundation Fund for Pueblo staff in the development of your proposal?"

1 = No involvement 7 = Substantial involvement



"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



Time Between Submission and Clear Commitment

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

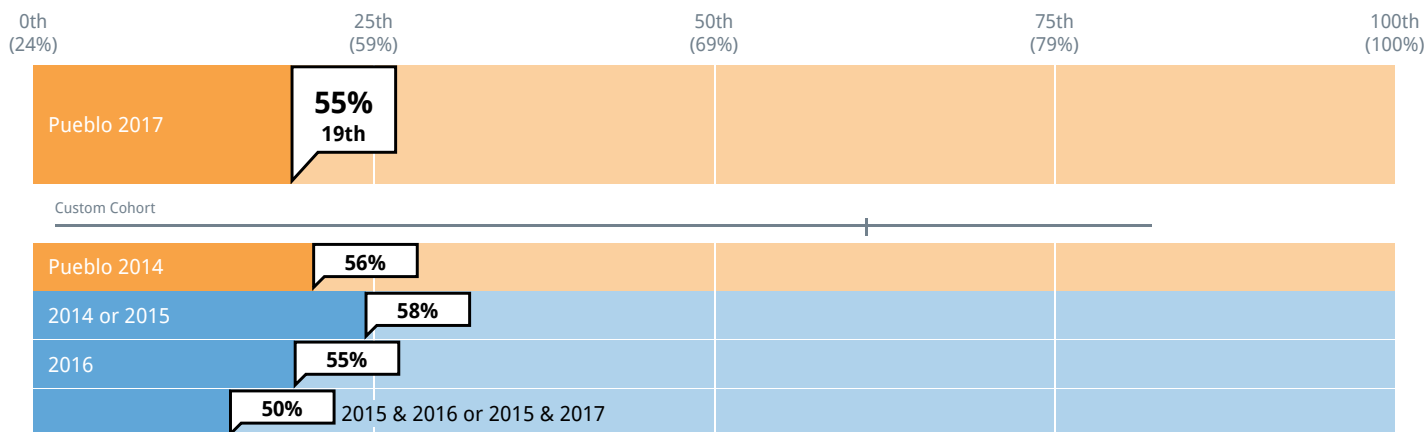
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Less than 1 month	3%	5%	6%	7%
1 - 3 months	82%	76%	55%	65%
4 - 6 months	12%	16%	30%	25%
7 - 9 months	0%	0%	5%	2%
10 - 12 months	0%	0%	2%	1%
More than 12 months	3%	3%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Less than 1 month	9%	0%	0%
1 - 3 months	82%	69%	100%
4 - 6 months	9%	23%	0%
7 - 9 months	0%	0%	0%
10 - 12 months	0%	0%	0%
More than 12 months	0%	8%	0%

Reporting and Evaluation Process

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

Proportion responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.

Participation in Reporting and/or Evaluation Processes	Pueblo 2017	Average Funder
Participated in a reporting process only	70%	57%
Participated in an evaluation process only	0%	1%
Participated in both a reporting and an evaluation process	24%	31%
Participated in neither a reporting nor an evaluation process	5%	11%

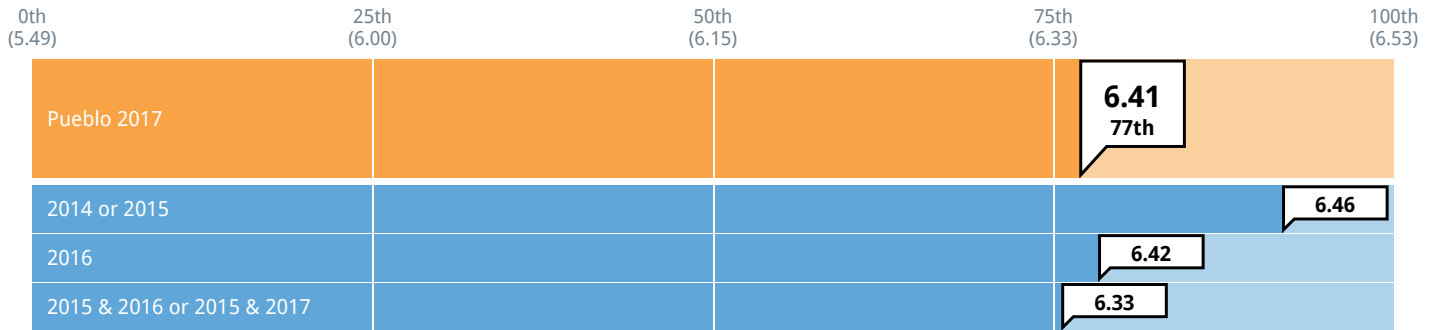
Participation in Reporting and/or Evaluation Processes (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Participated in a reporting process only	92%	69%	45%
Participated in an evaluation process only	0%	0%	0%
Participated in both a reporting and an evaluation process	8%	31%	36%
Participated in neither a reporting nor an evaluation process	0%	0%	18%

Reporting Process

*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.

"To what extent was the Packard Foundation Fund for Pueblo's reporting process straightforward?"

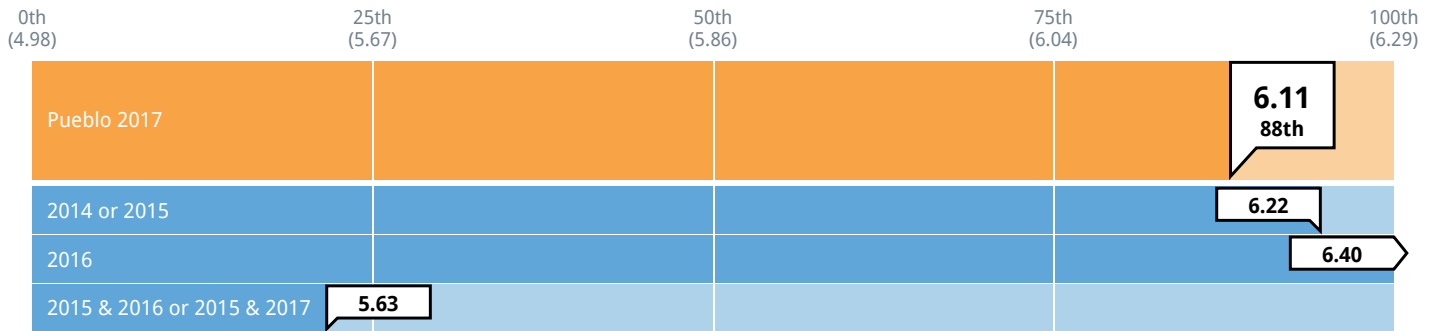
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

"To what extent was the Packard Foundation Fund for Pueblo's reporting process adaptable, if necessary, to fit your circumstances?"

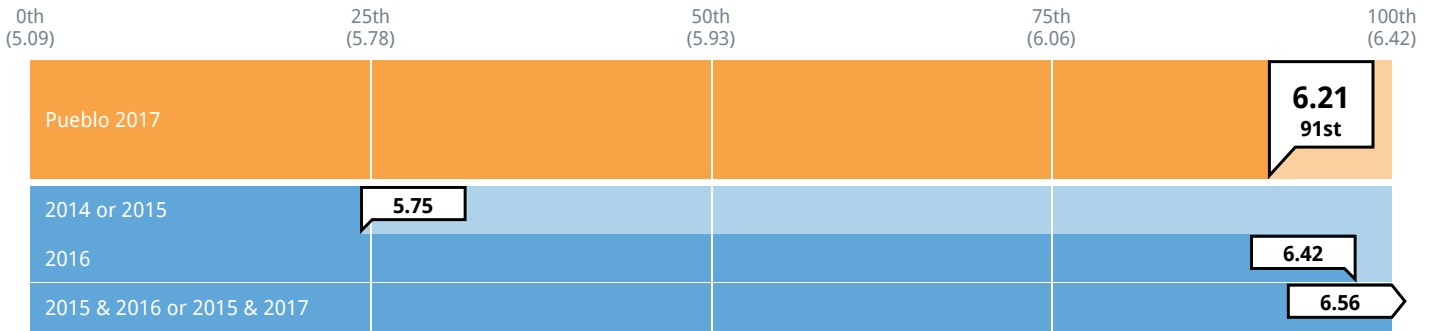
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

"To what extent was the Packard Foundation Fund for Pueblo's reporting process aligned appropriately to the timing of your work?"

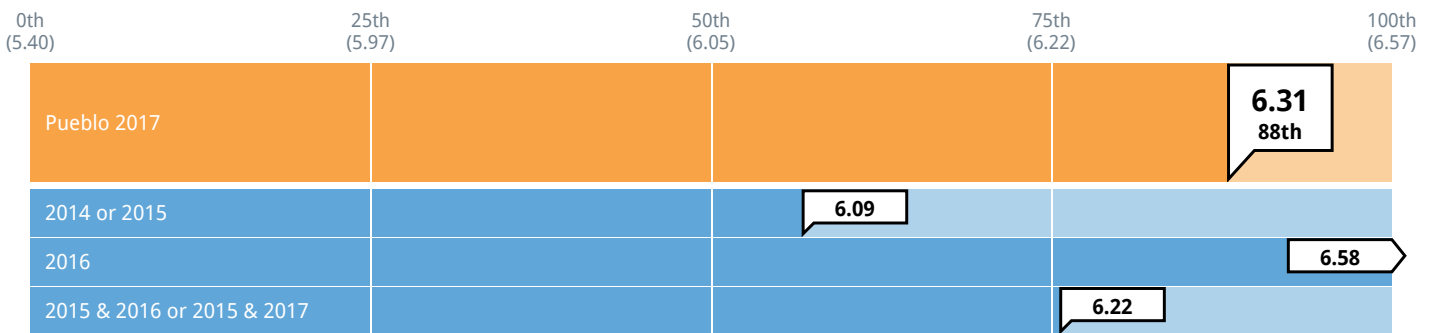
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

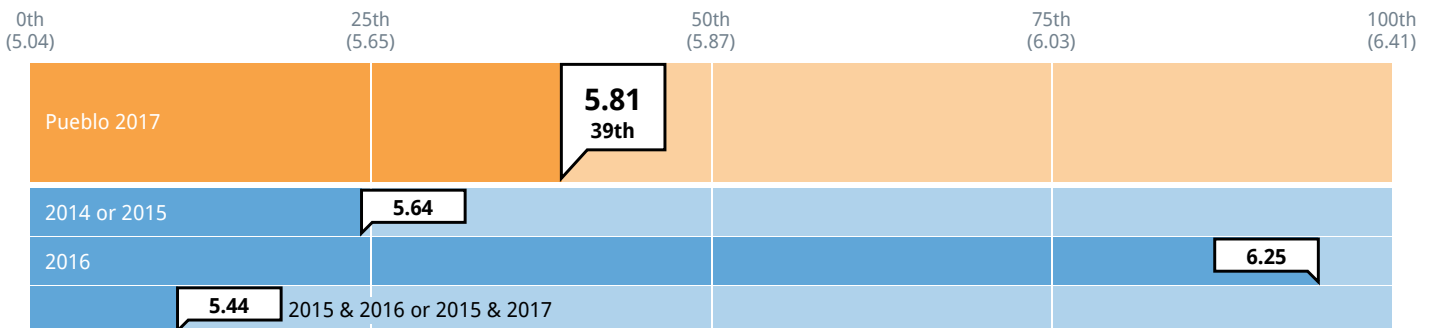
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

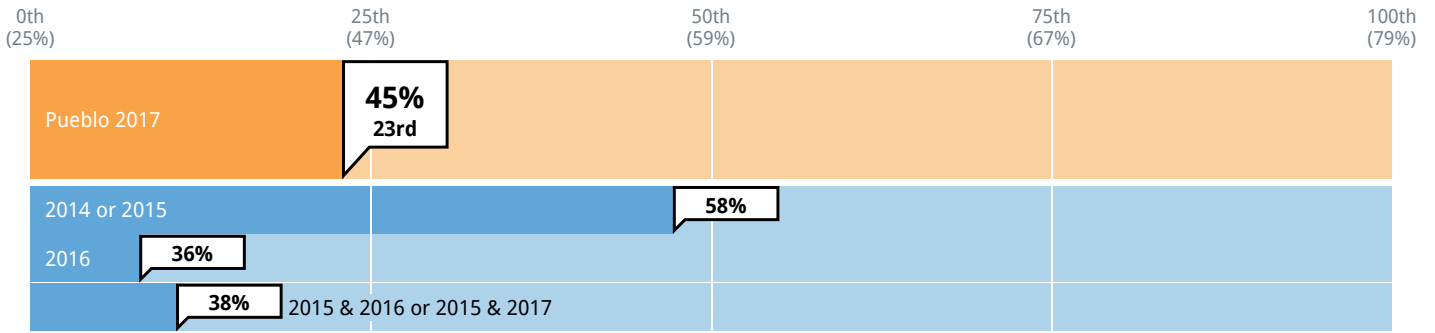
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

Proportion of grantees responding 'Yes'



Cohort: ▼

Past results: On Off

Subgroup: ▼

Evaluation Process

*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.

"Who was primarily responsible for carrying out the evaluation?"	Pueblo 2017	Average Funder
Evaluation staff at the Foundation	14%	20%
Evaluation staff at your organization	86%	53%
External evaluator, chosen by the Foundation	0%	14%
External evaluator, chosen by your organization	0%	14%

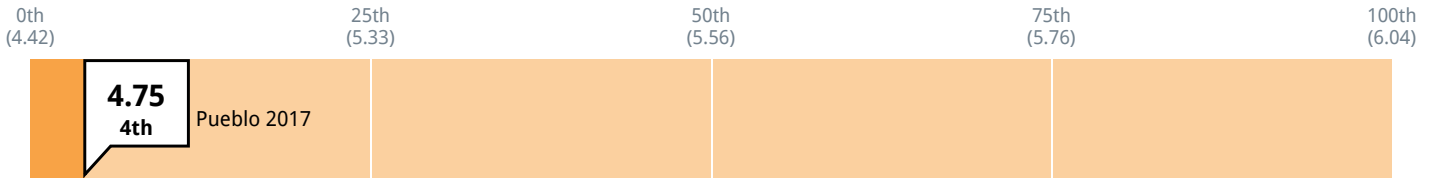
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Evaluation staff at the Foundation	N/A	N/A	N/A
Evaluation staff at your organization	N/A	N/A	N/A
External evaluator, chosen by the Foundation	N/A	N/A	N/A
External evaluator, chosen by your organization	N/A	N/A	N/A

"Did the Foundation provide financial support for the evaluation?"	Pueblo 2017	Average Funder
Yes, the evaluation's costs were fully funded by the Foundation	0%	29%
Yes, the evaluation's costs were partially funded by the Foundation	0%	18%
No, the evaluation's costs were not funded by the Foundation	100%	54%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes, the evaluation's costs were fully funded by the Foundation	N/A	N/A	N/A
Yes, the evaluation's costs were partially funded by the Foundation	N/A	N/A	N/A
No, the evaluation's costs were not funded by the Foundation	N/A	N/A	N/A

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

1 = Not at all 7 = To a great extent



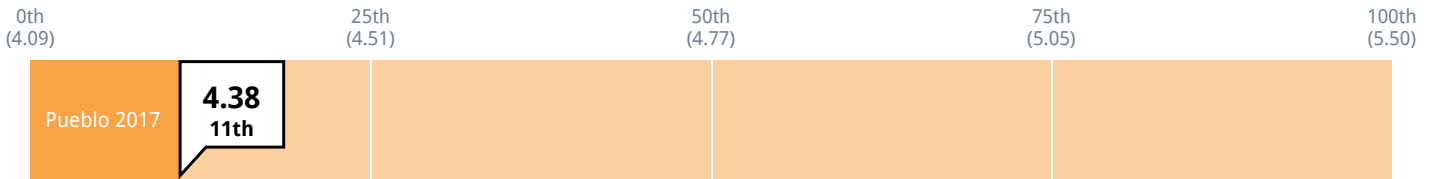
Cohort: None ▼

Past results: On Off

Subgroup: None ▼

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

1 = Not at all 7 = To a great extent



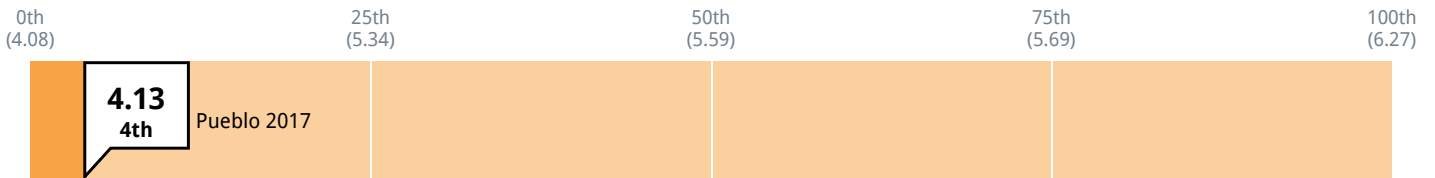
Cohort: None ▼

Past results: On Off

Subgroup: None ▼

"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: None ▼

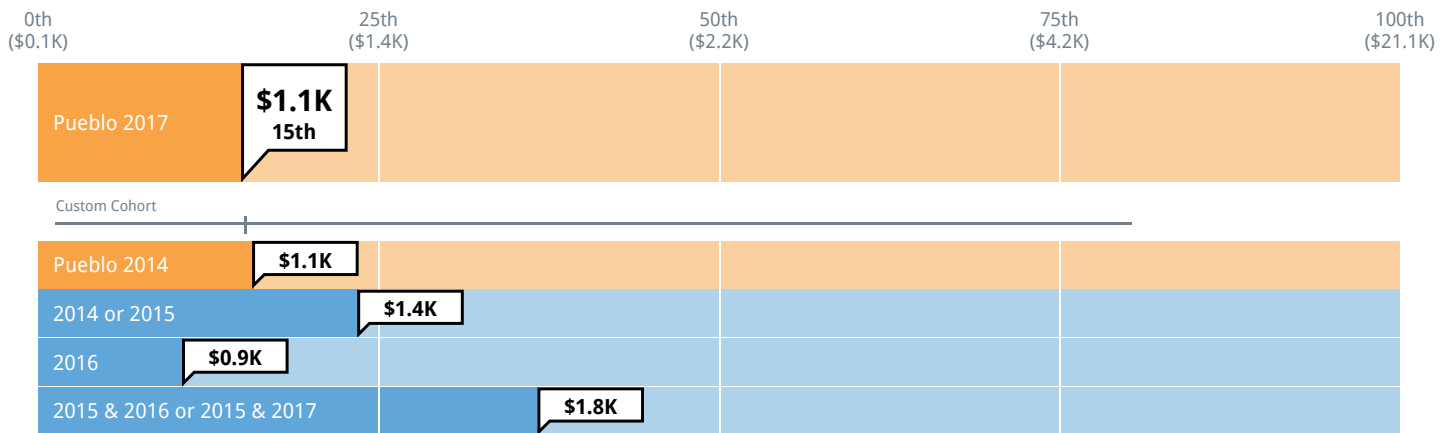
Past results: On Off

Subgroup: None ▼

Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

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

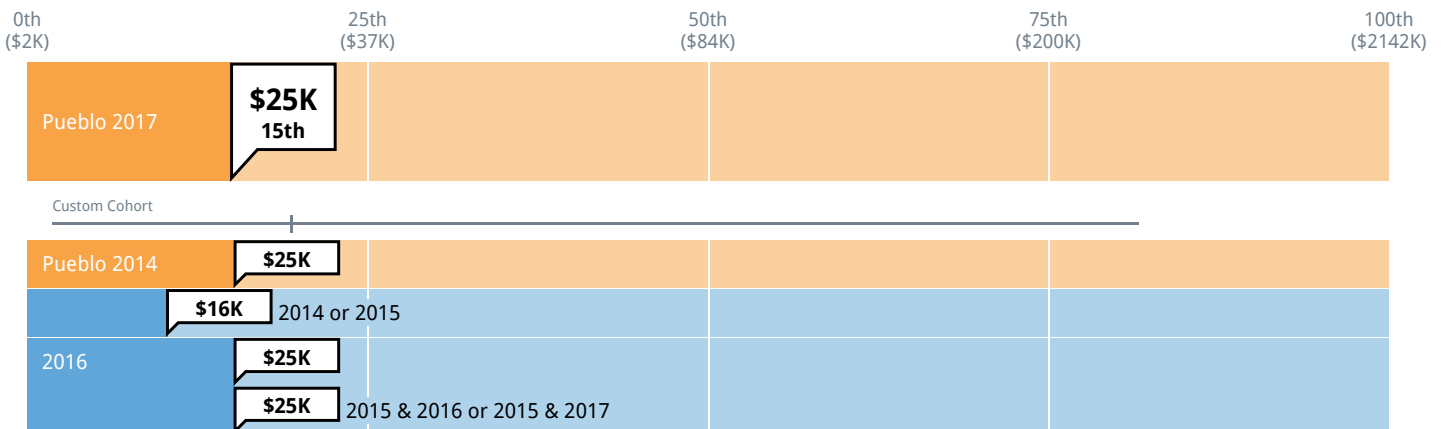


Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

Median Grant Size

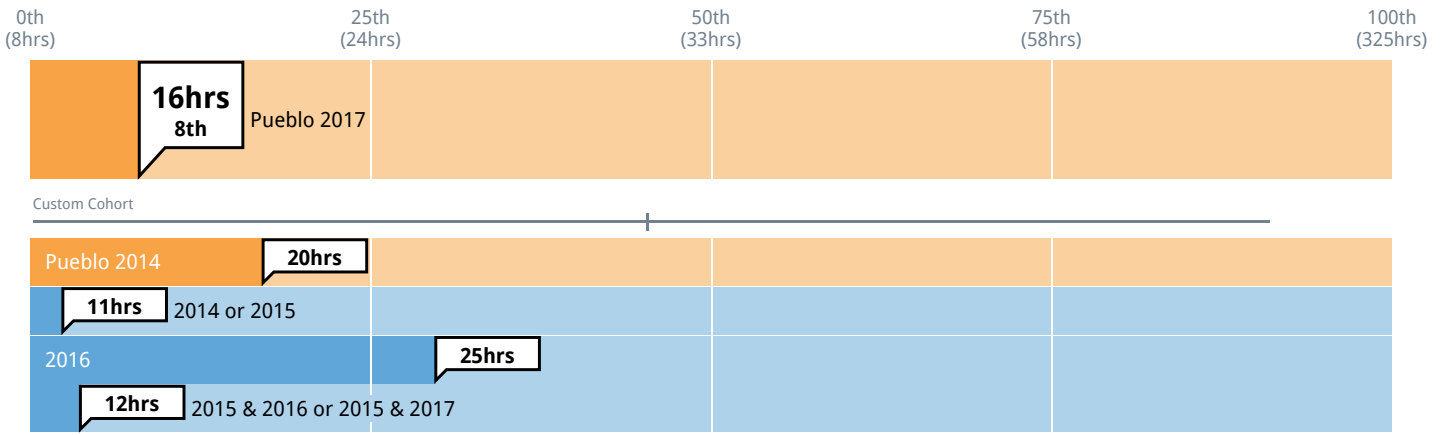


Cohort: Custom Cohort

Past results: On Off

Subgroup: Year Grant Awarded

Median hours spent by grantees on funder requirements over grant lifetime



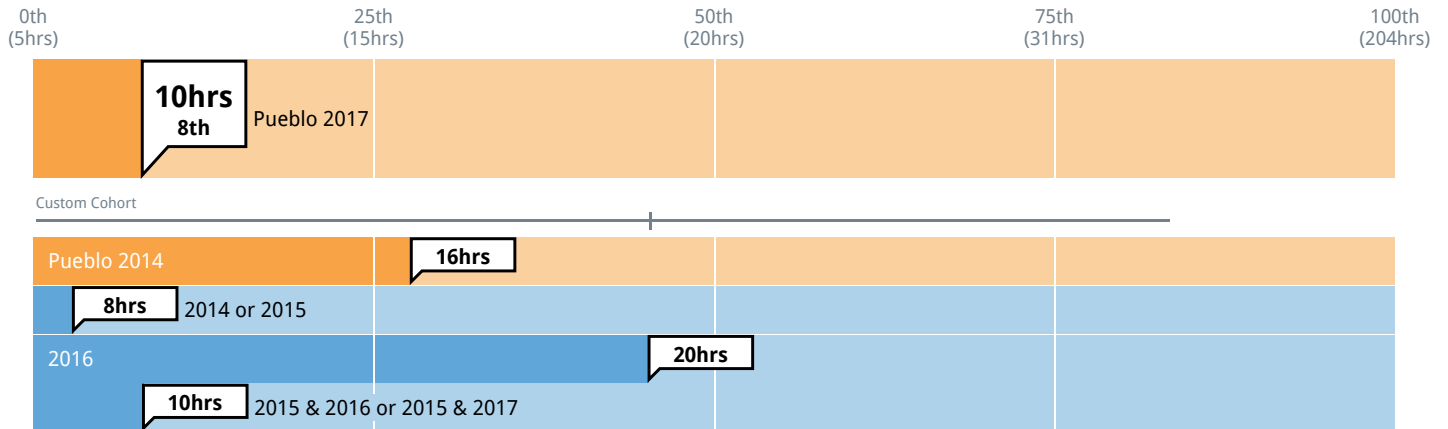
Cohort:

Past results: On Off

Subgroup:

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

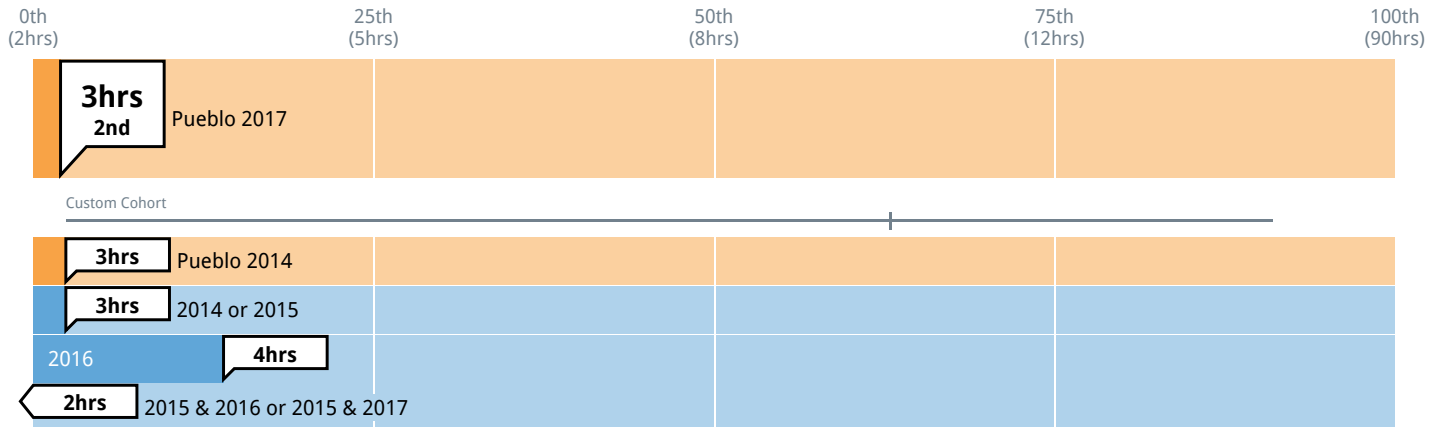
Subgroup:

Time Spent On Proposal And Selection Process	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
1 to 9 hours	45%	36%	19%	29%
10 to 19 hours	21%	24%	21%	17%
20 to 29 hours	26%	29%	18%	17%
30 to 39 hours	0%	5%	8%	7%
40 to 49 hours	8%	7%	12%	14%
50 to 99 hours	0%	0%	12%	9%
100 to 199 hours	0%	0%	6%	5%
200+ hours	0%	0%	4%	1%

Time Spent On Proposal And Selection Process (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
1 to 9 hours	64%	23%	45%
10 to 19 hours	14%	23%	27%
20 to 29 hours	21%	46%	9%
30 to 39 hours	0%	0%	0%
40 to 49 hours	0%	8%	18%
50 to 99 hours	0%	0%	0%
100 to 199 hours	0%	0%	0%
200+ hours	0%	0%	0%

Time Spent on Reporting and Evaluation Process

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



Cohort:

Past results: On Off

Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
1 to 9 hours	94%	88%	52%	51%
10 to 19 hours	3%	8%	20%	19%
20 to 29 hours	3%	3%	11%	13%
30 to 39 hours	0%	3%	4%	3%
40 to 49 hours	0%	0%	4%	5%
50 to 99 hours	0%	0%	5%	6%
100+ hours	0%	0%	4%	3%

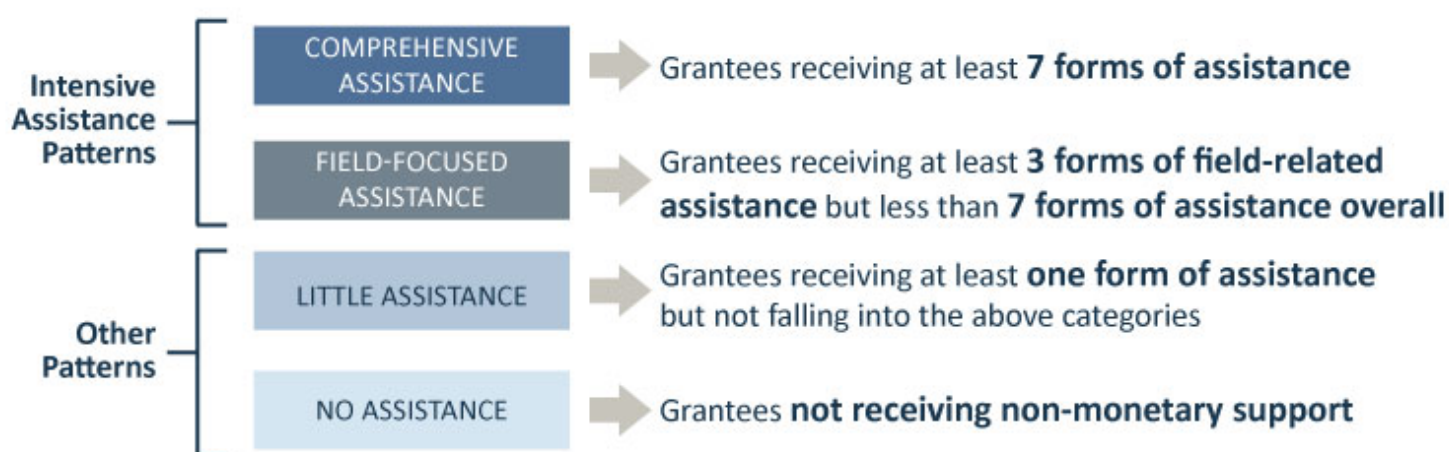
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
1 to 9 hours	93%	92%	100%
10 to 19 hours	0%	8%	0%
20 to 29 hours	7%	0%	0%
30 to 39 hours	0%	0%	0%
40 to 49 hours	0%	0%	0%
50 to 99 hours	0%	0%	0%
100+ hours	0%	0%	0%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by the Packard Foundation Fund for Pueblo.

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 Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

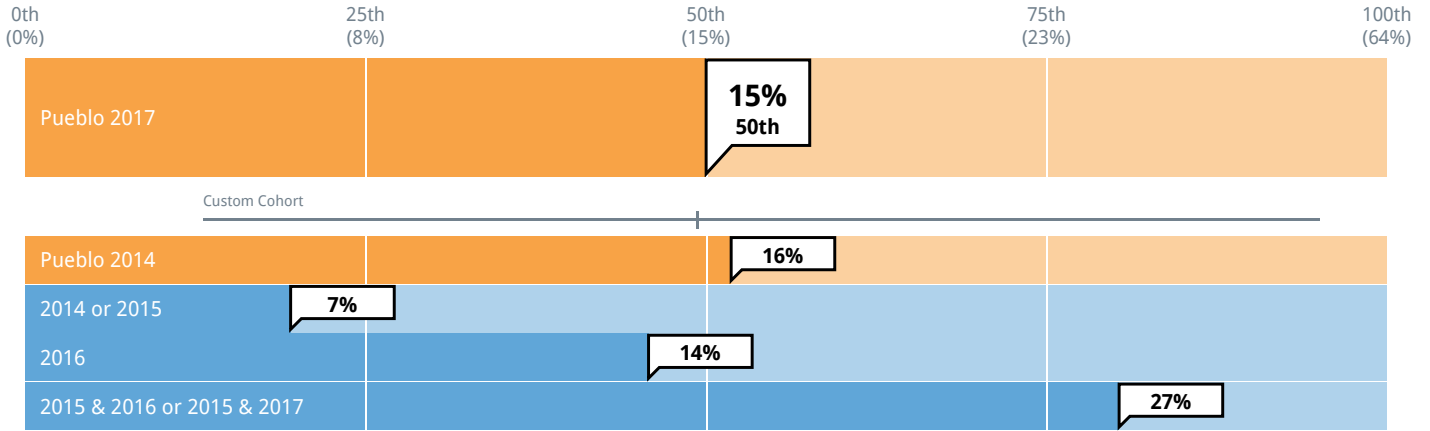
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Comprehensive	13%	12%	7%	9%
Field-focused	3%	5%	11%	10%
Little	21%	58%	39%	39%
None	64%	26%	43%	42%

Non-Monetary Assistance Patterns (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Comprehensive	0%	14%	27%
Field-focused	7%	0%	0%
Little	21%	21%	18%
None	71%	64%	55%

Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

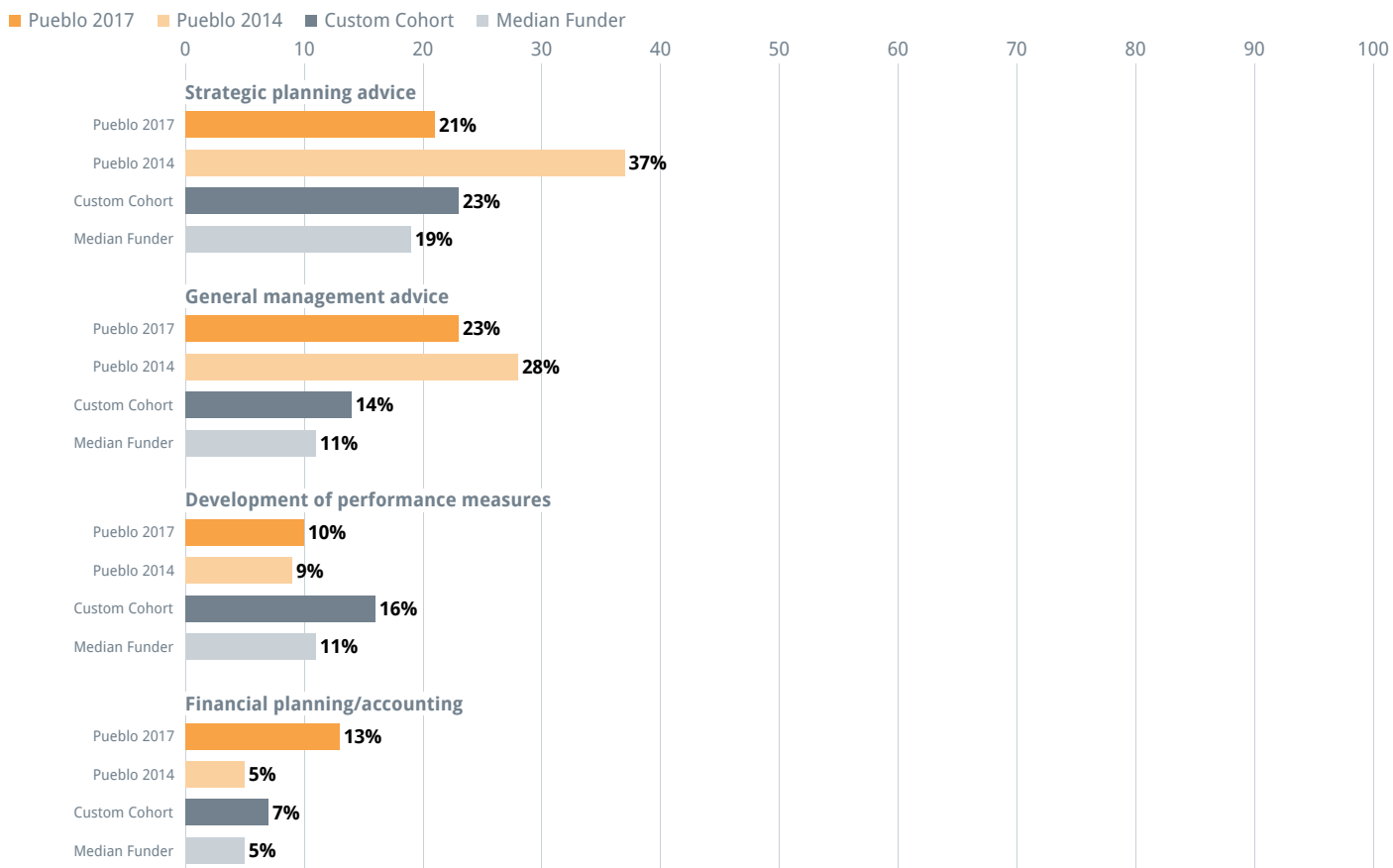
Past results: On Off

Subgroup:

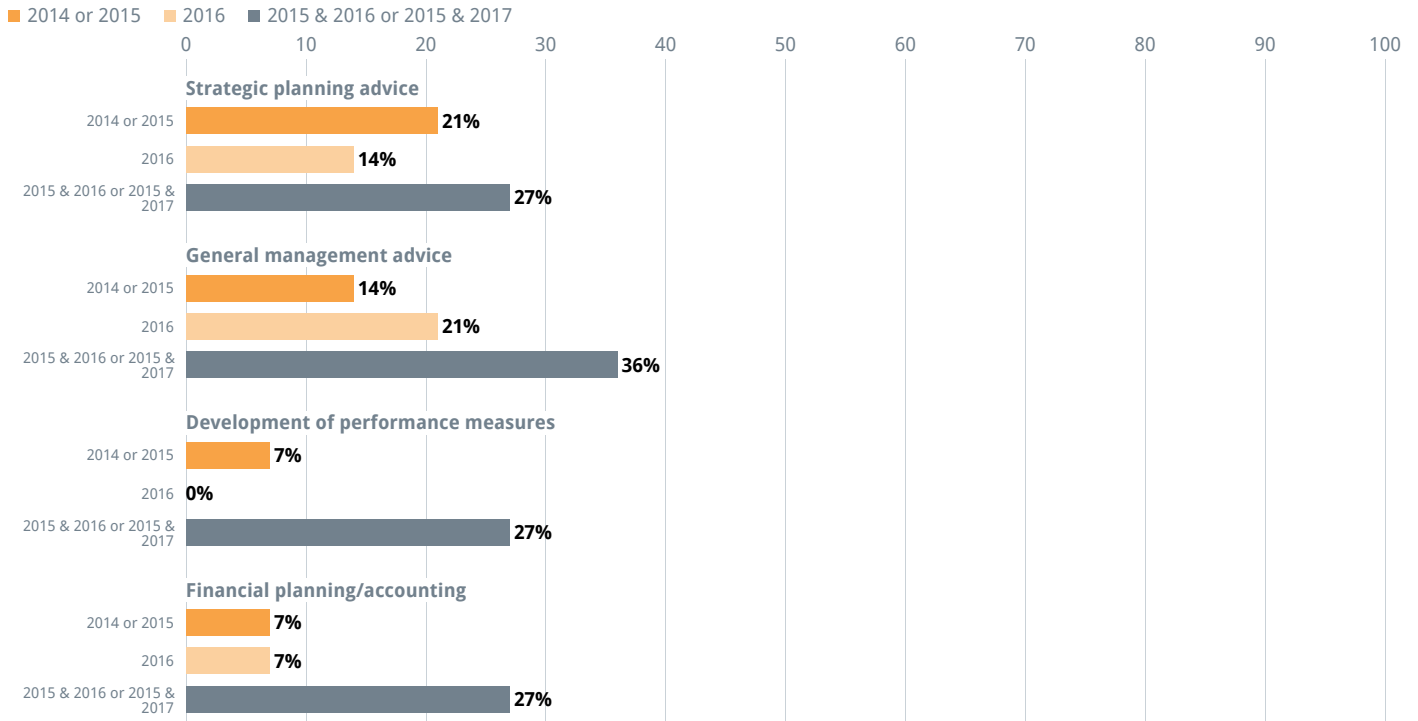
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



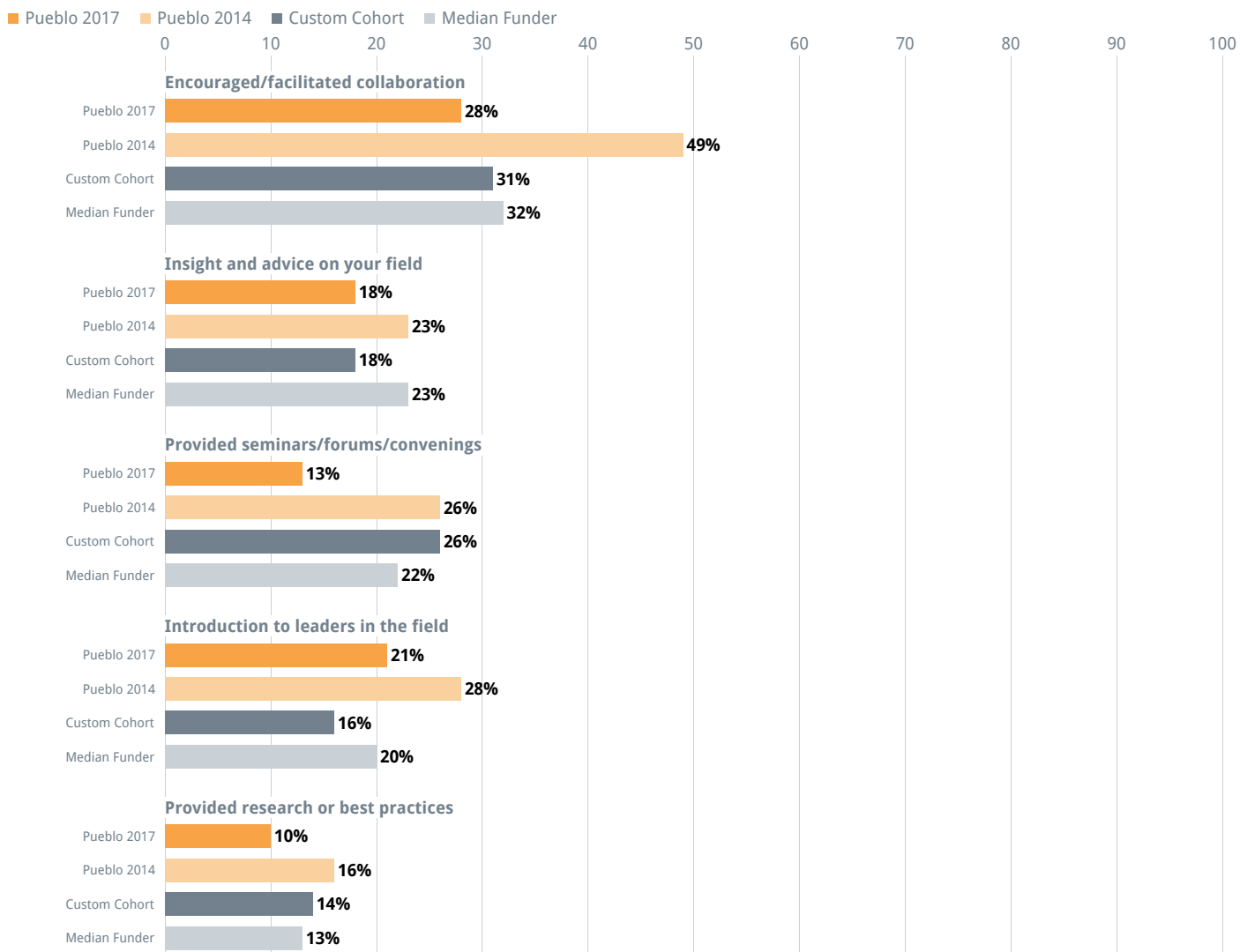
Percentage of Grantees that Received Management Assistance - By Subgroup



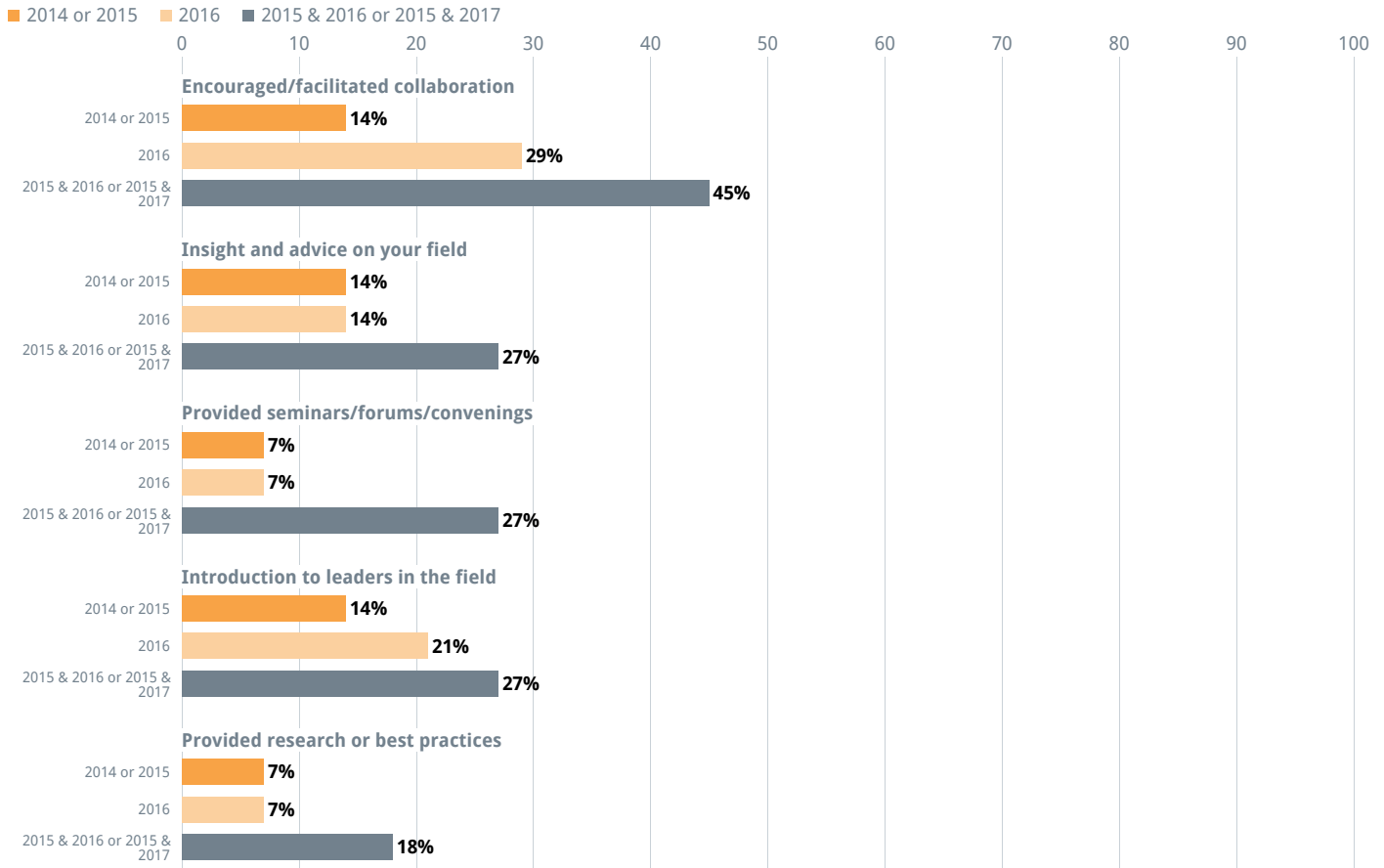
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



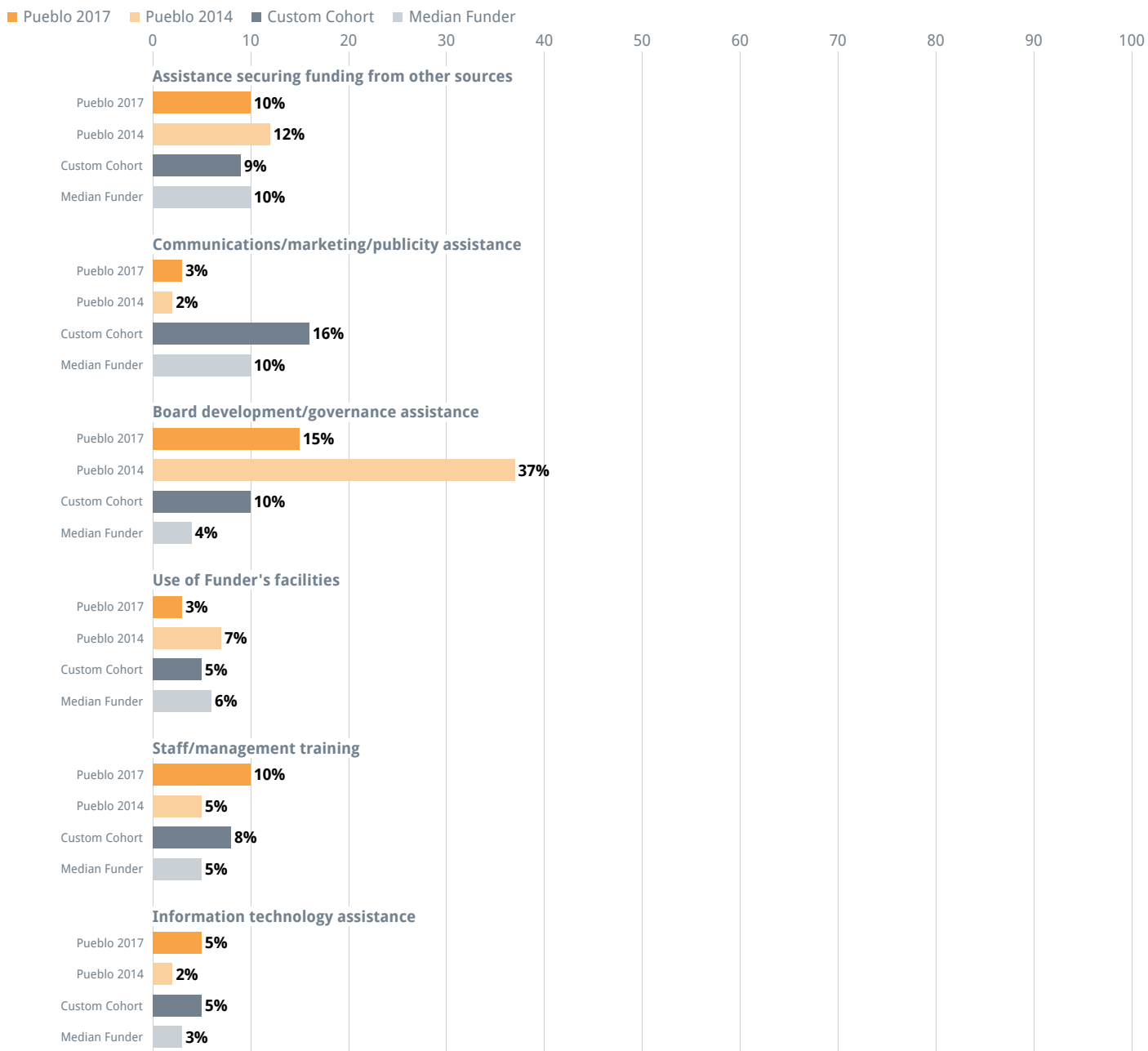
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



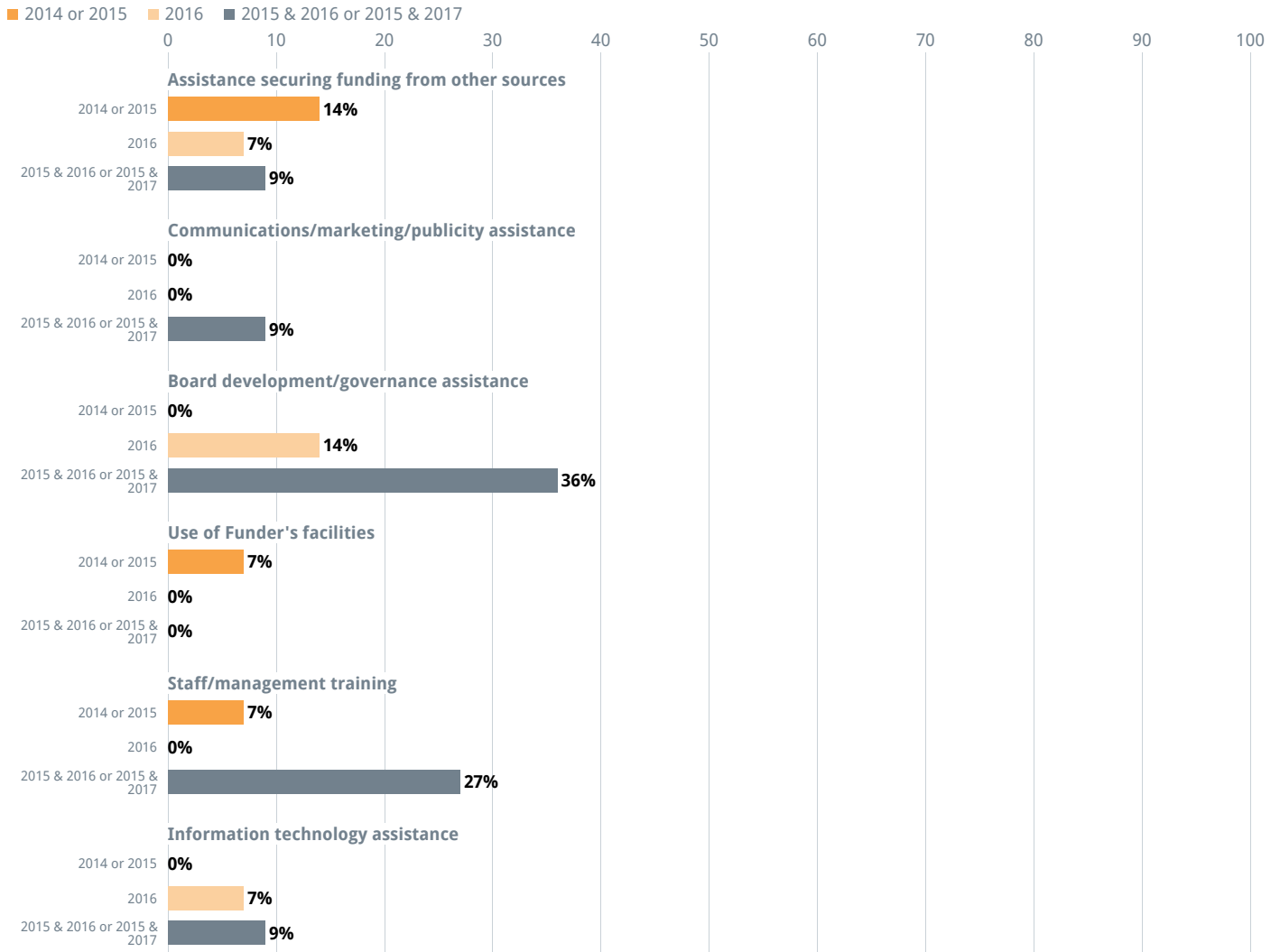
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance



Percentage of Grantees that Received Other Assistance - By Subgroup



Packard Fund for Pueblo-Specific Questions

"If you received your grant from the Packard Foundation Fund for Pueblo, in which field does your organization primarily work?"

Field	Pueblo 2017
Arts, History, Culture	24%
Child Care/Child Services (0-12 years old)	11%
Youth Services (13-18 years old)	3%
Education	11%
Environment	3%
Health	3%
Human Services	34%
Mental Health	3%
Senior Services	3%
Teen Pregnancy Prevention	0%
Other	8%

Field (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Arts, History, Culture	29%	23%	18%
Child Care/Child Services (0-12 years old)	7%	8%	18%
Youth Services (13-18 years old)	7%	0%	0%
Education	14%	8%	9%
Environment	0%	0%	9%
Health	0%	8%	0%
Human Services	29%	38%	36%
Mental Health	0%	8%	0%
Senior Services	7%	0%	0%
Teen Pregnancy Prevention	0%	0%	0%
Other	7%	8%	9%

"In January 2016, the Packard Foundation, the Caring for Colorado Foundation and the Denver Foundation formed a partnership to carry out the Packard Foundation's work in Pueblo. To what degree are you aware of this new partnership?"

Overall

1 = Not at all aware 7 = Very aware

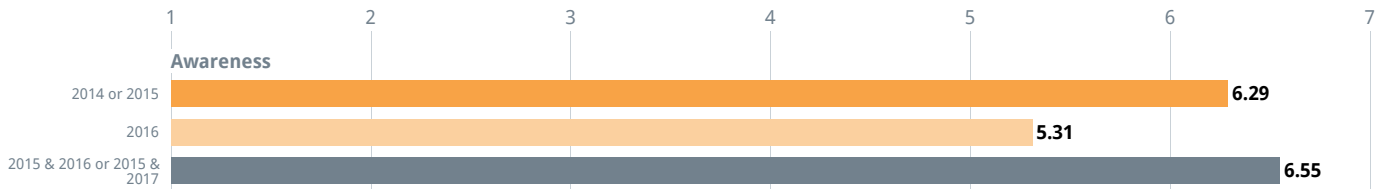
■ Pueblo 2017



By Subgroup

1 = Not at all aware 7 = Very aware

■ 2014 or 2015 ■ 2016 ■ 2015 & 2016 or 2015 & 2017



"Did you receive Packard Foundation funding prior to January 2016, when the Packard Foundation formed its partnership with Caring for Colorado and the Denver Foundation to administer the Packard Foundation Fund for Pueblo?"

Pueblo 2017

Yes	100%
No	0%

(By Subgroup)

2014 or 2015

2016

2015 & 2016 or 2015 & 2017

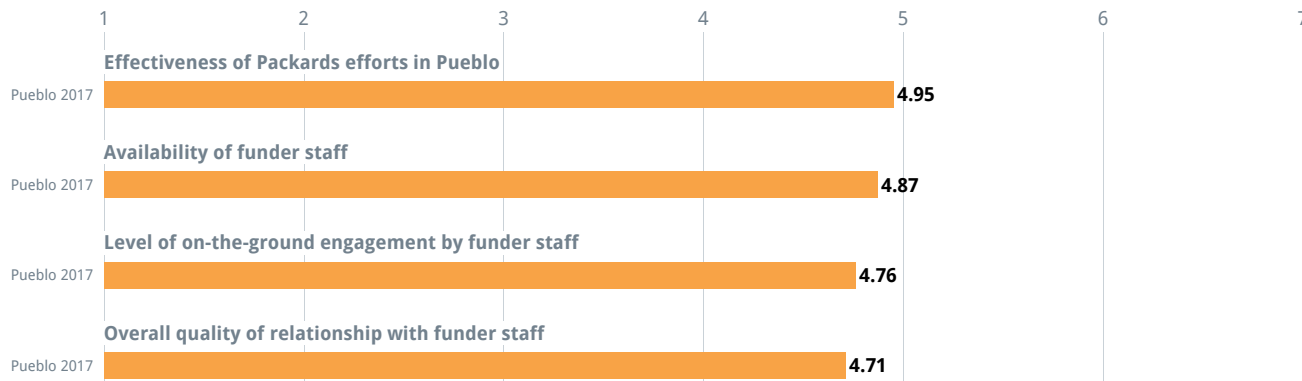
Yes	100%	100%	100%
No	0%	0%	0%

"Thinking about your work with Packard Foundation staff before January 1, 2016 and staff working with the Packard Foundation Fund for Pueblo after January 1, 2016, to what extent do you feel the following characteristics related to your grant have changed, if at all."

Overall

1 = Much weaker 4 = No change 7 = Much stronger

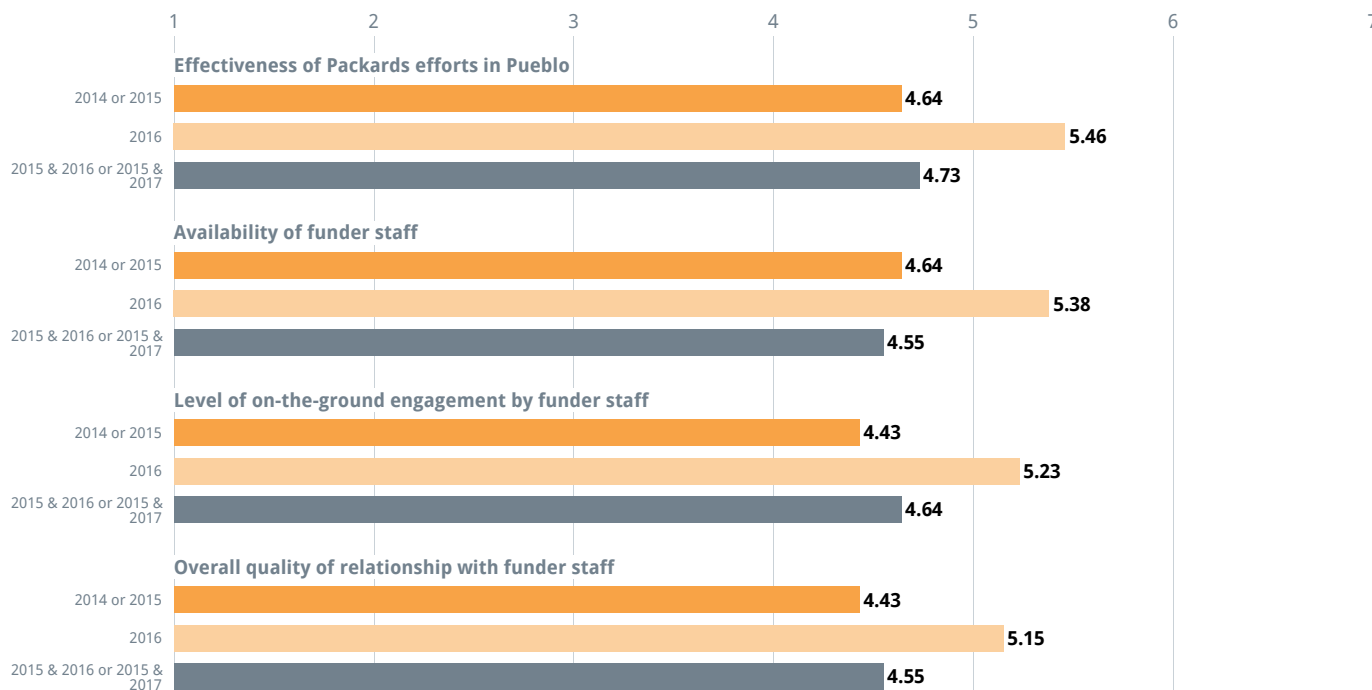
■ Pueblo 2017



By Subgroup

1 = Much weaker 4 = No change 7 = Much stronger

■ 2014 or 2015 ■ 2016 ■ 2015 & 2016 or 2015 & 2017



"Who is/was your main contact at the Packard Foundation Fund for Pueblo for your most recent grant?"

Main Contact	Pueblo 2017
Randy Evetts	41%
Linda Lazzarini	51%
Mary Gunn	8%
Other	0%

Main Contact (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Randy Evetts	31%	38%	55%
Linda Lazzarini	54%	54%	45%
Mary Gunn	15%	8%	0%
Other	0%	0%	0%

"In addition to your primary contact for this grant, did you also interact with members of the Packard Foundation Fund for Pueblo program support staff who support the primary contact (e.g., a program associate)?"

	Pueblo 2017
Yes	82%
No	18%

(By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	64%	85%	100%
No	36%	15%	0%

"How responsive was the program support staff?"

Overall

1 = Not at all responsive 7 = Extremely responsive

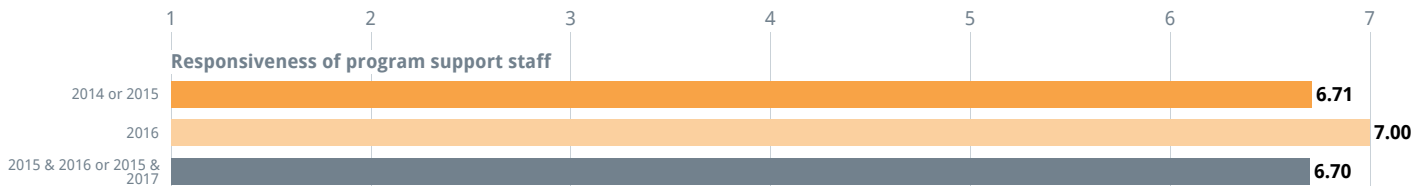
■ Pueblo 2017



By Subgroup

1 = Not at all responsive 7 = Extremely responsive

■ 2014 or 2015 ■ 2016 ■ 2015 & 2016 or 2015 & 2017

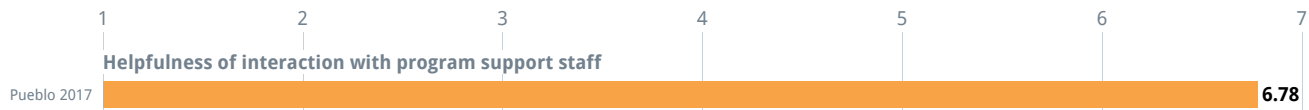


"How helpful was your interaction with program support staff?"

Overall

1 = Not at all helpful 7 = Extremely helpful

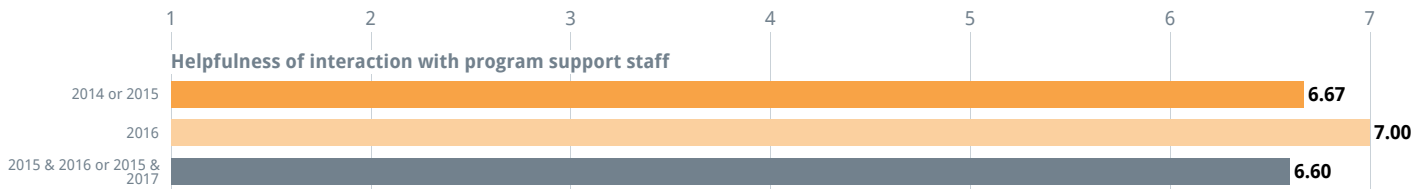
■ Pueblo 2017



By Subgroup

1 = Not at all helpful 7 = Extremely helpful

■ 2014 or 2015 ■ 2016 ■ 2015 & 2016 or 2015 & 2017



"In addition to your primary contact for this grant, did you also interact with members of the Packard Foundation located in Los Altos, California?"

Pueblo 2017

Yes	3%
No	97%

(By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	0%	9%	0%
No	100%	91%	100%

"How responsive was the staff?"

Because less than five respondents reported having interacted with members of the Packard Foundation, no data is shown for this question.

"How helpful was your interaction with the staff?"

Because less than five respondents reported having interacted with members of the Packard Foundation, no data is shown for this question.

"In addition to your primary contact for this grant, did you also interact with members of the Denver Foundation, the organization that began issuing grant awards and contracts on behalf of the Packard Foundation Fund for Pueblo in January 2016?"

Pueblo 2017

Yes	6%
No	94%

(By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	8%	8%	0%
No	92%	92%	100%

"How responsive was the Denver Foundation staff?"

Because less than five respondents reported having interacted with members of the Denver Foundation, no data is shown for this question.

"How helpful was your interaction with the Denver Foundation staff?"

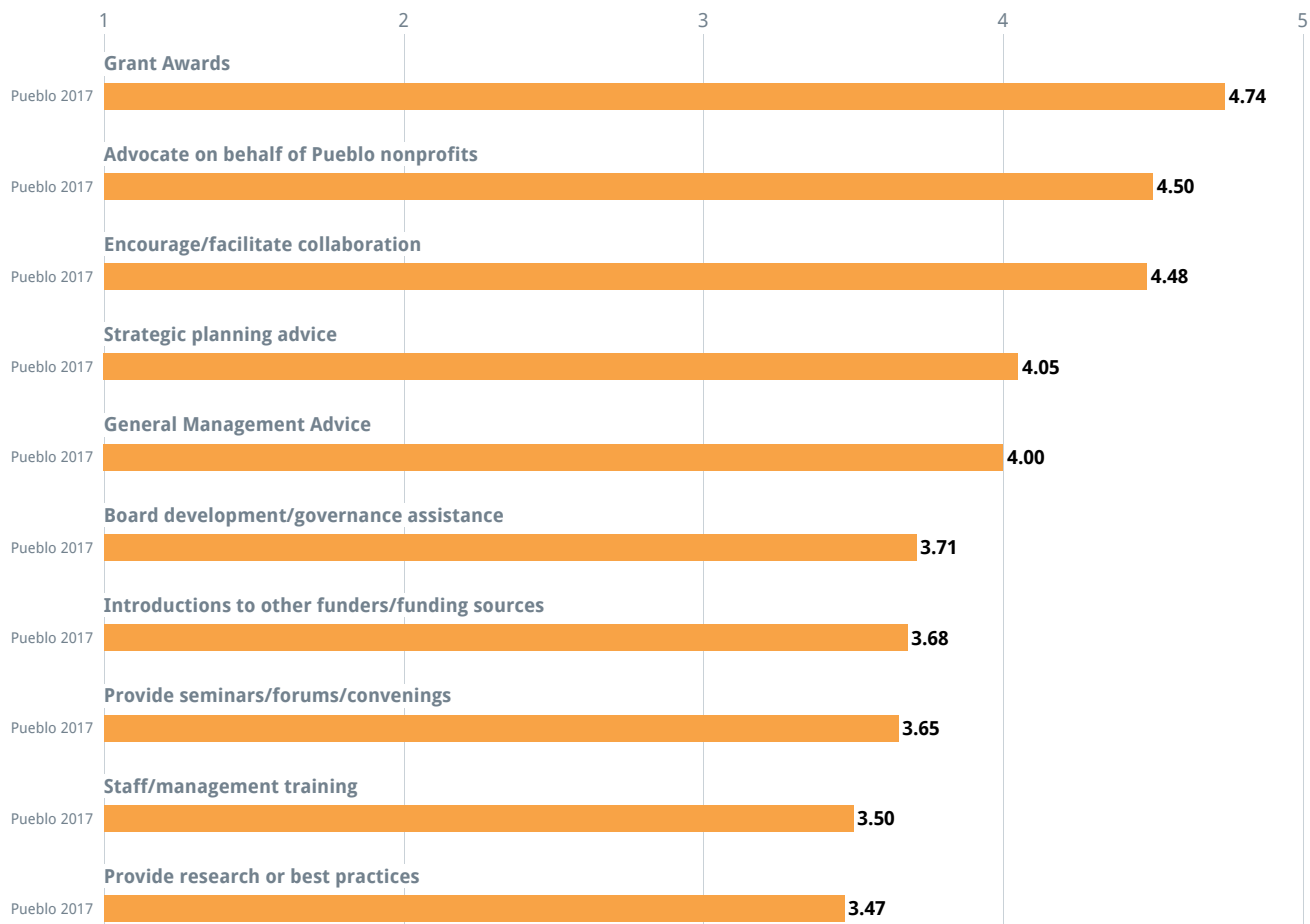
Because less than five respondents reported having interacted with members of the Denver Foundation, no data is shown for this question.

"The Packard Foundation Fund for Pueblo plays a variety of roles with nonprofits in Pueblo. How valuable are these roles to your organization?"

Overall

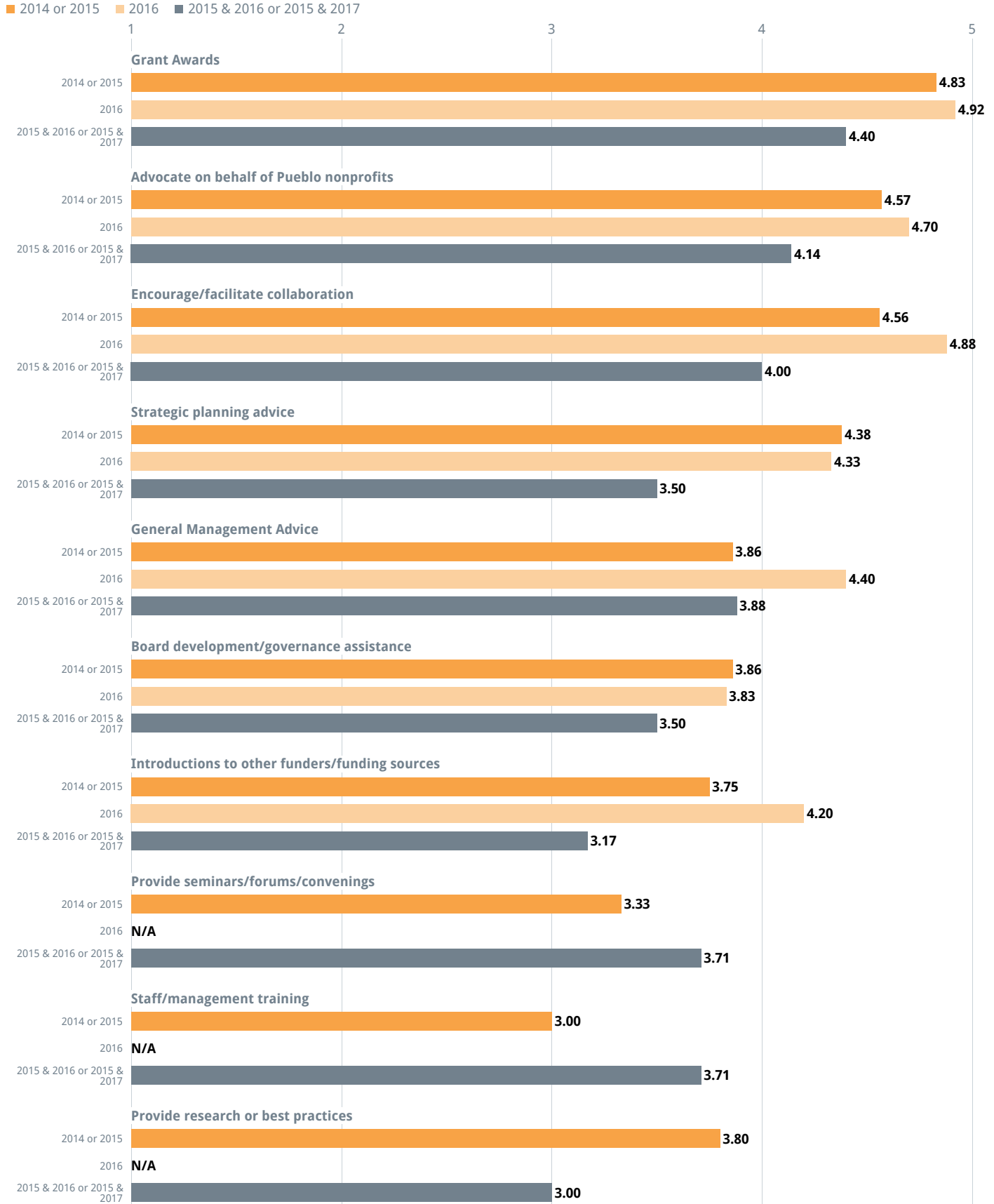
1 = Not at all valuable 2 = Somewhat valuable 3 = Moderately valuable 4 = Very valuable 5 = Extremely valuable

■ Pueblo 2017



By Subgroup

1 = Not at all valuable 2 = Somewhat valuable 3 = Moderately valuable 4 = Very valuable 5 = Extremely valuable

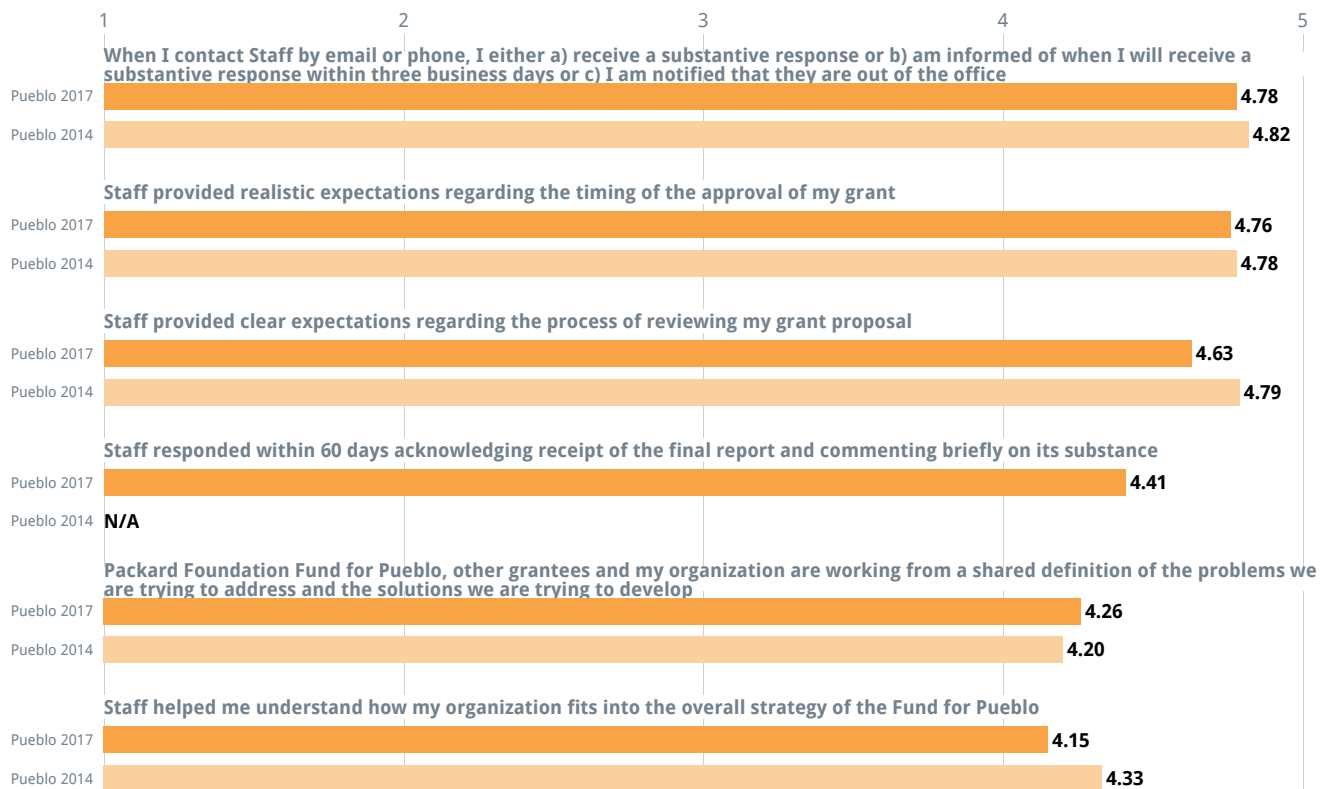


"Thinking about the Packard Foundation Fund for Pueblo, please indicate how strongly you agree with each of the following statements."

Overall

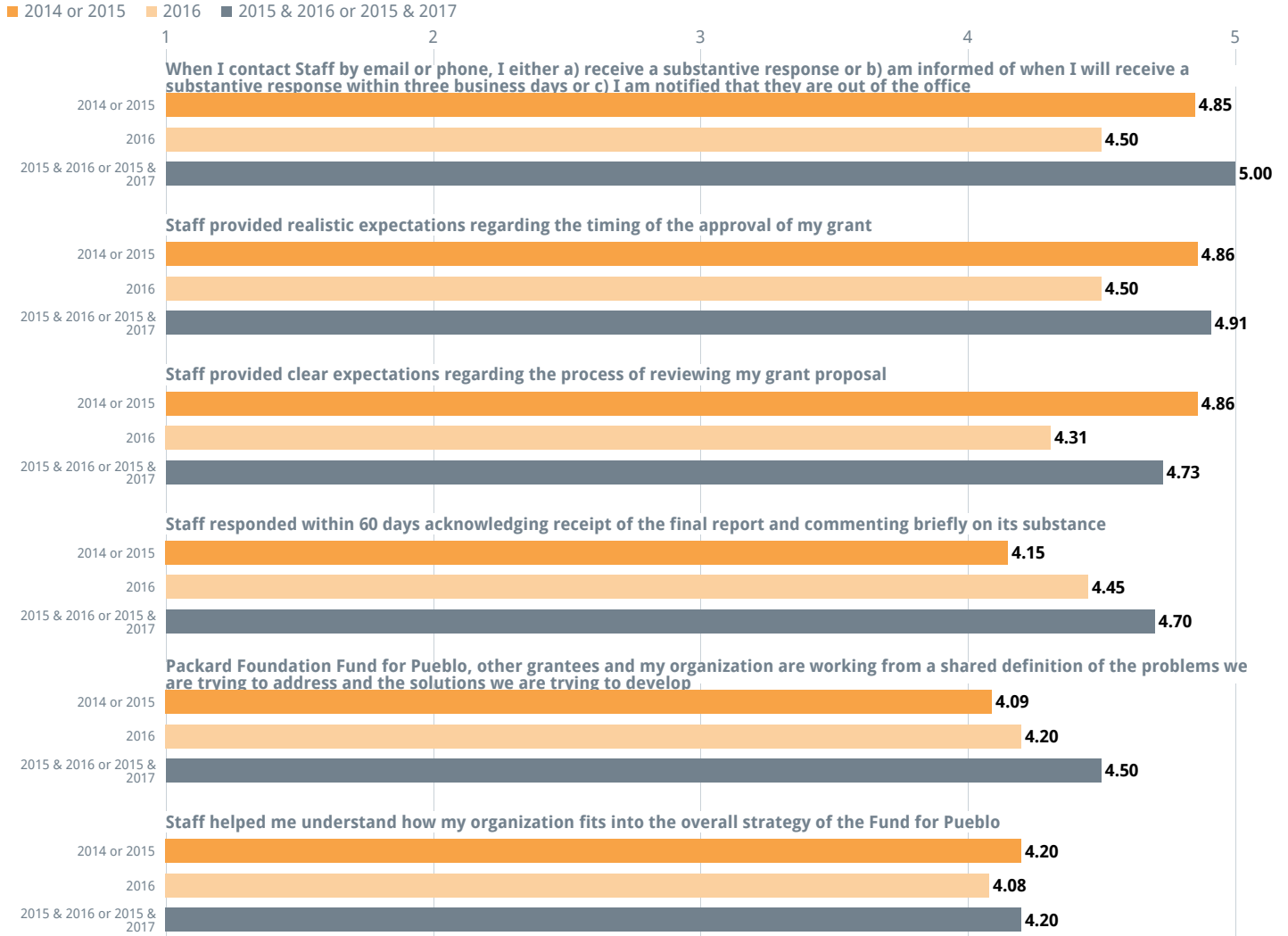
1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree

■ Pueblo 2017 ■ Pueblo 2014



By Subgroup

1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree



Grantee Suggestions

Grantees were asked to provide any suggestions for how the Packard Foundation Fund for Pueblo could improve. These suggestions were then categorized by CEP and grouped into the topics below.

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

Grantee Suggestions by Topic

Topic of Grantee Suggestion	N
Quality of Interactions	2
Non-monetary Assistance	2
Proposal and Selection Process	2
Community Impact and Understanding	1
Grantmaking Characteristics	1
Impact on and Understanding of Grantee Organizations	1
Communications	1
Field Impact and Understanding	1

Grantee Comments

Grantees were asked to provide any suggestions for how the Packard Foundation Fund for Pueblo could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Quality of Interactions (N=2)

- "More transparency in grantmaking decisions, actual site visits (rather than telephone conferences), responsiveness to questions about funding criteria, and clearly presenting funding priorities and interests are specific improvements that might make the Packard Foundation Fund for Pueblo."
- "I think reaching out to the agency and asking how we are doing... would be helpful."

Non-monetary assistance (N=2)

- "If the Packard Foundation Fund for Pueblo were to offer community networking opportunities, that would be an improvement. The reception that was held to share news of the relationships with Caring for Colorado and The Denver Foundation was a wonderful networking opportunity."
- "Perhaps offer workshops on improving grant writing."

Proposal and Selection Process (N=2)

- "There are many organizations that have valuable program but are not funded equally because they may not have a great grant writer. It would be nice if the Packard Foundation would visit any program that applies for grants to see what services that organization is providing and base their decision on those services as well."
- "As I mentioned previously, so many Foundations seem Corporate oriented in that the required documentation almost needs a separate Grant Writer to handle the amount of information needed.... A simpler form for very small non-profits would be so helpful."

Community Impact and Understanding (N=1)

- "Given the Packard Foundation's emphasis on helping schools and organizations in Pueblo, I was pleased that they would even consider an application from a state-wide nonprofit, albeit one that has a significant commitment to Pueblo. The only change that would help us would be for the Foundation to broaden its focus to southern Colorado. I don't really expect that to happen."

Grantmaking Characteristics (N=1)

- "Our organization is very grateful to the PFF for keeping staff available in Pueblo to interact with and to discuss program successes and challenges. Please continue to provide general operating support. It is the type of funding that is getting rarer. It makes a huge difference because it allows us to explore community needs and take chances to attempt to fulfill such needs...."

Impact on and Understanding of Grantees' Organizations (N=1)

- "Perhaps know more about the nonprofits they fund."

Communications (N=1)

- "...sharing with the community any priorities they might have."

Field Impact and Understanding (N=1)

- "...having the agency do a "training" or something to inform and educate the local staff on [our target issue] would be helpful."

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	Pueblo 2017	Pueblo 2014	Median Funder	Custom Cohort
Average grant length	2.6 years	2 years	2.1 years	2 years

Length of Grant Awarded	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
1 year	18%	12%	46%	51%
2 years	74%	86%	23%	23%
3 years	3%	0%	18%	16%
4 years	0%	0%	4%	4%
5 or more years	5%	2%	8%	7%

Type of Grant Awarded	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Program / Project Support	44%	40%	65%	67%
General Operating / Core Support	54%	53%	21%	16%
Capital Support: Building / Renovation / Endowment Support / Other	3%	5%	6%	7%
Technical Assistance / Capacity Building	0%	0%	4%	6%
Scholarship / Fellowship	0%	2%	2%	1%
Event / Sponsorship Funding	0%	0%	2%	4%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Average grant length	1.8 years	1.9 years	4.4 years

Length of Grant Awarded (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
1 year	29%	8%	18%
2 years	64%	92%	64%
3 years	7%	0%	0%
4 years	0%	0%	0%
5 or more years	0%	0%	18%

Type of Grant Awarded (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Program / Project Support	50%	50%	27%
General Operating / Core Support	43%	50%	73%
Capital Support: Building / Renovation / Endowment Support / Other	7%	0%	0%
Technical Assistance / Capacity Building	0%	0%	0%
Scholarship / Fellowship	0%	0%	0%
Event / Sponsorship Funding	0%	0%	0%

Grant Size

Grant Amount Awarded	Pueblo 2017	Pueblo 2014	Median Funder	Custom Cohort
Median grant size	\$25K	\$25K	\$83.6K	\$30K

Grant Amount Awarded	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Less than \$10K	10%	2%	10%	29%
\$10K - \$24K	38%	43%	13%	11%
\$25K - \$49K	36%	43%	13%	15%
\$50K - \$99K	15%	10%	16%	12%
\$100K - \$149K	0%	0%	9%	6%
\$150K - \$299K	0%	2%	16%	11%
\$300K - \$499K	0%	0%	8%	7%
\$500K - \$999K	0%	0%	7%	4%
\$1MM and above	0%	0%	8%	3%

Median Percent of Budget Funded by Grant (Annualized)	Pueblo 2017	Pueblo 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	2%	2%	4%	2%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Median grant size	\$16K	\$25K	\$25K

Grant Amount Awarded (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Less than \$10K	14%	7%	9%
\$10K - \$24K	43%	36%	36%
\$25K - \$49K	43%	43%	18%
\$50K - \$99K	0%	14%	36%
\$100K - \$149K	0%	0%	0%
\$150K - \$299K	0%	0%	0%
\$300K - \$499K	0%	0%	0%
\$500K - \$999K	0%	0%	0%
\$1MM and above	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Size of grant relative to size of grantee budget		2%	2%
			3%

Grantee Characteristics

Operating Budget of Grantee Organization	Pueblo 2017	Pueblo 2014	Median Funder	Custom Cohort
Median Budget	\$0.6M	\$1M	\$1.5M	\$1.1M

Operating Budget of Grantee Organization	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
<\$100K	15%	15%	9%	14%
\$100K - \$499K	33%	20%	19%	23%
\$500K - \$999K	13%	15%	14%	14%
\$1MM - \$4.9MM	23%	37%	30%	26%
\$5MM - \$24MM	10%	7%	18%	15%
>=\$25MM	5%	7%	11%	8%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Median Budget	\$1.1M	\$0.4M	\$0.6M

Operating Budget of Grantee Organization (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
<\$100K	14%	29%	0%
\$100K - \$499K	29%	29%	45%
\$500K - \$999K	7%	14%	18%
\$1MM - \$4.9MM	43%	7%	18%
\$5MM - \$24MM	7%	14%	9%
>=\$25MM	0%	7%	9%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
First grant received from the Foundation	5%	5%	29%	30%
Consistent funding in the past	84%	72%	53%	52%
Inconsistent funding in the past	11%	23%	19%	18%

Funding Status and Grantees Previously Declined Funding	Pueblo 2017	Pueblo 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	69%	73%	81%	67%
Percent of grantees previously declined funding by the Foundation	23%	26%	31%	36%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
First grant received from the Foundation	14%	0%	0%
Consistent funding in the past	71%	92%	91%
Inconsistent funding in the past	14%	8%	9%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Percent of grantees currently receiving funding from the Foundation	43%	79%	91%
Percent of grantees previously declined funding by the Foundation	50%	9%	10%

Grantee Demographics

Job Title of Respondents	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Executive Director	74%	60%	47%	43%
Other Senior Management	11%	5%	15%	14%
Project Director	0%	2%	12%	18%
Development Director	5%	16%	8%	7%
Other Development Staff	0%	7%	7%	6%
Volunteer	5%	7%	1%	3%
Other	5%	2%	9%	9%

Gender of Respondents	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Female	66%	63%	64%	73%
Male	34%	37%	36%	27%

Race/Ethnicity of Respondents	Pueblo 2017	Pueblo 2014	Average Funder	Custom Cohort
Multi-racial	0%	2%	3%	1%
African-American/Black	0%	5%	7%	6%
Asian (incl. Indian subcontinent)	0%	0%	3%	0%
Hispanic/Latino	19%	14%	5%	5%
American Indian/Alaskan Native	0%	0%	1%	1%
Pacific Islander	0%	0%	0%	0%
Caucasian/White	81%	79%	80%	86%
Other	0%	0%	1%	0%

Funder Characteristics

Financial Information	Pueblo 2017	Median Funder	Custom Cohort
Total assets	\$0.8M	\$228.2M	\$77.8M
Total giving	\$0.8M	\$15.4M	\$3M

Funder Staffing	Pueblo 2017	Median Funder	Custom Cohort
Total staff (FTEs)	1	15	8
Percent of staff who are program staff	100%	40%	39%

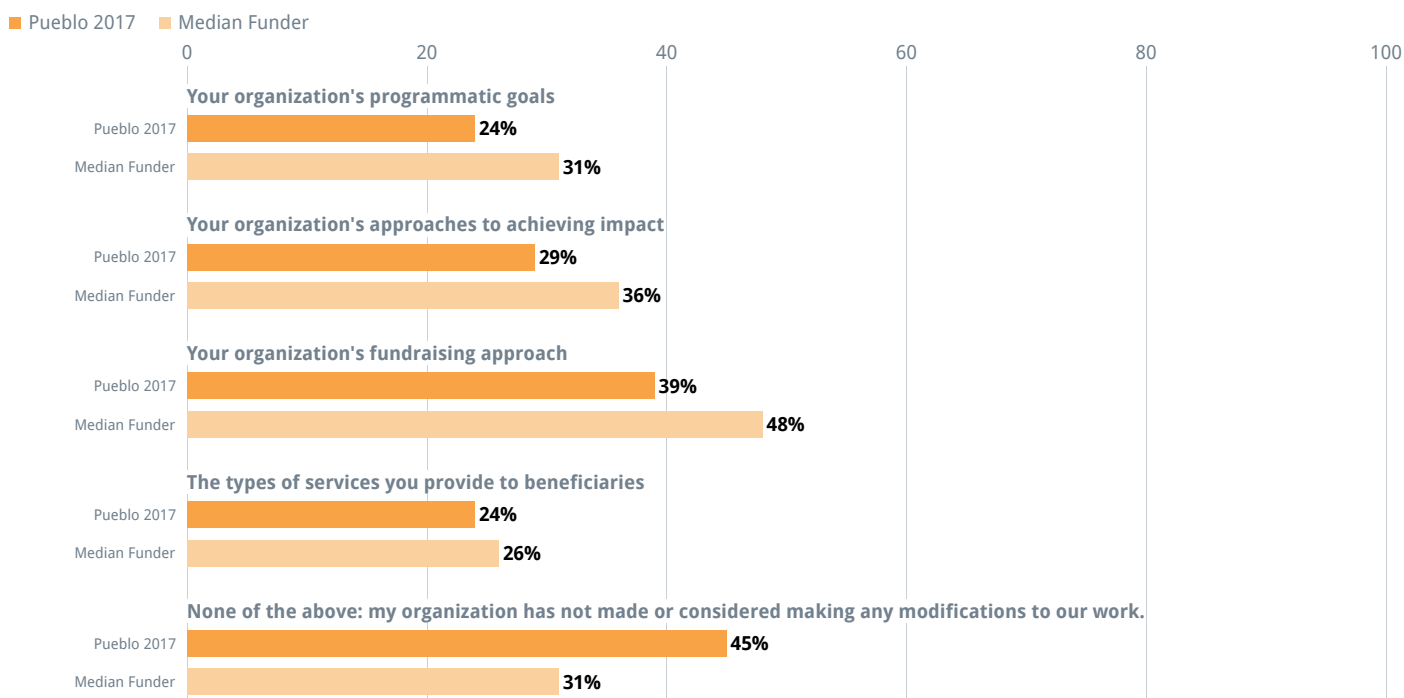
Grantmaking Processes	Pueblo 2017	Median Funder	Custom Cohort
Proportion of grants that are proactive	92%	44%	44%
Proportion of grantmaking dollars that are proactive	92%	63%	67%

Response to 2016 Elections

*The following questions were recently added to the grantee survey and depict comparative data from 15 funders in the dataset.

"What impact do you anticipate the changing U.S. political landscape will have on your organization's ability to carry out its mission?"	Pueblo 2017	Average Funder
Generally positive impact	3%	8%
No impact/Neutral	41%	14%
Generally negative impact	55%	78%

"Has your organization modified or made plans to modify your work in any of the following areas as a result of the changing U.S. political landscape?"



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work	Pueblo 2017	Average Funder
Increasing emphasis	28%	39%
No change in emphasis	72%	59%
Decreasing emphasis	0%	2%

Policy/advocacy work	Pueblo 2017	Average Funder
Increasing emphasis	53%	70%
No change in emphasis	47%	29%
Decreasing emphasis	0%	2%

Collaboration with other nonprofit organizations	Pueblo 2017	Average Funder
Increasing emphasis	67%	73%
No change in emphasis	33%	27%
Decreasing emphasis	0%	0%

Collaboration with other sectors	Pueblo 2017	Average Funder
Increasing emphasis	60%	68%
No change in emphasis	40%	32%
Decreasing emphasis	0%	0%

Local community engagement efforts	Pueblo 2017	Average Funder
Increasing emphasis	71%	74%
No change in emphasis	29%	25%
Decreasing emphasis	0%	1%

Collecting input from your beneficiaries	Pueblo 2017	Average Funder
Increasing emphasis	57%	60%
No change in emphasis	43%	40%
Decreasing emphasis	0%	1%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations	Pueblo 2017	Average Funder
Generally positive impact	3%	19%
No impact/Neutral	77%	62%
Generally negative impact	20%	20%

Ability to raise funds from other sources (e.g., public funders, individual donors)	Pueblo 2017	Average Funder
Generally positive impact	14%	22%
No impact/Neutral	61%	49%
Generally negative impact	25%	29%

"Have you received any of the following communications from the Packard Foundation Fund for Pueblo related to the changing U.S. political landscape?"

Public communication from the Foundation (e.g., blog post, mass email, newsletter)	Pueblo 2017	Average Funder
Yes	10%	39%
No, and I would like to receive this communication	79%	46%
No, and I don't think this communication would be helpful	10%	15%

Communication with your program officer about your organization's work	Pueblo 2017	Average Funder
Yes	18%	31%
No, and I would like to receive this communication	68%	52%
No, and I don't think this communication would be helpful	14%	16%

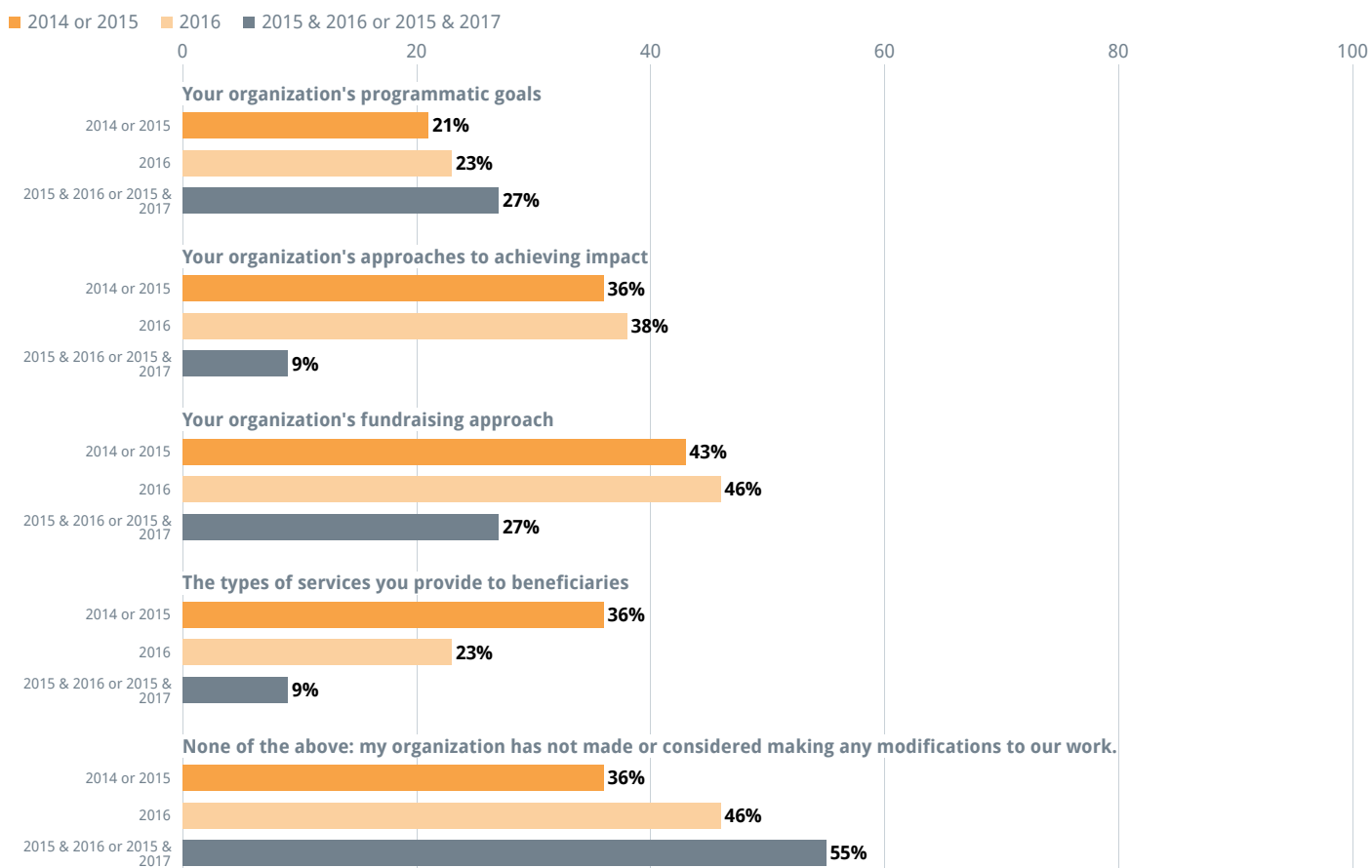
Communication with your program officer about the Foundation's work	Pueblo 2017	Average Funder
Yes	21%	31%
No, and I would like to receive this communication	69%	57%
No, and I don't think this communication would be helpful	10%	12%

Response to 2016 Elections - By Subgroup

*The following questions were recently added to the grantee survey and depict comparative data from 15 funders in the dataset.

"What impact do you anticipate the changing U.S. political landscape will have on your organization's ability to carry out its mission?" (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Generally positive impact	0%	0%	14%
No impact/Neutral	36%	27%	71%
Generally negative impact	64%	73%	14%

"Has your organization modified or made plans to modify your work in any of the following areas as a result of the changing U.S. political landscape?" - By Subgroup



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Increasing emphasis	25%	50%	N/A
No change in emphasis	75%	50%	N/A
Decreasing emphasis	0%	0%	N/A

Policy/advocacy work (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Increasing emphasis	67%	60%	N/A
No change in emphasis	33%	40%	N/A
Decreasing emphasis	0%	0%	N/A

Collaboration with other nonprofit organizations (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017	
Increasing emphasis		56%	86%	60%
No change in emphasis		44%	14%	40%
Decreasing emphasis		0%	0%	0%

Collaboration with other sectors (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Increasing emphasis	56%	86%	N/A
No change in emphasis	44%	14%	N/A
Decreasing emphasis	0%	0%	N/A

Local community engagement efforts (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Increasing emphasis	67%	71%	80%
No change in emphasis	33%	29%	20%
Decreasing emphasis	0%	0%	0%

Collecting input from your beneficiaries (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Increasing emphasis	56%	71%	40%
No change in emphasis	44%	29%	60%
Decreasing emphasis	0%	0%	0%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Generally positive impact	0%	0%	10%
No impact/Neutral	70%	80%	80%
Generally negative impact	30%	20%	10%

Ability to raise funds from other sources (e.g., public funders, individual donors) (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017	
Generally positive impact		11%	22%	10%
No impact/Neutral		56%	44%	80%
Generally negative impact		33%	33%	10%

"Have you received any of the following communications from the Packard Foundation Fund for Pueblo related to the changing U.S. political landscape?"

Public communication from the Foundation (e.g., blog post, mass email, newsletter) (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	11%	0%	22%
No, and I would like to receive this communication	78%	91%	67%
No, and I don't think this communication would be helpful	11%	9%	11%

Communication with your program officer about your organization's work (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	0%	18%	38%
No, and I would like to receive this communication	78%	73%	50%
No, and I don't think this communication would be helpful	22%	9%	13%

Communication with your program officer about the Foundation's work (By Subgroup)	2014 or 2015	2016	2015 & 2016 or 2015 & 2017
Yes	22%	17%	25%
No, and I would like to receive this communication	67%	75%	63%
No, and I don't think this communication would be helpful	11%	8%	13%

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 Pueblo’s grantee survey was 39.

Question Text	Count of Responses
Overall, how would you rate the Packard Foundation Fund for Pueblo's impact on your field?	38
How well does the Packard Foundation Fund for Pueblo understand the field in which you work?	37
To what extent has the Packard Foundation Fund for Pueblo advanced the state of knowledge in your field?	29
To what extent has the Packard Foundation Fund for Pueblo affected public policy in your field?	26
Overall, how would you rate the Packard Foundation Fund for Pueblo's impact on your local community?	39
How well does the Packard Foundation Fund for Pueblo understand the local community in which you work?	38
How well does the Packard Foundation Fund for Pueblo understand the social, cultural, or socioeconomic factors that affect your work?	37
How much, if at all, did the Packard Foundation Fund for Pueblo improve your ability to sustain the work funded by this grant in the future?	37
How well does the Packard Foundation Fund for Pueblo understand your organization's strategy and goals?	37
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Packard Foundation Fund for Pueblo?	38
Who most frequently initiated the contact you had with your program officer during this grant?	39
Did the Packard Foundation Fund for Pueblo conduct a site visit during the selection process or during the course of this grant?	39
Has your main contact at the Packard Foundation Fund for Pueblo changed in the past six months?	38
Did you submit a proposal to the Packard Foundation Fund for Pueblo for this grant?	39
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?	38
How involved was Foundation staff in the development of your grant proposal?	37
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	34
Have you ever been declined funding from the Packard Foundation Fund for Pueblo?	31
Are you currently receiving funding from the Packard Foundation Fund for Pueblo?	39
Which of the following best describes the pattern of your organization's funding relationship with the Packard Foundation Fund for Pueblo?	37
How well does the Packard Foundation Fund for Pueblo understand your intended beneficiaries' needs?	38
To what extent do the Packard Foundation Fund for Pueblo's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	37
Have you participated in a reporting or evaluation process?	37
To what extent was the Packard Foundation Fund for Pueblo's reporting process...Adaptable, if necessary, to fit your circumstances?	27
To what extent was the Packard Foundation Fund for Pueblo's reporting process...A helpful opportunity for you to reflect and learn?	32
To what extent was the Packard Foundation Fund for Pueblo's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	32
To what extent was the Packard Foundation Fund for Pueblo's reporting process...Straightforward?	34
To what extent was the Packard Foundation Fund for Pueblo's reporting process...Aligned appropriately to the timing of your work ?	33
Did the Packard Foundation Fund for Pueblo provide financial support for the evaluation?	6
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	8
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	8
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	8
Who is/was your main contact at the Foundation for your most recent grant?	37

In addition to your primary contact for this grant, did you also interact with members of the Packard Foundation Fund for Pueblo program support staff who support the primary contact (e.g., a program associate)?	34
In addition to your primary contact for this grant, did you also interact with members of the Packard Foundation located in Los Altos, California?	34
In addition to your primary contact for this grant, did you also interact with members of the Denver Foundation, the organization that began issuing grant awards and contracts on behalf of the Packard Foundation Fund for Pueblo in January 2016?	35

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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