

SEPTEMBER 23, 2014

DEAR GRANTEES:

At the Peter Kiewit Foundation (PKF), we care deeply about our grantees and are inspired by the tremendous impact you make. We know you work tirelessly to address our community's most challenging issues, so we strive to be as effective as possible in supporting your efforts. With all of our grantees, we aim to build strong relationships, foster open and direct two-way communication, and add value that goes beyond the dollars.

Your input is very important to us; however, it can be difficult for grantees to offer candid feedback to funders. To that end, PKF hired the Center for Effective Philanthropy (CEP) in late 2013 to anonymously survey recent PKF grantees. Our goal was to receive actionable and comparative feedback to help us improve our impact, our grant processes and our grantee relationships. Of 127 grantees surveyed, 72 percent responded. Here is what we learned about how we compare to the other 280 foundations in CEP's database:

- **Higher than typical ratings** included impact on grantees' fields, communities and organizations; understanding of grantees' communities; responsiveness of foundation staff; and consistency of communication. PKF supports more capital grants and has larger average grant sizes.
- **Typical ratings** included understanding of grantees' goals and strategy; fairness of treatment; and comfort grantees have approaching the foundation.
- **Lower than typical ratings** included understanding of grantees' fields; understanding of social, cultural and socioeconomic factors; helpfulness of the application and reporting process; advancing knowledge and affecting public policy. PKF supports fewer programmatic grants and makes less multi-year grants.

Additionally, survey results indicated opportunities for us to consider the following areas:

- **Increase impact:** Consider more multi-year and general operating grants; better understand fields and context; improve impact of program grants; do more capacity building and convening; and play a larger leadership role in Omaha and across Nebraska.
- **Improve quality of relationships:** More clearly communicate foundation mission, strategy and funding priorities; be more transparent with grantees; conduct more site visits; and better understand local communities outside of Douglas County.
- **Strengthen processes:** Streamline and provide more feedback through application and reporting processes; and discuss completed reports and evaluations with grantees.

Thank you for providing us forthright feedback that enables us to improve our work and contribute more significantly to your success and community impact. With this valuable data in hand, here is how we plan to proceed:

- In the spirit of increasing our transparency, we have posted the full results of our survey on our website (<http://peterkiewit.com/news/updates/>).

- We are updating our website and materials to more clearly communicate our mission, priorities and grantmaking processes, as well as to share information with the broader community about our work, our grants and what we are learning.
- We will redesign our grant application and reporting processes to add more value to our grantees' work without increasing the burden of those processes.
- As outlined in our strategic plan (available at <http://peterkiewit.dday-dev.com/news/updates/>), we will be more proactive in our work and complement our grantmaking with the use of capacity-building, convening, research and advocacy.
- PKF staff will more actively engage with grantees and partners, and spend more time in communities across our areas of geographic interest to develop relationships and better understand local priorities.
- PKF will continue to assess the findings in the Grantee Perception Report to identify additional opportunities for improvement.

Your feedback is a gift. We are committed to using it to strengthen our grantee relationships, the clarity and transparency of our communication, the efficiency and effectiveness of our processes, and our overall performance. Thank you for your support and for your ongoing work.

Sincerely,



JEFF KUTASH

*Peter Kiewit Foundation
Executive Director*