

TIPPING POINT
COMMUNITY

GRANTEE FEEDBACK REPORT



TIPPING POINT
COMMUNITY

PERFORMED BY:



TABLE OF CONTENTS

- Executive Summary3
- Tipping Point Community: Background.....6
- Grantee Feedback Survey Rationale8
- Survey and Interview Methodology9
 - Survey Methodology9
 - Interview Methodology10
- Survey Results.....11
 - Perceived Impact of Tipping Point Collaboration11
 - Relationship with Tipping Point.....12
 - Tipping Point Fidelity to Operating Principles14
 - Satisfaction with and Value of Due Diligence and On-Boarding Process.....15
 - Satisfaction with Targeted Investments and Management Assistance.....17
 - Satisfaction with Renewal and Reporting19
- Conclusion.....20
- Appendix.....21

EXECUTIVE SUMMARY

Tipping Point Community is a Bay Area–based organization that has spent over nine years dedicated to making poverty in the San Francisco Bay Area preventable. Tipping Point’s mission is guided by a sense of community responsibility, a dedication to humble and respectful community service, the celebration of all levels of generosity, a focus on getting results through accountability and continually supporting sustainable solutions, and a dedication to continued learning and risk-taking.

Tipping Point supports grantees that work in four issue areas:

- Education and youth
- Employment
- Housing
- Family wellness

Following a rigorous due diligence process and approval by our board of directors, grantees are invited to be a part of the Tipping Point portfolio, receiving unrestricted grants that can be used to support program costs and organizational infrastructure such as strategy, staffing and operations. In addition to financial support, Tipping Point connects grantees with top-tier management assistance (MA) providers, pro bono partners, and other Bay Area and national philanthropic organizations.

In the summer of 2013, Tipping Point hired Public Equity Group (PEG) to conduct extensive, confidential surveys and targeted interviews with current and former grantees to gauge their satisfaction with Tipping Point’s support.

The survey provided grantees with the opportunity to rate Tipping Point across the following dimensions:

- Overall satisfaction and impact
- Relationship with Tipping Point
- Tipping Point operating principles
- Due diligence and on-boarding process
- Management assistance and targeted investments
- Renewal and reporting

Overall, grantees are highly satisfied with their Tipping Point partnership. On a 7.0-point scale, Tipping Point scores 6.68 for overall satisfaction and 6.53 for impact on grantee organizations. In fact, grantees rate Tipping Point above 6.0 in nearly all areas of inquiry, with only three areas scoring materially below 6.0: “Connection to the Tipping Point community,” “Help securing other funding” and specific Tipping Point management assistance offerings (grantees also cited bandwidth, time and distance to

SF-based events as barriers to greater participation in MA activities). As well, some grantees would like more transparency re: investment rationale and decision-making.

PEG analyzed the data to determine whether sub-groups of grantees had different experiences of Tipping Point, based on their length of time as a grantee, the size of their budget and award size.

PEG's analysis yielded few meaningful differences among respondent sub-groups, with three exceptions:

- Large-budget organizations (>\$10M) scored Tipping Point lower than did smaller organizations on "data-driven culture management assistance": 5.12 and 6.22, respectively
- Grantees who had been a part of Tipping Point for less than a year scored "connection to Tipping Point community" lower than other grantees: 4.88 and 5.95, respectively
- Satisfaction with the renewal process was higher for those with larger awards: 6.70 and 5.94, respectively

Narrative survey responses and interviews yield similar feedback:

Grantees understand and appreciate Tipping Point's model and are generally **satisfied with their Tipping Point relationship(s)**

"Tipping Point sees it as a dialogue and mutual relationship. You've got each other's backs. Quality and respect are how they approach it"

- ❖ *"Their goal is to reduce poverty. ... Their strategy is to work with high-performing non-profits and help them perform even better. They stay with organizations, give long-term operating support, which is extremely critical, and contribute strategically to growth. They're highly engaged as a funder, leveraging their resources to help us get better at delivering on our promise"*
- ❖ *"They give at a generous, meaningful level when they pick a grantee. The fact that it's general operations is enormous for us; it puts us in the driver's seat and gives us freedom"*

- ❖ *"We have funders who provide much less support who are always asking us for stuff at the last minute, in an imperious and not respectful way, whereas Tipping Point gives us plenty of time, and they don't ask us for silly pieces of information"*

Grantees perceive Tipping Point as a **strong partner**

- ❖ *"It feels like a partnership, and that's a rare thing for a funder. I can turn to them with a technical question without fear of being penalized for not having the answer or for being in a jam and needing advice or support"*

"Tipping Point is a true partner in our efforts toward greater impact"

- ❖ *“A lot of grant-makers act like ‘you’re here to serve me.’ Tipping Point sees it as a dialogue and mutual relationship. You’ve got each other’s backs. Quality and respect are how they approach it”*

Tipping Point’s funding is like a **“seal of approval”**

- ❖ *“There’s a halo effect for us as a grantee: Tipping Point has such an excellent reputation that the fact that we are a long-term grantee conveys a credibility to other funders”*

Grantees appreciate **Tipping Point’s MA focus and responsiveness**

- ❖ *“There was one training I went to that wasn’t great, but I emailed XXX, and they scheduled training with somebody that gave us exactly what we wanted. Whenever Tipping Point gives the wrong expert, with feedback from grantees, they will accommodate it”*

Although they feel part of the Tipping Point community, grantees **crave stronger, more diverse connections**

- ❖ *“There were some initiatives that brought groups together [around] a particular topic, like management or fundraising. Those are useful because it helps with networking. I would recommend providing more opportunities to bring organizations together without an additional motive”*

Grantees outside of SF can feel disconnected from Tipping Point offerings and community

- ❖ *“With most events and trainings in SF, that doesn’t prevent us from taking advantage of them. ... However, I would prefer for their trainings, meetings and workshops to be longer than two hours because it’s hard to justify the time for shorter events”*

TIPPING POINT COMMUNITY: BACKGROUND

Currently, 1.3 million people in the Bay Area are too poor to meet their basic needs. Tipping Point Community has spent over nine years dedicated to making poverty in the San Francisco Bay Area preventable. Tipping Point recognizes that poverty takes many forms within a community and realizes that the effects of poverty can be seen through school dropout rates, poor health, unemployment and homelessness.

Tipping Point works to fight poverty by providing unrestricted grants to non-profits in the Bay Area dedicated to fighting these effects of poverty. Tipping Point's mission to make poverty preventable is motivated by its key values: community responsibility; a dedication to humble and respectful community service; celebrating all levels of generosity; a focus on getting results through accountability and continually supporting sustainable solutions; and a dedication to continued learning and risk-taking.

In Tipping Point's own words: "How Tipping Point Works"

100% impact: every dollar to non-profits

- The Tipping Point board covers our fundraising and operations so that every cent of every dollar donated goes directly to the most-effective poverty-fighting organizations in the Bay Area.

We do the homework

- Tipping Point screens hundreds of non-profits each year to identify organizations with the leadership, financials and results to make real impact in the fight against poverty.

Value add

- Tipping Point grants are flexible, allowing our grantees to invest in the strategy, operations and staffing they need to have the greatest impact. The check is only the beginning. We use our connections—across industries and throughout the region—to provide grantees with the technology, fundraising and communications resources they need to grow and improve.

Accountability: We care about metrics

- Tipping Point requires a commitment to improvement. We aim to select the most-effective poverty-fighting organizations in the Bay Area—and then support them as they become even better. This requires data and the metrics to make it actionable.

Tipping Point screens hundreds of organizations in the Bay Area; groups that match Tipping Point's basic funding criteria and fit Tipping Point's current funding priorities are invited to complete a brief introduction form. Tipping Point staff then visit select groups to observe programming, meet staff and explore potential opportunities to partner. A limited number of groups are invited into formal due diligence, during which time Tipping Point requests key organizational documents (e.g., program plans and results, financial reports) and deeply examines each organization's model, long-term strategy, leadership, impact, financials and willingness to work with an engaged funder (due diligence does not guarantee funding). Tipping Point's board votes on proposed new grantees at quarterly Tipping Point board meetings; organizations are notified of the outcome within one week of the board's decision. Groups that have been approved are then invited to join the Tipping Point portfolio.

Organizations receive unrestricted funding via a renewable general operating grant. New grantees receive renewable, annual grants from \$75,000 to \$250,000 (long-term and the highest performing grantees can receive upwards of \$1M annually). This renewable grant is meant to foster a long-term relationship between Tipping Point and their grantees, which will help grantees progress and achieve long-term results.

In addition to general operating grants, grantees often receive targeted investments from Tipping Point, designed to help organizations improve infrastructure, better understand their data and impact, and inform and prioritize their work. Tipping Point's primary priorities for these targeted investments include helping develop a data-driven organizational culture, financial sustainability and human capital.

After an organization becomes a Tipping Point grantee, they are assigned a liaison who is available to the grantee at all times and whose purpose is build a trusting relationship, facilitate communications and access management assistance. Through Tipping Point liaisons, organizations work closely with Tipping Point to achieve mutual goals.

In addition to general operating grants and targeted investments, Tipping Point staff and external partners provide management assistance in the form of training, services and products to help organizations develop capacity in the following areas:

- Fundraising + Communications
- Technology
- Board Recruitment + Placement
- Human Resources + Leadership Development
- Theory of Change + Strategy
- Metrics + Evaluation
- Legal
- Real Estate + Capital Projects
- Mental Health Support Services

(For a list of Tipping Point's current management assistance partners, please see Appendix.)

GRANTEE FEEDBACK SURVEY RATIONALE

In the spirit of Tipping Point's commitment to continuous improvement and performance management, in June 2013, Tipping Point Community hired Public Equity Group to design and administer a confidential, grantee feedback process to help Tipping Point better understand its strengths and weaknesses as a funder and partner.

Per Tipping Point CEO and Founder Daniel Lurie's email to the 42 grantee organizations currently in the Tipping Point portfolio, inviting their participation in the grantee feedback survey:

"One of the core reasons we exist is to serve you in achieving your vision and goals. Therefore, the opportunity to gather your candid and confidential feedback is one of the most important ways for us to hold ourselves accountable to this. ...

Since [2009],¹ we have nearly doubled the number of grantees to 42 and now serve a portfolio of organizations whose needs are quite diverse. Despite our growth, what will remain most important to me, and to Tipping Point, is the quality of our partnership and the ability to serve your needs consistently. To make explicit the way in which I hope you experience our effort to build and serve our partnership, we recently established the following operating principles for our team:

- **WE GET BEHIND GRANTEES.** *We exist to serve the needs of grantees and their clients. We respectfully challenge and support them to achieve their vision and goals.*
- **WE ADD VALUE.** *We are intentional in what we ask. We dig in and engage with organizations to bring relevant resources to strengthen their work.*
- **WE ARE COMMITTED PARTNERS.** *Our grantees are committed to this work for the long haul and so are we. We build trusting relationships and practice mutual accountability.*
- **WE INVEST IN RESULTS.** *We know achieving results takes time and resources. We support grantees' efforts to continuously improve and deepen their impact.*

We aim to embody these principles in every interaction that we have with you. And if we are not doing so, I trust that you will let us know. We need you to let us know and value your candid feedback. ... I promise to share with you the overall results of the survey and what we plan to do to improve our effectiveness."

¹ Tipping Point previously conducted a grantee survey in 2009, completed by 22 grantees; feedback from the 2009 survey led to Tipping Point's implementation of a more thorough on-boarding process, clarification of Tipping Point's approach to metrics and evaluation, and increased general operating support and management assistance offerings.

SURVEY AND INTERVIEW METHODOLOGY

SURVEY METHODOLOGY

At Tipping Point's behest, the PEG team developed a highly customized grantee feedback survey that explored grantee satisfaction overall, as well as grantee satisfaction with key components of Tipping Point's unique strategy:

- Perceived impact of collaboration with Tipping Point
- Relationship with Tipping Point
- Tipping Point fidelity to its operating principles
- Satisfaction with and value of due diligence and on-boarding process
- Satisfaction with targeted investment and management assistance
- Satisfaction with grant renewal and reporting

The survey was distributed to 108 leaders and senior staff at the 42 Tipping Point grantees, of whom 88 respondents completed the survey anonymously online (a response rate of 81%) during a three-week period.

The majority of survey respondents (36%) held executive director or CEO positions, while the next largest percentage of respondents held senior leadership positions in development or operations (18% and 14%, respectively²).

Questions included a series of Likert-scaled, quantitative items as well as open-ended items to allow for additional feedback in specific areas. An overall mean value was determined for each Likert-scaled question. Additionally, the PEG team conducted analyses to identify trends, correlations and differences in mean response values by survey respondent demographics and differences by grantee-level factors.

² Other positions held by survey respondents included senior leadership, operations staff, program staff, development staff, finance staff, regional executive directors, co-directors, executive directors of national divisions, talent, HR and admin.

INTERVIEW METHODOLOGY

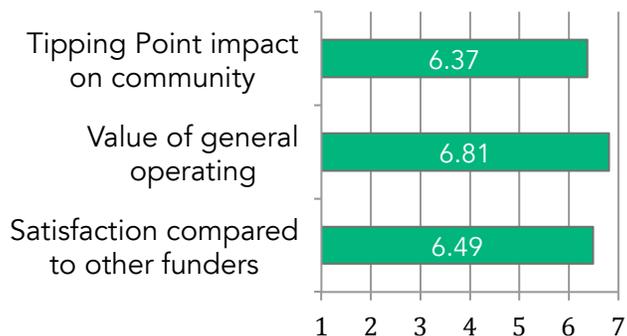
As survey data came in, PEG consultants developed interview questions to probe into key areas more deeply. For instance:

- *What are the most useful aspects of your organization's relationship with Tipping Point?*
- *What are the barriers to engaging more effectively with Tipping Point?*
- *What other management assistance (especially non-monetary) would you like Tipping Point to provide? What other feedback about management assistance would you like to share with Tipping Point?*
- *How (if at all) has your organization used data from the Tipping Point data matrix or data reporting for other purposes?*
- *How is Tipping Point fulfilling (or not fulfilling) its operating principles in its work with your organization?*

Subsequent to the survey end date, PEG consultants conducted confidential, one-to-one phone interviews with 20 executive directors at grantee organizations. Interview notes were examined for common themes, often helping to complement and round out the survey data.

SURVEY RESULTS

RESULTS: PERCEIVED IMPACT OF TIPPING POINT COLLABORATION



Overall, grantees report that Tipping Point has a high level of impact on their organizations and are highly satisfied with Tipping Point compared to other funders.

When asked to rate the value of Tipping Point’s general operating grants, grantees rate Tipping Point 6.81 points on average and give Tipping Point a mean score of 6.49 when asked how satisfied they are with Tipping Point compared to their other funders.

Moreover, grantees on average believe that Tipping Point has a significant impact on the community, rating Tipping Point 6.37 out of 7.

However, when asked to rate Tipping Point’s impact on their ability to help secure other funding, grantees’ rating of Tipping Point slips slightly, to 5.71 points on average.

Qualitative results from the survey mirror the results above:

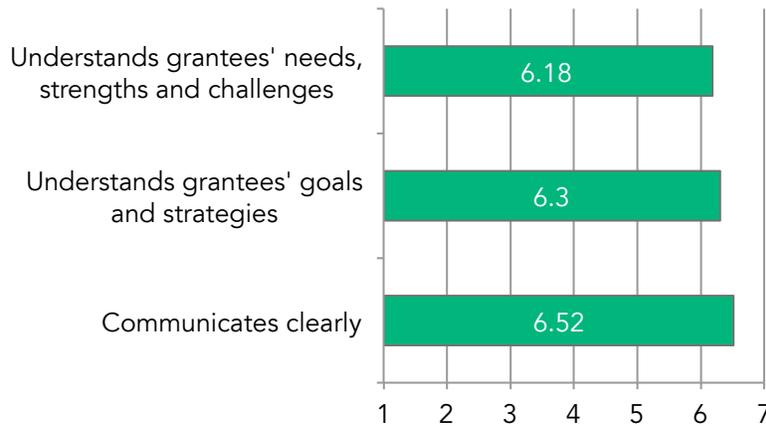
“[Tipping Point provides] significant unrestricted financial support, as well as expertise and resources made available to staff at all levels within the organization”

“Tipping Point has definitely given us credibility in fundraising. Its reputation for high standards makes other funders and large donors more comfortable in supporting us for the first time”

“ [Tipping Point] does a phenomenal job living up to its values and is more thoughtful about how it engages with our organization than just about any other funder we work with”

“I would be hard-pressed to create a partner or funder-grantee relationship in this real world that was healthier—because it is set up so well structurally for success. The support and the way the support happens are both hugely appreciated—and we all know that means better futures for our clients, which matters a great deal”

RESULTS: RELATIONSHIP WITH TIPPING POINT



Grantees across the board report very strong relationships with Tipping Point, as measured by Tipping Point’s understanding of grantees’ goals and strategies (6.3); understanding of grantees’ clients and target population (6.27); and understanding of grantees’ specific needs, strengths and challenges (6.18).

As well, the overwhelming consensus among grantees is that Tipping Point communicates clearly (6.52) and is responsive to grantees (6.48); grantees, in turn, feel very comfortable approaching Tipping Point staff when organizational issues arise (6.28).

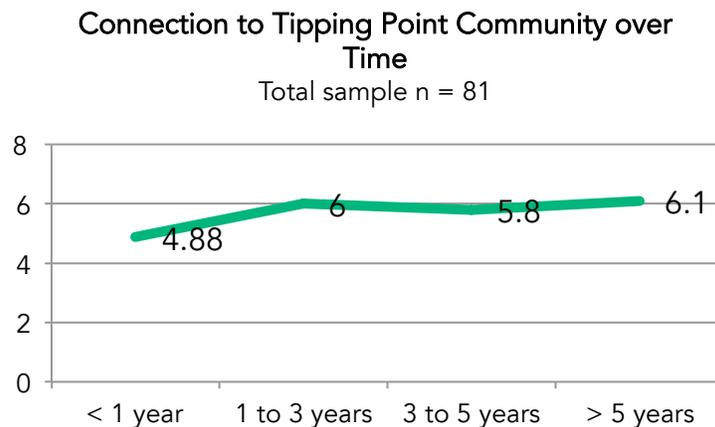
“What are the most useful aspects of your organization’s relationship with Tipping Point?”

	Number of Respondents
Trainings + capacity building	33
Long-term operating funding	29–36
Connections + referrals	22
“Strategic/thought” partner	21
“Deep” (hard-working) partner	13

When asked if Tipping Point grant goals align with grantee priorities, grantees gave Tipping Point Community an average of 6.53 points.

“In addition to important financial support, Tipping Point is a true partner in our efforts toward greater impact for our participants and toward ongoing organizational capacity building. Tipping Point is untiring in its efforts to understand the resources we need and to provide (but not force) high-quality opportunities for us as grantees. Our program officer is extremely available and responsive”

While most respondents feel “part” of the Tipping Point community, perceived connectedness seems to increase with time. For instance, grantees who had been in the Tipping Point portfolio for less than one year gave Tipping Point a score of 4.88 on average, while those that had been in the portfolio for more than one year generally scored Tipping Point close to 6 or better.



When asked about barriers to engaging more effectively with Tipping Point, responses included: “No barriers to more effective engagement” (27); Internal (grantee) capacity, bandwidth, time (14); Geography (13); Lack of transparency re: performance expectations, decisions (5–8).

Illustrative feedback:

- ❖ *“I really can’t think of any barrier that is Tipping Point’s responsibility. As one of the smaller grantees, we don’t always have the staff available to participate in some of the opportunities provided, but we have benefitted greatly from the ones we have participated in”*
- ❖ *“Our organization is headquartered [outside of the Bay Area], which has made engagement on broader corporate issues and strategies more of a challenge”*

In a few instances, grantees cited static funding levels as a barrier to deeper engagement with Tipping Point:

- ❖ *“Funding seems to be frozen at the same level for several years despite exceeding goals, increasing outcomes and expanding programming year over year; certain lack of transparency about how levels of support are determined. Also have a concern that our organization’s work may not be championed by our program officer, resulting in an inability to grow the relationship”*

RESULTS: TIPPING POINT FIDELITY TO OPERATING PRINCIPLES

Prior to administering the survey, Tipping Point codified four operating principles for its grant-making. As part of the survey, grantees were asked to rate Tipping Point’s fidelity to these new operating principles, which grantees scored on a scale of 1-7 as follows:

<p>WE GET BEHIND GRANTEES</p>	<p>We exist to serve the needs of grantees and their clients. We respectfully challenge and support them to achieve their vision and goals.</p>	<p>6.44</p>
<p>WE ADD VALUE</p>	<p>We are intentional in what we ask. We dig in and engage with organizations to bring relevant resources to strengthen their work.</p>	<p>6.62</p>
<p>WE ARE COMMITTED PARTNERS</p>	<p>Our grantees are committed to this work for the long haul and so are we. We build trusting relationships and practice mutual accountability.</p>	<p>6.60</p>
<p>WE INVEST IN RESULTS</p>	<p>We know achieving results takes time and resources. We support grantees’ efforts to continuously improve and deepen their impact.</p>	<p>6.59</p>

As well, grantees offered the following qualitative feedback on Tipping Point’s fidelity to its values:

- ❖ *“I continually see our program officer repeat these values and question information in both directions to make sure we are all on the same page and consistently living by these values as much as possible”*
- ❖ *“Thought partnership—with transparency and trust as a strong foundation. A good blend of accountability and strategic insight”*
- ❖ *“In addition to important financial support, Tipping Point is a true partner in our efforts toward greater impact for our participants and toward ongoing organizational capacity building. Tipping Point is untiring in its efforts to understand the resources we need and to provide (but not force) high-quality opportunities for us as grantees. Our program officer is extremely available and responsive”*

“ [Tipping Point] clearly operates from these principles. Every interaction or conversation always starts from this place, which offers a level of consistency that strengthens the relationship”

RESULTS: SATISFACTION WITH AND VALUE OF DUE DILIGENCE AND ON-BOARDING PROCESS

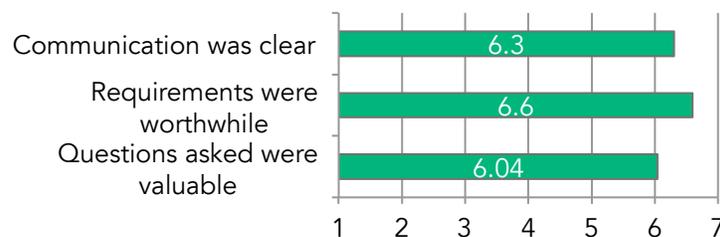
Due diligence

In order to understand grantees' satisfaction with Tipping Point's due diligence process, grantees were asked whether Tipping Point's due diligence questions and process were valuable to the organization, whether Tipping Point due diligence requirements were worthwhile, and whether Tipping Point communicated clearly during the due diligence process.

"The due diligence process caused us to examine our priorities and encouraged us to look at our performance from a variety of perspectives"

Grantee Satisfaction with Due Diligence

Total sample n = 47



The survey also asked grantees to provide any additional, written feedback on Tipping Point's due diligence process. Here, the following themes emerged:

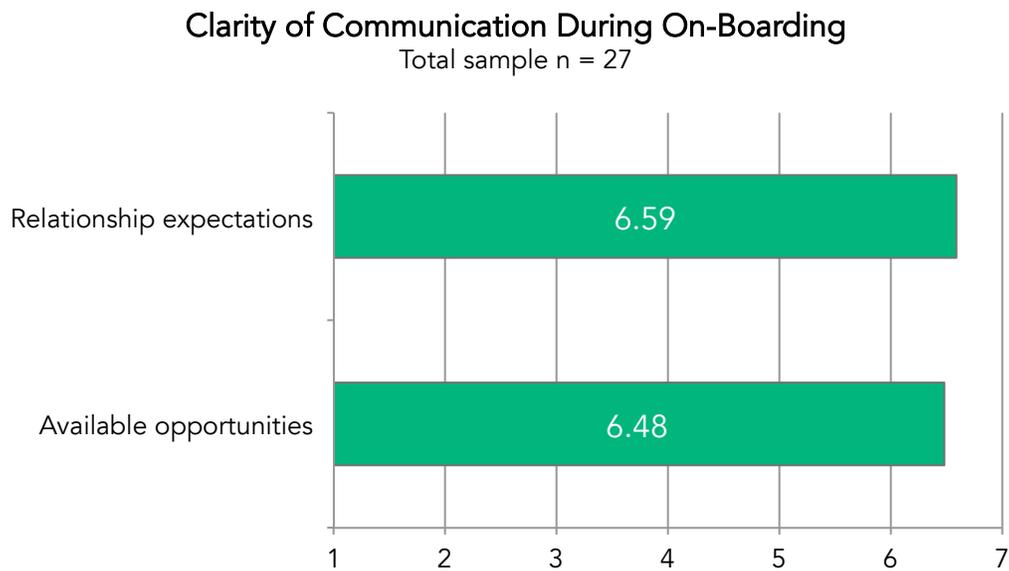
Due Diligence Statements	Number of Respondents
Due diligence is respectful, efficient, purposeful	9
Due diligence is a significant investment, but worthwhile	8
Due diligence spurred helpful self-examination	6
Expectations were initially unclear; due diligence seems to have evolved/improved since our organization joined the portfolio	2
I don't know much about our due diligence experience	2

- ❖ "We appreciated that Tipping Point did not ask us to create a lot of new reports, but rather asked us to use existing documents and reports that reflected our work and impact"
- ❖ "It was reasonable and it was thorough. I enjoy the ongoing dialogue and continued desire to know and understand our organization, our strategy, and our strengths and weaknesses"

- ❖ *“I want to work with funders who want to understand our work, and Tipping Point’s due diligence process, while at times intense, was an important part of building our current relationship”*

On-boarding

Grantees also were asked how clear Tipping Point had been during grantee on-boarding about management assistance and other opportunities available to organizations and how clear Tipping Point had been about its expectations of the Tipping Point–grantee relationship.



RESULTS: SATISFACTION WITH TARGETED INVESTMENTS AND MANAGEMENT ASSISTANCE

Targeted investments

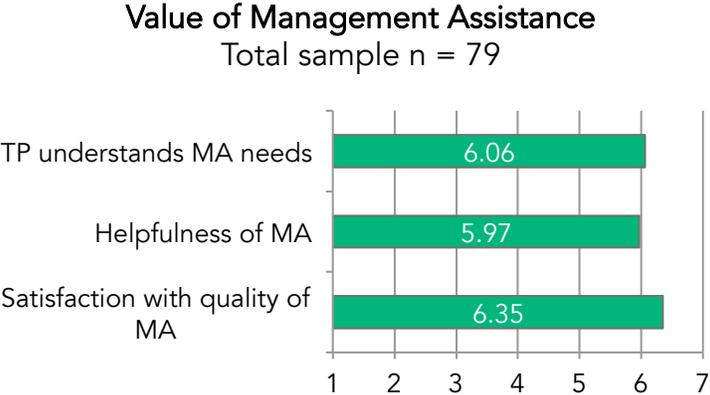
Tipping Point works closely with grantee staff to pinpoint critical infrastructure needs, providing organizations targeted funding for investment in priority areas, e.g., data-driven culture (database readiness and implementation, business planning), financial sustainability (fundraising plans, marketing and communications, program profitability) and human capital (executive coaching, board and staff member training).

In general, grantees value highly Tipping Point’s targeted investments (score of 6.80), with the overwhelming majority of grantees scoring targeted investments as “extremely valuable” (7.0 out of 7.0), with little variance across respondents.

Tipping Point’s Targeted Investments Value	
Mean Value	6.8/7
Grantee Scores of “Extremely Valuable”	46/55

Management assistance

Grantees were asked to rate Tipping Point’s understanding of their management assistance needs, the helpfulness of Tipping Point’s management assistance and their overall satisfaction with Tipping Point’s management assistance.



In general, grantees are very satisfied with Tipping Point’s management assistance, which earns an average score of 6.35. Grantees also generally believe Tipping Point understands their management assistance needs (6.06).

However, grantees rated Tipping Point somewhat lower in overall helpfulness of management assistance (5.97) and for specific management assistance offerings, e.g., mental health (5.79), program impact, e.g., theory of change, strategy development (5.55), financial sustainability (5.90), human capital (5.38) and data-driven culture (5.90).

Helpfulness of Tipping Point's MA by Topic	
Mental Health	5.79
Program/Impact	5.55
Financial Sustainability	5.9
Human Capital	5.38
Data-Driven Culture	5.9

Also, later-stage and/or larger-budget organizations (>\$10M) scored Tipping Point lower than did smaller organizations on "data-driven culture management assistance": 5.12 and 6.22, respectively.

In response to the qualitative questions about Tipping Point's management assistance, few grantees provided feedback on areas for improvement.

"Is there any other feedback about management assistance that you would like to share with Tipping Point?"

- ❖ *"We are pleased with the diversity of assistance programs we have participated in: Human Capital, Management, Database, Board Development, Social Media, Communications"*

That said, most grantees expressed a desire for still broader management assistance offerings, including the following areas:

Topic	Qualitative Feedback	Number of Respondents
Management and leadership capacity building	❖ <i>"One area that is an ongoing need is training for new supervisors in how to manage, supervise and mentor their staff"</i>	13
Communications, marketing, PR and social media	❖ <i>"Finding pro bono or greatly reduced marketing resources for video, website, media relations and/or social media"</i>	5
Human capital/HR	❖ <i>"I would like to see Tipping Point provide a human capital training series for more developed organizations"</i>	4-6
Fund development	❖ <i>"From a development point of view, continued assistance with introductions to funders and insights into the mechanisms of various foundations would be very helpful. [Our program officer] has been a wonderful asset to us in this"</i>	3

RESULTS: SATISFACTION WITH RENEWAL AND REPORTING

Grantees also provided feedback on their overall satisfaction with Tipping Point's grant renewal and grant data reporting processes and, more specifically:

- Whether they thought the information they reported to Tipping Point was useful (6.22)
- If they were satisfied with the process for establishing grant goals (6.30)
- If they thought the grant reporting requirements were worthwhile (6.48)
- Whether they felt that Tipping Point was transparent about decisions (6.11)
- Whether they felt that grant renewal was tied to performance (6.08)

In the area of renewal satisfaction, grantees receiving larger grants were more satisfied than were grantees receiving smaller grants. Likewise, organizations receiving larger grants typically rated Tipping Point higher for transparency than did organizations receiving smaller grants (6.83 for large-grant recipients vs. 5.25 for smaller-grant recipients). When asked if they thought Tipping Point grant renewal was tied to performance, however, grantees gave an average score of 6.08, with no notable differences between grantees based on grant size, organization size or other factors.

"How (if at all) has your organization used data from the Tipping Point data matrix or data reporting for other purposes?"

The data reported to Tipping Point are used for internal management, quality control (22):

- ❖ *"We have used [data reported to Tipping Point] as another perspective within the organization, creating a more in-depth understanding of our effectiveness. It has also helped us have ready-to-go statistics for other funders"*
- ❖ *"The [Tipping Point] data matrix has helped us refine the data that we track. Specifically, theory of change work has helped us to narrow outcomes down to their essence so that we are moving toward tracking our impact better"*

The data reported to Tipping Point are used for other funder reports (15).

The data reported to Tipping Point are the same data we already use internally (12):

- ❖ *"We collect similar information in our own data system. It is helpful that TP's data requirements are so consistent with what we prioritize within the organization"*

The data reported to Tipping Point aren't used elsewhere (7).

Other data uses: Board reporting, strategy and program changes, and annual reports and other publications.

CONCLUSION

Tipping Point Community screens non-profits rigorously to find, fund and partner with promising and proven organizations serving Bay Area individuals and families living in poverty. Tipping Point's board underwrites all operating and fundraising expenses so that 100% of every dollar donated goes directly toward the fight against poverty. Since 2005, Tipping Point has raised more than \$80 million and has reached nearly 265,000 people in need. More information about Tipping Point Community is available at www.tippingpoint.org.

Tipping Point Community is dedicated to working in service of grantees to create a meaningful and effective partnership to serve the 1.3 million people too poor to meet their basic needs in the Bay Area.

This grantee feedback survey showed that grantees believe that Tipping Point has a high level of impact on their organizations. Grantees are very satisfied with Tipping Point's value compared to other funders. Grantees value Tipping Point's clarity of communication and adherence to operating principles. Grantees did express that geographical, bandwidth and time barriers prevented them from fully engaging with Tipping Point Community.

This confidential grantee feedback survey was administered by Public Equity Group (PEG) to help Tipping Point Community better understand its strengths and weaknesses as a funder and partner to grantees.

APPENDIX

List of Survey Recipients (Current + Former Grantees)

Aspire Public Schools	Mission Asset Fund
Bayview Child Health Center (BCHC)	New Door Ventures
BUILD	Next Step Learning Center
Building Educated Leaders for Life (BELL)	Nurse-Family Partnership
Canal Alliance	Opportunity Junction
Center for Employment Opportunities (CEO)	Prevent Blindness Northern California
Center for Youth Wellness	Ravenswood Family Health Center
Citizen Schools	Reading Partners
College Track	Rocketship Education
Community Housing Partnership	Rubicon Programs
Compass Family Services	San Francisco Child Abuse Prevention Center
UCSF - CTRP	SF State Guardian Scholars Program
Eastside College Preparatory School	SHELTER, Inc.
First Place for Youth (FPFY)	Single Stop
Fresh Lifelines for Youth (FLY)	Sunny Hills Services
Gateway to College National Network	Swords to Plowshares
Genesys Works	The Bread Project
Homeless Prenatal Program	The Stride Center
InnVision Shelter Network	Ujima Family Recovery Services
JobTrain	Upwardly Global
KIPP Bay Area Schools	WAGES
Larkin Street Youth Services (LSYS)	Year Up

List of Corporate, Pro Bono and MA Partners (as of October 2013)

2600hz	Wells Fargo
The Abernathy MacGregor Group	Zynga
Barney's	The 360 Group
Branagh, Inc.	The Bridgespan Group
The CAC Group	BuildingBlox Consulting
Coblentz, Patch, Duffy & Bass	Commongood Careers
Deloitte	Fenton Communicatons
Embarcadero Partners	Fiscal Management Associates
fuseproject	VolunteerMatch
Gibson, Dunn & Crutcher LLP	The Management Center
Goldman Sachs	
Jawbone	
Kidder Mathews	
KKR	
Latham & Watkins LLP	
Lookout	
McKinsey & Company	
NBBJ	
vbp orange	
Plant Construction Company	
Schiff Hardin LLP	
SLO VIP	
Tom Eliot Fisch	
TPG	
The OutCast Agency	
U.S. Trust	
Recurrent Energy	