

Appendix C: Methods & Sources

This study used a mixed methods approach, drawing on several qualitative and quantitative data sources as described below.

Literature scan

The research team conducted a brief literature scan that synthesizes current ideas and practices related to the local context in Silicon Valley; general operating support; and other approaches to building nonprofit capacity and organizational capacity, including assessment tools. This scan was conducted in early 2017, and we shared high-level findings with program staff during the April launch meeting. Findings informed subsequent data collection activities, as well as our approach to analysis and reporting. (See literature scan document for complete list of sources.)

Internal grant data and document review

As a first step, we conducted a broad inventory of the Foundation's internal grant data and documents from the following internal data sources:

- Grant applications and staff review database (616 grants across 187 organizations for grant decisions made June 2004 through December 2016)
- Fiscal data (1,790 entries across 194 organizations, for fiscal years 2001 through 2015)
- Outcomes reports (357 individual reports spanning 16 grant cycles, from 2007 through 2015)

The inventory helped us understand important dimensions of grantee information, grant goals, and outcomes, including the availability of indicators across organizations and over time. Next, we conducted a focused, in-depth review of selected indicators to deepen our understanding of grantees' organizational characteristics and grant outcomes.

For the outcomes reports, we built a database of 175 randomly-selected reports from across all grant cycles. We drew on the Year 1 donor reports to analyze data about the match challenge and the Year 2 outcomes reports as a source of information for grant use. We analyzed responses to the following open-ended questions:

- Per your Grant Agreement, for what specific PEOPLE (specific employee salary support, professional development, succession planning, etc.) or PLACE (rent/utilities, building rehabilitation, etc.) expense did your agency direct or allocate the Foundation's grant funding? (Insert a verb followed by the specifics of what general operating expense was covered - i.e., hired a new PR Manager OR subsidized our office space rent.)
- How did the Foundation's grant help further your agency's mission and/or tie into the accomplishments of your agency during the grant period? How may it impact your agency's future?

We also gathered additional information from the Foundation through documents and conversations with staff to help us understand Sobrato's grantmaking practices and communications with grantees.

Grantee interviews

We conducted interviews with 40 people across 17 grantee organizations. We worked with Foundation staff to identify organizations with diverse characteristics, focusing on sector, geographic location, length of engagement with the Foundation, and a mix of stable and fast-growth agencies. During these interviews, we solicited information about the local funding landscape, experiences with the Sobrato Family Foundation, perspectives on GOS and organizational capacity, and suggestions for how to make these supports stronger and more effective. Interview participants are as follows:

Boys and Girls Club of the Peninsula

Peter Fortenbaugh, Executive Director
Sean Mendy, Vice President of Development

Catholic Charities of Santa Clara County

Gregory Kepferle, Chief Executive Officer
Susan Lucas Taylor, Chief Development Officer
Khanh Russo, Board President

Community Legal Services of East Palo Alto

Phil Hwang, Executive Director
Rebecca Pinger, Development Director

Community Overcoming Relationship Abuse (CORA)

Cori Manthorne, Director of Programs
Lynn Engel, Director of Development and Communications
Joy Dickinson, Development Consultant

Foundation for a College Education

B. Michael McFarland, Director of Development

Fresh Lifelines for Youth, Inc. (FLY)

Christa Gannon, Founder and Chief Executive Officer
Lisa Breen Strickland, Chief Development Officer
Katie Sandoval Clark, Director of Grants Management

Friends for Youth

Karen Wilmer, Chief Executive Officer
Becky Cooper, Emeritus Chief Executive Officer

JobTrain, Inc.

Steven Schmidbauer, Chief Operating Officer
Susan Boiko, Director of Development and Marketing
Lois Marshall-Ward, Senior Development Officer

Law Foundation of Silicon Valley

Alison Brunner, Chief Executive Officer
Kate Levin, Director of Development

Opportunity Fund

Eric Weaver, Founder
Gwyneth Galbraith, Chief Development Officer

Puente De La Costa Sur

Rita Mancera, Executive Director
Lina Mira, Program Director

Sacred Heart Community Service

Poncho Guevara, Executive Director
Lydia Guel, Director of Community Development

Second Harvest Food Bank of Santa Clara and San Mateo Counties

Kathryn Jackson, former Chief Executive Officer
Cat Cvengros, Vice President of Development and Marketing
Tarryl Jackson, Grants Coordinator
Marc Baker, Grant Writer

Silicon Valley Children's Fund

Elise Cutini, Chief Executive Officer
Priya Mistry, Director of Community Initiatives
Marie-Christine Busque, Director of High School Pathways

Somos Mayfair, Inc.

Camille Llanes-Fontanilla, Executive Director
Kathy Ericksen, Director of Finance
Jessica Paz-Cedillos, Director of Fund Development

South County Community Health Center (Ravenswood)

Luisa Buada, Chief Executive Officer
Jessica Chiu, Development, Planning and Evaluation Director

St. Joseph's Family Center

David Cox, Executive Director

Funder and local stakeholder interviews

We also conducted interviews with funders and local stakeholders to gather information about what they think about assessing the need for GOS/unrestricted support, putting it to use, and measuring its effectiveness; as well as their ideas about how to strengthen local nonprofits' organizational capacity. Interview participants were:

Applied Materials Foundation

Siobhan Kenney, Executive Director
Julie Lata, Program Manager, Global Community Affairs

David and Lucile Packard Foundation

Irene Wong, Director of Local Grantmaking
Miguel Salinas, Program Officer, Local Grantmaking

Northern California Grantmakers

Ellen La Pointe, President and Chief Executive Officer

Peery Foundation

Jessamyn Shams-Lau, Executive Director

Silicon Valley Council of Nonprofits

Patricia Gardner, Chief Executive Officer

Stanford Center on Philanthropy and Civil Society

Woody Powell, Faculty Co-Director

Sunlight Giving

Carolyn Sakata, Managing Director

Cheryl Chang, Program Officer

Weingart Foundation

Joyce Ybarra, Director of Learning

William and Flora Hewlett Foundation

Fay Twersky, Director, Effective Philanthropy Group