# The Clowes Fund Grant Self-Evaluation Report

#### **SECTION I**

Legal name of organization: Horizon House, Inc.

Complete mailing address: 1033 East Washington Street, Indianapolis, IN 46202

Phone: 317-423-8909 Fax: 317-423-8906

Contact name: Candase Cornett Contact title: Grants Coordinator

Contact e-mail: candasec@horizonhouse.cc Amount awarded: \$60,000 (\$20,000/year for 3 years)

Grant period (or reporting period if multi-year grant): Year 3: 7/1/2019 to 6/30/2020

# SECTION II - Please limit Section II narrative response to four (4) pages.

- Refer specifically to the quantifiable, measurable results proposed in your application (at least three are required).
  - a. **State proposed and actual results for each, and explain any variance;** e.g., "We proposed to serve 100 unduplicated individuals, and we served 75, which is less than what was proposed because..."

#### 228 individuals will be served

Actual Outcome	Result	Comments
147	Goal Not Met	35.5% lower than projected

# 118 individuals will complete employment-readiness training by the end June 30, 2020

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Actual Outcome	Result	Comments
101	Goal Not Met	14.4% lower than projected

# 120 jobs will be secured

Actual Outcome	Result	Comments
57	Goal Not Met	52.5% lower than projected

## 90% of jobs secured will be above the minimum wage

Actual Outcome	Result	Comments
94.7%	Goal Exceeded	4.7% higher than projected

# 50% of individuals working 30+ hours per week will retain employment at 90 days

Actual Outcome	Result	Comments
42.1%	Goal Not Met	7.9% lower than projected

#### 20% of employed individuals will have verification of retention at 90 days

Actual Outcome	Result	Comments
29.8%	Goal Exceeded	9.8% higher than projected

With the exception of the number of jobs secured, the R.I.S.E. program was on track to meet or exceed its projected outcomes prior to COVID-19. During the period before COVID-19, the number of jobs secured were lower than projected primarily because some of our participants did not actively search for employment after completing job readiness training. This was often due to poor health (physical and mental), disabilities, and substance use. In addition, 90-retention goals were impacted in the first quarter of 2020 due to COVID-19 and the unfortunate loss of jobs that neighbors secured in January and February (19 total). Alysa continues to work to strengthen these partnerships.

b. Describe what is different upon completion of the grant. Include number of unduplicated individuals served during grant term or reporting period, quantify benefits, accomplishments, etc.

The R.I.S.E. program served a total of 426 unique individuals in all capacities (i.e. individuals who accessed the lab, received bus passes, and received case management) during the 12-month reporting period. Although COVID-19 temporarily paused some of the progress made toward achieving our goals, Horizon House is proud that our Employment Coordinator, Alysa, has sought to continue strengthening partnerships and collaborations with employers and community resources to help our neighbors find and retain jobs, and access the resources they need. Over the past two years since Alysa became the Employment Coordinator, approximately 35% of jobs were secured through employment partners. Employment partners with the highest number of placements include: Goodwill Commercial Services, Manpower, Goodwill Retail, Goodwill Senior Community Service Employment Program, and Allegiance Staffing. R.I.S.E. currently works with 39 employer partners, 17 community resources and 8 job training programs.

2. Describe any unexpected benefits or problems that occurred during the term of the grant, and discuss significant lessons learned. How will information learned from the project be utilized in-house or disseminated to other organizations?

Covid-19 was by far the most unexpected problem and challenge that occurred during the 12-month reporting period. In mid-March, Horizon House started offering limited walk-thru services in our service center that accommodates social distancing, along with expanded street outreach due to COVID restrictions. Therefore, up until late June, R.I.S.E. program services were significantly curtailed. Our Employment Coordinator was unable to meet with our neighbors about their employment pursuits, and she could not offer workshops. However, she was able to provide a minimal number of job leads, bus passes, employment clothing, and resumes. Our neighbors were scattered throughout the city, which made it made it difficult for her to stay in touch with them. As a result, job placement and job retention reporting were adversely impacted. In addition, the businesses and industries where our neighbors worked were greatly impacted, and neighbors working for call centers, hotels, and restaurants were laid off or furloughed indefinitely. With limited access to Horizon House and other facilities, our neighbors had limited access to computers, phones, and electrical outlets for charging their cell phones, making it difficult for them to search for employment. However, Alysa took the time and effort to become familiar with the state's unemployment system, and has assisted neighbors with applying for unemployment benefits.

Our Data and Evaluation Manager is responsible for collecting and reporting all program metrics that comprise the Agency Dashboard. He also conducts ongoing data analysis to inform process improvements, service needs, and utilization and capacity issues, and works closely with the program and leadership team to ensure maximum effectiveness of data collection by front line staff, interpret results of data analysis and assist the team in using data to improve service delivery and outcomes.

- 3. Describe any additional funding gained, or partnerships or collaborations formed since the initiation of the project. Additional funding specifically for the R.I.S.E. program recently expired (Ayres \$4,000; Hoover \$10,000; Wells Fargo \$5,000). In the second quarter 2020, Horizon House received \$200,000 from the COVID Community Economic Relief Fund (C-CERF) administered through United Way of Central Indiana for use during the pandemic to support all programs, including R.I.S.E.
- 4. Describe how your board of directors has been involved with this program or project, and any key personnel transitions that occurred during the term of the grant and the effect on your organization and this program or project. What diversity challenges does your organization face, and what, if any, lessons learned can you share?

Horizon House has actively sought to diversify the board to better reflect the community served. Unfortunately during the past year, one minority board member termed off the board, another one had a conflict with their job, and a third resigned for personal reasons. We continue to work on improvement in this area by reaching out to area businesses and contacts to meet new potential board members. We did add three new women to the board this year, increasing female representation to 38%. Horizon House is committed to reflecting and valuing the diversity of Indianapolis and focusing on inclusivity in every aspect of its operations. We believe that individual diversity is valuable and therefore seek to reach beyond stereotypes and cultivate trust by treating each neighbor holistically, with dignity, hospitality, and respect.

The agency intentionally seeks to address equity, diversity, and inclusion in its program design. Our employee handbook, hiring and management practices were evaluated in 2019 to ensure equity, diversity, and inclusion throughout the organization. The board and staff is composed of individuals from diverse backgrounds of racial, ethnic and gender diversity. Board and staff with lived

experience regularly provide feedback as decisions are made and implemented within the organization. Our programs have been intentional to include LGBTQ populations in service design and reporting. Several of our staff and leaders have participated in the "Interrupting Racism" workshops (formerly Undoing Racism) hosted by Child Advocates, and our entire staff and several board members will attend the workshops on August 18-19, 2020.

5. What are the concrete strategies or specific plans for continuing and funding the work started or affected by this grant? The R.I.S.E. program is an integral component of the agency's strategic goal of supporting our neighbors in achieving long-term self-sufficiency and housing stability. Therefore we will continue to seek funding for this vital program focusing our development efforts on strategies that include seeking grants from philanthropic, faith-based, and corporate foundations as well as government sources; securing sponsorships from corporate partners; and cultivating an increasingly broad range of individual donors. We will continue to enhance the program as needed to achieve optimal results for our neighbors.

# Current programming strategies during COVID-19 pandemic:

- Horizon House Case Managers will continue to refer neighbors to the R.I.S.E. program.
- Employment Coordinator will continue to partner with employers that have job opportunities for our neighbors.
- Employment Coordinator will continue to provide basic employment services such as application assistance, filing for unemployment, resumes, cover letters, and job leads.
- Employment Coordinator will offer employment supports such as bus passes for job search and new employment, employment clothing, and job-related case management.

As COVID restrictions are lifted and we can open at a larger capacity, we will again offer job readiness assessments and workshops. In the future, we would also like to hire an intern to provide assistance in the R.I.S.E. program. From August 2018 through April 2019, a highly-skilled social work intern assisted with completing employment assessments and helping neighbors with job applications in the computer lab thereby increasing our capacity to complete more assessments and help more clients.

6. Provide feedback about The Clowes Fund's proposal and evaluation processes. Help us improve our effectiveness; please be candid! For example, did you receive a fair return on your investment of time; were the Fund's communications clear? Was eGrant easy to use; how does it compare to other online application platforms that you have used?

Horizon House is pleased with The Clowes Fund's application and evaluation processes, which we have found superior to most other ones we have encountered. We appreciate the email submission option for grant reports. Application instructions as well as written and verbal guidance have always been clear and thorough, and the on-line eGrant platform is easy to navigate and use. Staff is always easily accessible, and communication with foundation representatives has consistently been productive and helpful.

#### **SECTION III**

- 7. Attach a copy of the final budget for the program or project; if formatted as an Excel spreadsheet, please convert to PDF. Indicate expenditure of the Fund grant, and explain any significant variance between proposed and actual expenses. If this is an interim report, include budget information for the Fund's most recent payment. See attached budget
- 8. If applicable, attach any media coverage, press releases, or other materials published about the funded program or project. We especially appreciate receiving digital photographs\* electronically that we can share with the Fund's directors and members. \*Per the grant agreement, all "Materials" submitted by the Grantee may be used by The Clowes Fund for any purpose, including publication.

Due to neighbor privacy concerns, photos are often not possible; however, we offer the following neighbor story in her own words: "Horizon House saved us from homelessness. When my husband and I came to Horizon House we were fresh out of rehab, pregnant, jobless and homeless. We had nowhere to go. Horizon House was the only place willing and available to help us. My husband and I participated in the employment program and he found a job almost immediately after entering the program. Our case manager and other Horizon House staff guided us through the housing program. They helped us navigate our Section 8 application and approval, find a rental, and move in. We now are the proud parents of a healthy baby boy. My husband has been at his job for several months. We are no longer homeless. Our life is stable thanks to Horizon House."

- Revised 8/14/19
- 1. Adapt this template and provide the required information for Sections I and II as a Word document. Answer each question in Section II fully, and limit narrative to no more than four pages using at least 11-point font.
- 2. Refer to the application and proposal that you submitted to ensure that you report on the quantified measurable results that were proposed; refer to the grant agreement to ensure that you comply with grant terms and deadlines. A new proposal will not be considered until reporting requirements for prior grants have been fulfilled.
- 3. Indicate type of report with an "X" below:
  - **X** Interim Report due for multi-year grant to trigger annual payment; include progress to date toward proposed goals; state revised goals for upcoming year.
  - \_\_\_\_ **Final Report** due within 30 days of project completion, generally one year following grant award; for a multi-year grant, report annual and/or cumulative results as appropriate (in keeping with the context in which goals were proposed).
  - \_\_\_\_ Status Report due with a new proposal unless a final report has been submitted, or an interim report has been submitted within eight (8) months prior to the proposal deadline; a Status Report must include progress to date by completing at least Section I, Section II, questions 1 and 5, and Section III, question 7.
- 4. If your report triggers a grant payment, and if your organization's electronic funds transfer (EFT) information has changed since your last grant payment, please e-mail *staff@clowesfund.org* to request new EFT forms.
- 5. Submit narrative report, budget and any additional attachments via e-mail to reports@clowesfund.org.

# **SECTION I**

Legal name of organization: De Novo Center for Justice and Healing

Complete mailing address: 47 Thorndike Street, SB-LL-1, Cambridge, MA 02141

Phone: (617) 661-1010 Fax: (617) 661-1011

Contact name: Amanda C. Becker, Esq. Contact title: Director of Development abecker@denovo.org

Amount awarded: \$60,000 (\$20,000 each year for three years)

Reporting period: July 1, 2019 to June 30, 2020

#### **SECTION II**

1. Refer specifically to the quantifiable, measurable results proposed in your application (at least three are required). a. State proposed and actual results for each, and explain any variance.

<u>Goal 1</u>: Assist 475 immigrants and asylum seekers to obtain or maintain legal status in the U.S., with 225 receiving full representation and legal status secured in 90% of cases.

Actual Results: The Immigration Law Project far exceeded all of its goals and objectives for the reporting year. The Project assisted 782 immigrants and asylum seekers with legal assistance to avoid deportation, obtain work authorization, and gain a path to citizenship—a sharp increase from 644 clients last year. Clients received full representation in 250 cases. Additional highlights:

- Achieved overwhelmingly positive outcomes, securing legal status in 100% of cases represented. Outcomes included meeting
  urgent one-year asylum filing deadlines; preserving U.S. legal status; securing asylum, U-Visa (crime victims), T-Visa (trafficking
  victims), Violence Against Women Act and Special Immigrant Juvenile relief; and obtaining/renewing work authorization.
- 131 immigrant youth (under age 21) were represented as asylum cases for unaccompanied minors, Special Immigrant Juveniles (SIJs), and derivative asylum cases, allowing them to reunite with their families, pursue education, find employment and, in the case of SIJs, live independently of their abusive parents.
- Obtained 54 new work permits, securing more than \$1.4 million annually, at minimum, in future earnings for clients.

<u>Goal 2</u>: Proactively identify and assist 100-125 mothers with children who have been in family detention centers to meet urgent one-year asylum filing deadlines and/or file for work permits, with approximately 40 receiving full representation.

<u>Actual Results</u>: The Family Detention Project assisted 123 families with legal advice, consultation with an attorney, and preparation of their I-589 asylum applications. Of these, 53 families received full legal representation for the duration of their case, including those with legally complex cases or whose cases are in a precarious procedural posture due to missed one-year filling deadlines and/or orders to be deported *in absentia*.

<u>Goal 3</u>: Expand access to legal representation and psychological counseling by leveraging volunteers, including 20-30 pro bono attorneys, plus 5-7 translators, 3 intake volunteers, 2-3 law students and 4-5 mental health professionals.

<u>Actual Results</u>: The Project benefitted from 68 volunteers, comprised of 34 lawyers and 34 non-lawyers (10 translators, 5 intake workers/paralegals, 10 mental health professionals, and 9 students). Volunteers contributed a total 10,508 hours to the Immigration Law Project this year, the equivalent of six full-time staff members. Additional highlights:

- 12 volunteer attorneys advised 244 clients at our Immigration Legal Screening Clinic, which provides free consultations and legal advice at De Novo on the third Wednesday evening of each month (not Clowes funded). This collaboration with the City of Cambridge's Commission on Immigrant Rights and Citizenship is supervised by De Novo Immigration Supervisor Valerie Fisk and Staff Immigration Attorney Daniel Santiago.
- Assisted 141 clients through our Asylum Expanded Intake Program, which provides expedited screening and consultation, and
  in-depth intake for case placement at De Novo or with pro bono or low-fee attorneys. With asylum seekers five times more likely
  to be granted asylum when they have a lawyer, this program emphasizes matching clients with pro bono legal representation.
- 10 volunteer interpreters donated 263 hours, saving De Novo approximately \$26,300 in interpretation/translation costs.

<u>Goal 4</u>: Increase awareness of legal rights among immigrants and providers who serve them through community education and outreach, including 10-12 legal trainings.

Actual Results: The Project conducted 29 trainings during the grant reporting period, educating some 1,500 immigrants, professionals, providers and other constituents. Additionally, De Novo staff actively participated and provided practice leadership in American Immigration Lawyers Association (AILA) National and AILA New England, Mass. Statewide Immigration Coalition, Immigration Coalition of Service Providers (IMCO), and the Mass. Bar Association Immigration Task Force and its subgroup on ICE enforcement activities in state courthouses, among many others.

Executive Director Mojdeh Rohani was appointed to Attorney General Maura Healey's Advisory Council on New Americans, comprised of leaders across the state who advise Attorney General Healey and her staff on issues affecting the state's immigrant and refugee communities. Recent topics addressed include housing discrimination based on immigration status, outreach around the U.S. Census, and workers' rights violations.

<u>Goal 5</u>: Provide access to healing by providing culturally and linguistically appropriate forensic psychological evaluations, ongoing therapy and case management. This includes 25-30 forensic psychological evaluations and ongoing therapy and case management for 50-75 clients.

<u>Actual Results</u>: The Counseling Program delivered ongoing psychological counseling to 79 immigrant and refugee clients during the reporting year, helping them to heal the emotional effects of violence, abuse, torture and poverty, and to develop skills to function more productively and self-sufficiently. Additionally:

- 28 asylum seekers received forensic psychological evaluations documenting trauma. De Novo is among only a few agencies in the region to provide this time intensive and often cost-prohibitive service at little or no cost to the client.
- 34 clients benefitted from case management, including housing search assistance, health insurance enrollment, food and clothing assistance, safety planning, and accompaniment to medical appointments or court hearings, among other services.

b. <u>Describe what is different upon completion of the grant</u>. Include number of unduplicated individuals served during grant term or reporting period, quantify benefits, accomplishments, etc.

De Novo has dramatically increased the number of clients served by these funds, handling 782 legal cases during the reporting year – a sharp increase from 644 clients served last year and 456 clients in 2017. Of these, 28 clients received forensic psychological evaluations (and in-court expert testimony from their clinician, as needed) to strengthen their legal case, and 34 client families received case management services. An additional 79 immigrants and refugees benefitted from ongoing therapy to heal past trauma. Notably, the Project achieved positive outcomes in 100% of cases represented, even with a rapid increase in caseload and an increasingly adversarial immigration system.

Clients benefited from a full range of expert legal assistance including advice, intake, referral, brief service, limited representation, full representation and appeals, as well as forensic psychological evaluations, ongoing therapy and case management. De Novo represented clients at court hearings, trials and administrative interviews before the USCIS, the Dept. of Justice Immigration Courts and the Board of Immigration Appeals, and completed in-depth asylum intake interviews for pro bono placement. Positive outcomes included meeting urgent one-year deadlines; preserving U.S. legal status; securing asylum, U-Visa, T-Visa, VAWA or SIJ relief; family reunification; and obtaining or renewing work authorization.

Despite the many unique challenges posed by the current public health crisis, De Novo's operations have continued uninterrupted. All staff and volunteers are working remotely with legal and counseling services being provided by phone or video conference call.

# 2. <u>Describe any unexpected benefits or problems</u> that occurred during the term of the grant, and discuss significant lessons learned. How will information learned from the project be utilized in-house or disseminated to other organizations?

We are only beginning to understand the lasting impacts of the coronavirus, but we know that the communities we serve – including low-income people, immigrants, people of color, and survivors of domestic violence – are already among the most affected. Our clients, many with low-wage jobs in restaurants, cleaning services, retail or hospitality, have had their lives upended. Many do not have paid sick leave or health coverage, and certainly no savings to weather a loss of income.

Some immigrants are now afraid to apply for unemployment benefits, fearing it could jeopardize their green card renewal or citizenship application. Others who are undocumented are ineligible for many forms of assistance, including benefits in the CARES Act package. Many have been without paychecks for several months and are unsure when they will be able to return to work. Clients are also increasingly unable to pay the fees for their immigration filings. This comes at a time when nearly all fee waiver requests are now rejected by the U.S. Citizenship and Immigration Services, even for the most vulnerable applicants.

For many, this loss of income and disruption to daily life has taken an immense toll their mental health. Stress and social distancing have increased anxiety and depression. And those with a history of domestic violence are more isolated, worsening their symptoms and safety concerns. Our counseling staff have been offering two teletherapy sessions per week to a large number of clients whose needs have increased due to COVID-19. We expect that this need will only intensify in the coming months, and possibly years.

To ensure continued access to legal advice for immigrants, De Novo's monthly Immigration Legal Screening Clinic is being held virtually until our offices reopen to the public. Massachusetts residents in need of legal advice on immigration matters can now call our new Immigration Hotline at (617) 405-5479 to request a free legal consultation. Our staff are meeting regularly with colleagues, partners and funders throughout the state to share resources, information, expertise and support.

Additionally, De Novo has expanded access to mental health care amidst the coronavirus crisis by successfully launching virtual counseling services. Clients can now access free mental health services from the safety of their homes, including individual therapy sessions through secure Doxy video conferencing. The launch of teletherapy services comes at a time of growing need for mental health care due to the COVID-19 pandemic and ongoing violence and discrimination against the communities we serve.

### 3. Describe any additional funding gained, or partnerships or collaborations formed since the initiation of the project.

De Novo has also shifted significant resources to securing emergency aid for clients. The agency has so far received several grants (The Boston Foundation, Boston Resiliency Fund, Cambridge Community Foundation, Fish Family Foundation, Eastern Bank Charitable Foundation) to provide emergency cash payments and expanded services to families, and staff are working tirelessly to connect clients to food donations and other community resources. De Novo also secured additional funding to purchase teleworking equipment for staff as well as volunteers who wish to continue serving clients remotely. The Fish Foundation and Episcopal City Mission have each pledged \$20,000 grants for immigration application filing fees.

Responding to the increased need for mental health services, particularly among immigrants who are on the front lines of this crisis, De Novo has secured an emergency grant from the Mass. Office for Victim Assistance to hire an additional Spanish-speaking clinical social worker to provide individual therapy and social work to immigrant and refugee clients, and increase outreach to immigrants and community of color. With new funding from the MetroWest Health Foundation, De Novo launched a new partnership with MetroWest Legal Services (MWLS) in January 2020 to recruit, train and oversee volunteer clinicians to provide forensic psychological evaluations to MWLS immigration clients.

De Novo increased engagement with Latin American consulates in Boston, presenting to consulate staff and their constituents from Mexico, Peru, El Salvador, Guatemala, Colombia and the Dominican Republic on De Novo's legal services and substantive rights of immigrants. Consulates often play a critical role in retrieving evidence essential to our clients' immigration cases, such as certified copies of birth and death certificates or other vital records. A new partnership with the Harvard University Department of Romance Languages places students at De Novo to provide Spanish and Portuguese interpretation. The students each volunteer for 4 hours per week for a full semester.

De Novo Immigration Supervisor Valerie Fisk increased her time mentoring Ropes & Gray attorneys who staff the firm's Medical-Legal Partnership at Dorchester House. Fisk now meets with Ropes & Gray attorneys several times each week for immigration case consultation, document review and, as needed, court accompaniment.

4. Describe how your <u>board of directors</u> has been involved with this program or project, and any <u>key personnel transitions</u> that occurred during the term of the grant and the effect on this program or project. What diversity challenges does your organization face, and what, if any, lessons learned can you share?

In February 2020, a part-time bilingual legal assistant was hired to provide screening, intake and vital administrative support for immigration attorneys as they take on more full representation cases. With this additional support, De Novo was able to shift its bilingual staff paralegal, who is an admitted attorney in her native Peru and an Accredited Representative with USCIS, entirely to client advocacy and representation.

De Novo's board of directors includes several immigrants, including a former immigration client. Board members attended funder site visits and represented De Novo at community events through the funding year. Several De Novo board members also dedicated time as volunteers, providing direct legal and mental health services to clients. Like many of our nonprofit partners, De Novo struggles to identify and recruit diverse board, staff and volunteers, especially as budget constraints mean we are not able to compete with the private market. In May 2018, De Novo established a staff-led Diversity and Inclusion Committee, tasked with fostering a diverse, representative and collaborative environment for staff, volunteers and clients of all backgrounds. The Diversity Committee has significantly increased its activities over the past 12 months, with monthly and sometimes twice monthly workshops and town halls to explore diversity-related topics such as implicit bias and anti-racism, as examples.

# 5. What are the concrete strategies or specific plans for continuing and funding the work started or affected by this grant?

The Immigration Law Project provides vital legal aid in one of the most critical areas of law; it is essential to De Novo's mission. To ensure the longevity of the project, De Novo has grown and diversified its sources of revenue in recent years by increasing the number of individual and non-gov't grant donations. In October 2019, a part-time Development Assistant position was created to help grow funding sources. However, De Novo anticipates that the COVID-19 crisis and a prolonged economic downturn will negatively impact our revenue. Already, the agency has experienced a sharp decline in corporate and individual giving, a trend we expect to continue for many months, if not years. Social distancing has reduced our ability to meet with donors and secure major gifts. Many foundations and corporate giving programs have shifted resources to pandemic relief and are no longer taking requests from new applicants, limiting the available pool of new funding opportunities. De Novo must also cancel its 50th anniversary event in September 2020, eliminating \$100,000 in projected sponsorship revenue. Like other legal services agencies, we are concerned about how the sharp decline in available IOLTA funds.

De Novo is a volunteer-driven organization, leveraging the donated services of some 140 legal and mental health professionals to serve clients cost-effectively. The organization aggressively contains costs; staff earn modest salaries and non-personnel expenses are as minimal as is possible for an agency of its size. De Novo has balanced its budget for more than 10 years with sufficient reserves in case of a small deficit. With demand for services at an all-time high, however, De Novo must continue to grow its funding base to expand access for those in need.

6. <u>Provide feedback about The Clowes Fund's proposal and evaluation processes</u>. Help us improve our effectiveness; please be candid! For example, did you receive a fair return on your investment of time; were the Fund's communications clear? Was eGrant easy to use; how does it compare to other online application platforms?

The proposal and evaluation process is a reasonable time investment. The multi-year funding is especially helpful, as it provides program stability, opportunity to plan ahead, and limits proposals to every 2-3 years. The online grant portal is easy to use. The Clowes Fund's communications are relevant and clear, and we appreciate and find helpful the Fund's interest in improving the grantee experience. Our contact person is a thoughtful and engaged program officer. She attends major events and regularly replies to our communications, often with notes of encouragement and thanks. Her responsiveness and consistent feedback is extremely helpful to our work. This stands out among other foundations/funders.