



To: Andrus Family Fund Partners
From: Leticia Peguero, AFF Executive Director
Re: Andrus Family Fund's grantmaking practice and strategy
Date: June 17th, 2013

The past few months have been a time of ever moving parts with a strong look at the past and new hopes and ideas for the future. It's hard to believe that it has already been four months since my first day here at the Andrus Family Fund. As we prepare to close fiscal year 2013 I look ahead with great excitement at the potential that the future holds for the Andrus Family Fund and our work with all of our partners.

The conversations that I have had with many of our grantees as well as many of you in the field have allowed me to see with great clarity the importance of responsive philanthropy. These talks have helped me see the importance of transparency and I thank you all for being honest, open and trusting. Your honesty has helped our team see the significance of relying on what has worked with the goals of taking the lessons learned and looking to the future with fresh eyes. Our conversations have led me to try to better understand the portfolio and ask the Andrus Family Fund Board and staff who do we fund and why, and very importantly, who do we want to be in the broader philanthropic community? The answers to these questions will begin to define who AFF has been; who we are today, and who do we want to be in the future.

To help clarify the answers to these questions, AFF is embarking on a strategic planning process that will take us through this next fiscal year. The strategic plan will help AFF:

- Assess current operations and grantmaking;
- Assess the Transitions framework as the main tool for its grantmaking process;
- Clarify and further develop the Andrus Family Fund's strategy and theory of change.

To focus on all of this work, the AFF Board and I have agreed that this next year of grantmaking (FY'14) will be conservative and focus on vulnerable organizations that have an already established relationship with the fund. This next year AFF will:

- Prioritize and focus its grantmaking on organizations that are due for renewal with an emphasis on those grantees that are deemed most vulnerable through our due diligence processes.
- Review all proposals that come into us and continue to have conversations with organizations that fit into our grantmaking areas for potential future grantmaking.

- As part of our strategic planning process, explore our grantmaking and how to best serve the fields and our grantees.

This is a time of great excitement at AFF as we begin to explore our future, build on our legacy, and bring on new staff and Board members. We are excited about what the future holds and hope that you will stay tuned to all of the exciting work that I know will be a part of this process. Please make sure that Ingrid has your contact information and stay tuned to news about our future direction. Ingrid and I look forward to keeping in touch so please do not hesitate to contact us.

Onward,

Leticia Peguero

Executive Director, Andrus Family Fund