



2017 Survey on Community Foundation Business Models

Confidentiality Policy:

*The Community Foundation Sonoma County (CFSC) has engaged the Center for Effective Philanthropy (CEP) to conduct a confidential survey about community foundation business models. The Center for Effective Philanthropy has surveyed leaders and donors from hundreds of community foundations and always treats responses as **completely confidential**:*

- *We do not report or share individual results or identifying characteristics of respondents with CFSC.*
- *Unless you state otherwise, we will not share the names of respondents who did or did not respond to the survey with CFSC.*
- *At the end of the survey, you will have the option to choose how you would like CEP to treat your open-ended responses.*
- ***After completing the survey, you will have the opportunity to sign up to receive a summary of the findings.***

Please respond online by July 14, 2017

Please respond to as many questions as possible, but you may skip questions you are unable to answer. This brief survey takes approximately 10 minutes to complete.

Your response is very important and has the potential to inform the future direction of many other community foundations.

Please feel free to contact Carly Marchioni at CEP with any questions:

Toll Free: 866-545-0800 ext. 255

Email: cepsurvey@effectivephilanthropy.org

Thank you for your participation in this study.

www.effectivephilanthropy.org



This survey seeks to address the question: how must the community foundation business model evolve to drive both growth and impact for long-term sustainability? The Community Foundation Sonoma County is undertaking a planning process to examine this question, and has engaged CEP to conduct a very brief confidential survey of important community foundation leaders about what you're learning about your business models.

After completing the survey, you will have the opportunity to receive a summary of the findings from CFSC, which we hope will be a helpful tool for your foundation's reflection.

As you respond to this survey, a number of questions will ask you to reflect on the current and future economic sustainability of your organization's efforts. Some questions will ask for quantitative estimates – for example about economic contribution of product offerings. Although precision is helpful, we realize that not every community foundation has recently conducted this type of analysis.

Please answer as best you can on your best estimates.

PRODUCTS AND SERVICES

1. Which of the following products and services does your community foundation currently offer? *(Please check all that apply)*

We offer:

TYPES OF FUNDS OFFERED

- Committee-advised funds (i.e., pooled donor fund)
- Corporate advised funds/supporting corporations
- Donor advised funds
- Donor designated funds
- Field of interest funds
- Expendable discretionary funds (i.e., current use funds)
- Nonprofit endowment funds (i.e., permanent agency funds)
- Nonprofit investment funds (i.e., non-endowed agency funds)
- Permanently endowed discretionary funds
- Scholarship funds

OTHER SERVICES OR PRODUCTS OFFERED

- Donor co-funding or co-investing in foundation strategic initiatives
- Cause-driven donor giving circles (e.g., women/LGBT/children/health/education/other)
- Estate planning advice
- Family philanthropy and/or next generation consulting
- Fee-based services to other private foundations and grantmakers
- Fiscal sponsorship for new nonprofits
- Geographic affiliates
- Impact investment options for donors
- Supporting organizations

- None of the above



2. Please select the **three products/services** your community foundation offers that **have generated the highest and lowest economic contribution** (revenue minus cost) to your foundation over the past 5 to 10 years. *(Only options selected in question #1 apply)*

Service offered:	These 3 products/ services have generated the highest economic contribution for my foundation over the past 5 to 10 years	These 3 products/ services have generated the least or lowest economic contribution for my foundation over the past 5 to 10 years
<i>TYPES OF FUNDS OFFERED</i>		
Committee-advised funds (i.e., pooled donor fund)	<input type="checkbox"/>	<input type="checkbox"/>
Corporate advised funds/supporting corporations	<input type="checkbox"/>	<input type="checkbox"/>
Donor advised funds	<input type="checkbox"/>	<input type="checkbox"/>
Donor designated funds	<input type="checkbox"/>	<input type="checkbox"/>
Field of interest funds	<input type="checkbox"/>	<input type="checkbox"/>
Expendable discretionary funds (i.e., current use funds)	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit endowment funds (i.e., permanent agency funds)	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit investment funds (i.e., non-endowed agency funds)	<input type="checkbox"/>	<input type="checkbox"/>
Permanently endowed discretionary funds	<input type="checkbox"/>	<input type="checkbox"/>
Scholarship funds	<input type="checkbox"/>	<input type="checkbox"/>
<i>OTHER SERVICES OR PRODUCTS OFFERED</i>		
Donor co-funding or co-investing in foundation strategic initiatives	<input type="checkbox"/>	<input type="checkbox"/>
Cause-driven donor giving circles (e.g., women/LGBT/children/health/education/other)	<input type="checkbox"/>	<input type="checkbox"/>
Estate Planning Advice	<input type="checkbox"/>	<input type="checkbox"/>
Family philanthropy and/or next generation consulting	<input type="checkbox"/>	<input type="checkbox"/>
Fee-based services to other private foundations and grantmakers	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal sponsorship for new nonprofits	<input type="checkbox"/>	<input type="checkbox"/>
Geographic Affiliates	<input type="checkbox"/>	<input type="checkbox"/>
Impact Investment options for donors	<input type="checkbox"/>	<input type="checkbox"/>
Supporting Organizations	<input type="checkbox"/>	<input type="checkbox"/>



3. Where possible, please select the **three products/services** that you believe **will generate the highest economic contribution** (revenue minus cost) for your foundation over the next 5 to 10 years, and which products/services (if any) you believe **will phase out/stop or significantly decline**.

Service offered:	These 3 products/ services will generate the highest economic contribution for my foundation over the next 5 to 10 years	I believe these products and services will phase out/stop, or significantly decrease from their current level of economic contribution over the next 5 to 10 years
<i>TYPES OF FUNDS OFFERED</i>		
Committee-advised funds (i.e., pooled donor fund)	<input type="checkbox"/>	<input type="checkbox"/>
Corporate advised funds/supporting corporations	<input type="checkbox"/>	<input type="checkbox"/>
Donor advised funds	<input type="checkbox"/>	<input type="checkbox"/>
Donor designated funds	<input type="checkbox"/>	<input type="checkbox"/>
Field of interest funds	<input type="checkbox"/>	<input type="checkbox"/>
Expendable discretionary funds (i.e., current use funds)	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit endowment funds (i.e., permanent agency funds)	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit investment funds (i.e., non-endowed agency funds)	<input type="checkbox"/>	<input type="checkbox"/>
Permanently endowed discretionary funds	<input type="checkbox"/>	<input type="checkbox"/>
Scholarship funds	<input type="checkbox"/>	<input type="checkbox"/>
<i>OTHER SERVICES OR PRODUCTS OFFERED</i>		
Donor co-funding or co-investing in foundation strategic initiatives	<input type="checkbox"/>	<input type="checkbox"/>
Cause-driven donor giving circles (e.g., women/LGBT/children/health/education/other)	<input type="checkbox"/>	<input type="checkbox"/>
Estate Planning Advice	<input type="checkbox"/>	<input type="checkbox"/>
Family philanthropy and/or next generation consulting	<input type="checkbox"/>	<input type="checkbox"/>
Fee-based services to other private foundations and grantmakers	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal sponsorship for new nonprofits	<input type="checkbox"/>	<input type="checkbox"/>
Geographic Affiliates	<input type="checkbox"/>	<input type="checkbox"/>
Impact Investment options for donors	<input type="checkbox"/>	<input type="checkbox"/>
Supporting Organizations	<input type="checkbox"/>	<input type="checkbox"/>



The two following open-ended questions will provide important examples and context about your foundation's products and services. Please provide specific examples for each question below, and feel free to convey your answers in whatever method is most convenient for you – list form, short sentences, etc.

4. What single product/service do you believe is most likely to achieve significant sustainable growth for your foundation in the future? Please explain why and provide any specific examples about how this product/service is structured at your foundation. *(You are not limited in the length of your response.)*

5. Are there any products or services not listed in the previous questions that you are particularly excited about as a means of achieving significant sustainable growth? We are interested in learning about innovative approaches or offerings that work for other community foundations. *(You are not limited in the length of your response.)*

6. When thinking about your future donors, where do you see the greatest opportunity for donor growth at your foundation? *(Please check only one)*

- Younger donors
- Older donors
- Second home owners
- Communities of color
- Donors from new industries
- Private foundation conversions
- Don't know

FEE STRUCTURE

7. Does your foundation's administrative fee vary across donor advised funds (i.e., a tiered fee structure)? *(Please check only one)*

- Yes, we have a tiered fee structure
- No, we have the same fee structure for all donor advised funds

8. What is the average administrative fee that your community foundation currently charges on a donor advised fund?

- _____ % Don't know



COMMUNITY LEADERSHIP INITIATIVES

9. Could you give an example(s) of a community leadership initiative or activity that generated the most recognition amongst your donors? How did you generate that recognition? *(You are not limited in the length of your response.)*

OUTSOURCING

10. Please indicate whether or not your foundation outsources any of the following services and, if yes, your satisfaction with this outsourcing. If you are not currently outsourcing these services, please indicate whether your foundation plans to do so in the future. *(Check one per category)*

Service outsourced:	Yes, my foundation currently outsources this service and we're not satisfied	Yes, my foundation currently outsources this service and we are satisfied	Yes, my foundation is planning to outsource this service in the future	No, my foundation does not outsource this service and is not planning to do so
Investment management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Back-office administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online donor platform technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. What has your foundation primarily gained from outsourcing these services? *(Only options selected as currently outsourced in question #10 apply, please check all that apply)*

Service outsourced:	Gained cost savings	Gained efficiency	Gained better service to donors	Don't know/not applicable
Investment management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Back-office administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online donor platform technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



12. Does your foundation offer any of the following services to other organizations for a fee? *(Please check all that apply)*

- Investment management
- Back-office administration
- IT management
- Online donor platform technology
- Grants administration
- Other *(please describe)*: _____
- Don't know/not applicable

PROFESSIONAL ADVISORS

13. Approximately what proportion of new funds at your community foundation are generated by referrals from professional advisors? *(Please check only one)*

- 0-25%
- 26-50%
- 51-75%
- 76-100%
- Don't know

14. Please describe any distinctive ways your foundation works with professional advisors that you believe have proven particularly effective in generating referrals. *(You are not limited in the length of your response.)*

CONTACT BY COMMUNITY FOUNDATION SONOMA COUNTY

15. Would you like to receive Community Foundation Sonoma County's communication about the results of this survey?

- Yes, share my name and email as a participant
- No, do not share my name or email as a participant

16. The Community Foundation Sonoma County may be interested in learning more about a particular approach or offering you wrote about in this survey. Would you be willing to have your name identified alongside your written comments from this survey in CEP's report to CFSC? **If you select yes, all responses other than written comments will still remain completely confidential and no other information will be shared.**

- Yes, you may share my name alongside my written comments
- No, do not share my name alongside my written comments



FINAL BACKGROUND QUESTIONS

The five final survey questions below ask for quantitative estimates. Please answer as best you can. Alternatively, you may forward the survey link from your invitation email to a colleague who can provide these responses (Your answers to all questions up to this point have been saved and won't be lost if you forward the survey).

17. Please indicate the total approximate number of staff at your foundation (Full Time Equivalents, excluding volunteers).

_____ FTE

18. What is your foundation's approximate annual operating budget?

\$ _____ Don't know

19. Does your foundation have an endowment that helps fund operating costs? If so, approximately what proportion of your operating budget is covered by annual earnings from your foundation's operating endowment?

- My foundation does not have an endowment
- 1-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%
- Don't know

20. Approximately what proportion of your foundation's current total **assets** is represented by each of the following?

- Discretionary funds _____%
- Donor advised funds _____%
- Other non-discretionary funds _____%
- Don't know

21. Approximately what proportion of your **operating budget** is covered by fees from donors?

- 0-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%
- Don't know

Thank you for participating in this important survey. Your time and candid feedback are greatly appreciated.

