



Assessing Community Foundation Needs

and **Envisioning the Future**

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ABOUT CF INSIGHTS

CF Insights responds to a hunger for shared knowledge and greater impact among U.S. community foundations. Community foundations grow stronger when their decisions are based on timely, accurate, and complete information. Through CF Insights, community foundations improve performance and sustainability—individually and collectively. CF Insights has operated under the auspices of Foundation Center since January 2015. For more information, visit cfinsights.org.

ABOUT FOUNDATION CENTER

Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants — a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit Foundation Center's website each day and are served in its five regional hubs and its network of more than 400 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world. For more information, please visit foundationcenter.org, call (212) 620-4230, or tweet us at [@fdncenter](https://twitter.com/fdncenter).

ABOUT CFLEADS

CFLeads is a national learning cooperative dedicated to advancing the practice of community leadership by community foundations. CFLeads helps community foundations learn how to take on challenging issues, engage citizens in cross-sector solutions and marshal the needed resources to build healthy, thriving communities. For more information, visit cfeads.org.

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Introduction

A colleague of ours, Melissa Berman, once made a telling comment about our field. She couldn't think of any other professional area that would lump so many disparate services together, label them infrastructure, and give the resulting term "philanthropic infrastructure" a somewhat negative connotation. All industries contract a wide variety of support services—including training, legal advice, strategic planning, evaluation, auditing, and much more—but seldom refer to it as infrastructure. It's just part of doing business.

We need to advance our thinking about this "infrastructure thing." We are trapped in a kind of time warp in which "philanthropic infrastructure" refers to a relatively small set of legacy organizations that grew up with the field. These organizations are cited frequently as service providers but in total represent a small fraction of the organizations identified in this study. What that tells us is that infrastructure—if we are to use that term—is far broader today than in the past, as the profession of philanthropy itself evolves.

Community foundations have several attributes that, taken together, distinguish them from many of their philanthropic brethren, including a local orientation, relationships with many living donors, and a public charity tax status. This affects everything from their approach to solving problems to their business model. Because of this, community foundations have sought out support services that are designed for their particular needs. The infrastructure of organizations serving community foundations has evolved, and there has been confusion among community foundations over where to get their needs met and some frustration over the perceived fragmentation of services.

In response to these concerns and to create some clarity, CFLeads and CF Insights, both of which exclusively serve community foundations, decided to map out the current support services and lead a discussion exploring a vision for the future. Thanks to support from a dozen large community foundations, we were able to field a survey and host a one-day symposium. Our findings are summarized here. We hope the results of this partnership provide a better understanding of the ecosystem of organizations serving community foundations and some initial thinking on how to meet needs in the future.

But we need to approach this work with a sense of urgency. Community foundations and infrastructure organizations operate in markets and we do not have the luxury of being plodding and unresponsive. Those markets and the revolutions in technology, data, and knowledge management will drive us and enable us to become more agile and much faster at collaborating and getting the information and services we need.



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Executive Summary

Background and Context

Community foundations are unique institutions in the philanthropic landscape. They are generally local in orientation, have endowed as well as non-endowed assets from many living and non-living donors, and are defined as public charities by the IRS. These attributes affect their board compositions, internal structures, and depth of connection to their communities, the issues they pursue, and the activities in which they engage.

Due to these distinctions, community foundations have generally viewed themselves collectively as a “field” with common needs and aspirations. Together, in an effort to strengthen and enrich the field, they have funded field-wide research, developed tools, agreed on best practices, invested in organizations that serve community foundations, and found great value in networking with and learning from each other.

In the past few years, however, there has been a growing concern about the lack of cohesion of the field. As this report shows, there are dozens of organizations that are sought out by community foundations, many of which are valued quite highly.

Meanwhile, over the past decade, many community foundations have expanded their roles beyond grantmaking to deepen their community impact. This has led to new organizational needs that affect board development, donor relations, staff capacity, the business model, and many internal and external practices. This orientation is causing some community foundations to seek different kinds of support—both in substance and in approach. In particular, there is a desire for more structured collaboration and peer learning around critical community issues. In addition, there has been an interest among some community foundations for a new kind of common voice for the field.

Understanding Field Needs and Aspirations

In response to the concerns we were hearing from community foundations, CFLeads and CF Insights set out to try to understand and identify field needs and aspirations. Specifically, we committed to documenting current community foundation needs, creating an inventory of philanthropy-serving organizations (PSOs) serving community foundations, and starting a conversation about the future of the field. To that end, in the summer of 2016, we issued two surveys and hosted a symposium.

In July of 2016, we developed and distributed a survey to better understand the supply and demand around 17 support services commonly sought by community foundations. In addition to gathering information on the PSOs most often used by community foundations, the survey also collected perceptions on service quality.

Executive Summary, continued

The survey was sent to CEOs at nearly every community foundation (numbering more than 800 in 2016) throughout the country; 142 completed the survey, including most of the largest ones.

We also developed and distributed a survey to 97 PSOs to determine what services they were currently providing and planning to provide to community foundations. It also asked them to identify the perceived highest-priority needs among community foundations. A total of 46 PSOs completed the survey.

Then, in August 2016, CFLeads and CF Insights hosted a Symposium on Field Needs with 38 community foundation CEOs and VPs at the Chicago Community Trust. The group reflected on and added context to the survey results, identified gaps in services, and envisioned the future of the community foundation field.

Key Findings

EXISTING SERVICES

The community foundation survey uncovered four key findings about existing services to community foundations:

- 1. Three primary national PSOs:** The community foundation survey identified 563 different PSOs from which community foundations received services. However, only three were mentioned more than 100 times by respondents for one or more services: Council on Foundations (COF) (598), CFLeads (139), and Foundation Center/CF Insights (125).
- 2. Importance of regional associations of grantmakers:** Community foundations seek support for a broad range of services from COF or their regional association of grantmakers. COF and regional associations (as a group) were both among the top three mentions for all but four services.
- 3. Specialization of services:** For the majority of services, community foundations seek out one or two national PSOs with expertise in that area. This includes everything from national standards and legal services to community leadership and business model analysis.
- 4. General satisfaction with quality:** The quality of services is generally quite high; two-thirds of all ratings identified services as high quality and only 2 percent were low quality—though, importantly, some providers had consistently high quality ratings when others did not.

Executive Summary, continued

SERVICE NEEDS

The two surveys and the symposium identified a handful of areas where there are gaps in services or emerging needs. Though there is still a lack of clarity on specific needs, the themes below emerged, some of which are short-term and others longer-term:

- 1. Staff development:** This includes current training needs for rapidly evolving community foundations with growing demands on their time, an interest in entrepreneurship training, and full academic curricula oriented around the community foundation of the future.
- 2. Collaboration/networking and peer learning:** This includes a desire, especially among certain community foundation departments, to reduce isolation as services and products become more complex. This also includes a growing interest in coming together around issues.
- 3. Legal compliance and advisory services:** This reflects a desire for more diverse options for legal support for community foundations.
- 4. Field positioning and leadership:** This includes a strong voice in support of community foundation interests, a collective voice on state and local policy on select issues, and a convener/catalyst/spokesperson on significant societal issues. It also includes the need for a frame for discussing the value and work of community foundations.
- 5. Field knowledge:** This includes research and data on community issues, stories and case studies that highlight community foundation practices and innovations, and online tools to help community foundations more easily access high-quality resources and services.

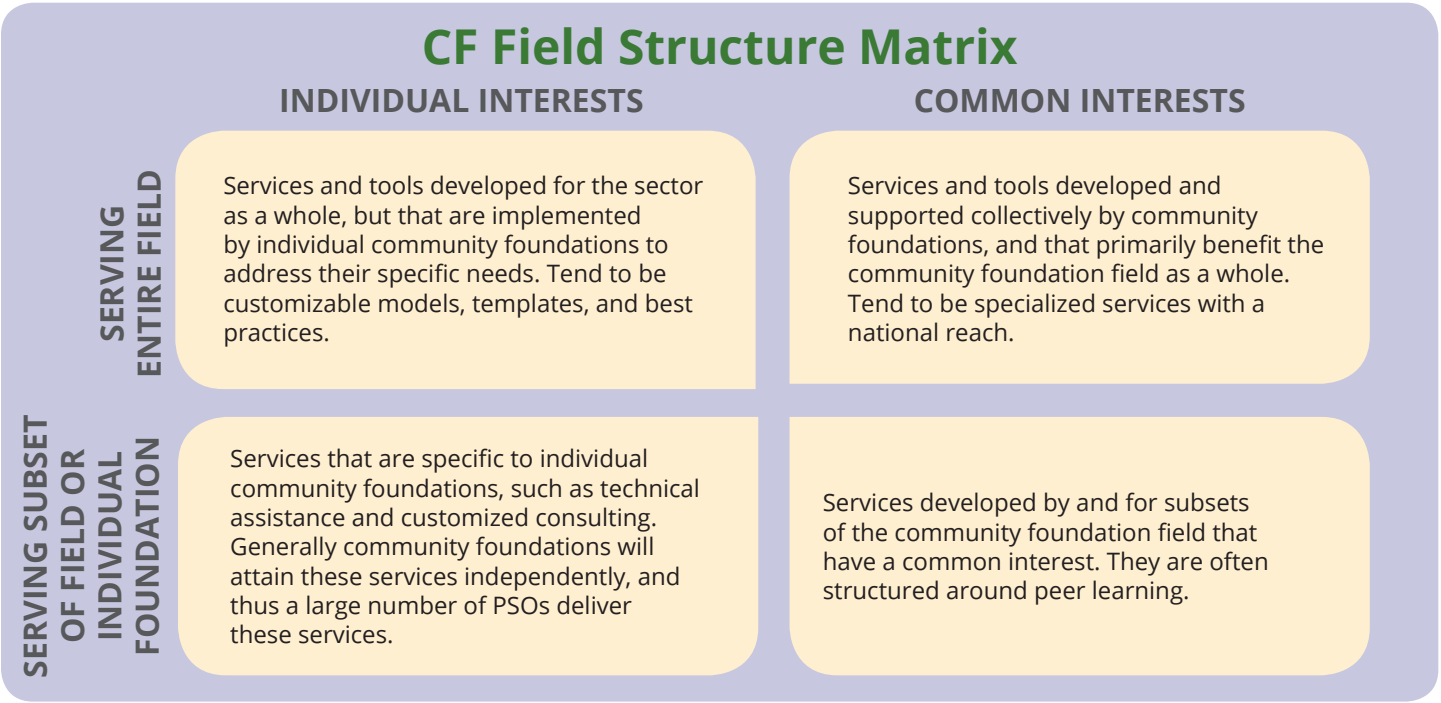
Opportunities and Insights

A useful matrix that captured the emerging field structure was created by a small group at the symposium, a simplified version of which can be found on the next page (see the full matrix on [page 28](#)). While the matrix could use some further refinement, there was general agreement that it provides a helpful visualization of the different levels of service need and the different levels of service impact among community foundations. It recognizes that some decentralization of service delivery may be desirable and appropriate, especially to support innovation and build specialization where needed. In fact, for some services, community foundations are already self-organizing into subgroups based on their needs.

The matrix could be used to help community foundations identify where it may be desirable to pool resources to address common needs. It could also be used to help community foundations determine where to invest to advance a particular approach or perspective they find useful or to meet a particular need based on foundation size, function, or locale. The matrix can also be used by PSOs to understand how their work is most helpful and where there may be opportunities for collaboration and partnership.

Executive Summary, continued

The matrix, the survey findings, and the discussion at the Symposium have helped identify community foundation needs and the PSOs serving them and have started a conversation about the current and future structure of the community foundation field. While there is some confusion over where to get needs met now and an uncertainty about the future, there seems to be a commitment and eagerness among many community foundation leaders to strengthen the field infrastructure on behalf of all community foundations.



Next Steps for CFLeads and CF Insights

CFLeads and CF Insights will move forward to address field needs in ways that align with our missions and make the best use of our skills and expertise. Specifically, CF Insights will move forward on exploring a field-wide resource for identifying support service providers and sharing feedback and best practices. CFLeads and CF Insights will also work together to develop metrics on community leadership, working off the field-developed Framework for Community Leadership, and identify the most effective way to collect the data. In addition, CFLeads will help community foundations learn about and address critical community issues and share field innovations and impact. They will continue to work with regional and national partners on community leadership forums and trainings. We hope other PSOs will assess where they are most needed and determine where they might be able to partner or collaborate with other PSOs to best serve community foundations across the country.

Impetus and Context for the Work

Overview of Significant Changes That Have Occurred, and Continue to Occur, Among the Infrastructure Support Network

With the number of community foundations in the United States now exceeding 800, the field is continuously growing and evolving. However, maybe more important than the sheer number is the increased diversity among community foundations in how they meet the needs of their donors and the communities they serve. As they face increasing competition for charitable dollars, community foundations must continually demonstrate the value they create in the changing philanthropic landscape. More nuanced fund offerings, more strategic investment approaches, and more complex ways of working to achieve impact all require community foundations to develop new expertise and ways of working.



To support these ever-changing needs, a broad range of philanthropy-serving organizations (PSOs) have developed and continue to evolve as well. Consisting primarily of infrastructure organizations, regional associations, issue/identity-based affinity groups, research and educational institutions, and consultants, these PSOs provide capacity-building and infrastructure services to support the work of individual community foundations and the broader field. Most PSOs serve an array of foundations and other philanthropic partners, and deliver a range of services. In the face of competing priorities, growing competition, and scarce resources, PSOs face many of the same hurdles as the community foundations they serve. Achieving a balance between service delivery and financial sustainability remains an ongoing challenge for many PSOs.

While the need to balance sustainability with services is ever present, recent years have seen several changes, both large and small, at some of the leading PSOs serving the field. Shifts in strategic focus at the Council on Foundations (such as the discontinuation of the Fall Conference for Community Foundations), CF Insights moving from FSG to Foundation Center, the Forum of Regional Associations of Grantmakers changing its name to United Philanthropy Forum and expanding its membership scope, and other organizational name changes including the Association of Small Foundations (now Exponent Philanthropy) and the Grant Manager's Network (now Peak Grantmaking), have all contributed to a sense of confusion and a growing concern in the field that clear leadership and direction is lacking.

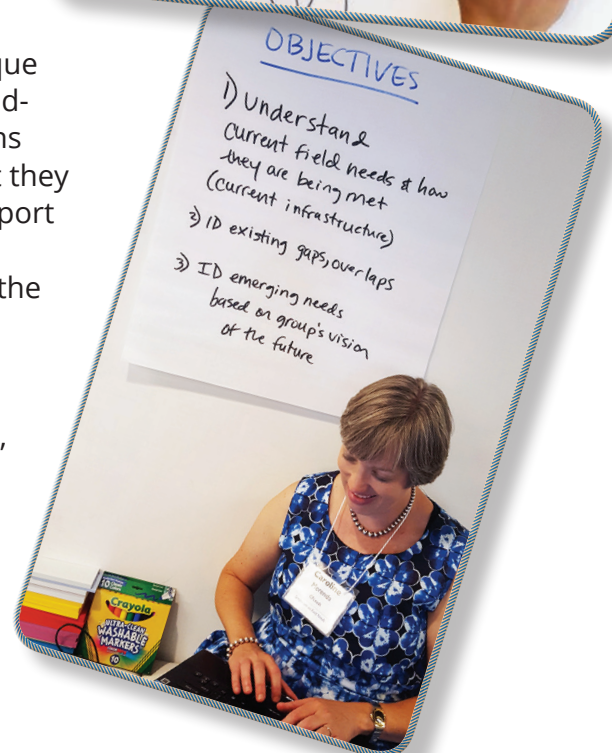
Impetus and Context for the Work, continued

Many of these changes have occurred independently of one another, involving their own unique set of considerations, and any one on its own would likely not have caused the degree of disruption currently being experienced by community foundations. It is also important to recognize that many PSOs have evolved their services to ensure the sustainability of the support they offer community foundations. Additionally, many positive opportunities, collaborations, and resources have developed as either direct or indirect results of shifts in the support services that are offered. However, it is undeniable that the quick succession of changes to the network of support over the past few years has created significant uncertainty and no small amount of frustration for community foundation leaders and staff.

Input That Drove CF Insights & CFLeads to Initiate Collaborative Research Project

As the only two national PSOs focused exclusively on community foundations, CF Insights and CFLeads are in a unique position to identify and understand emerging issues at the field-wide level. Throughout 2015 and early 2016, both organizations heard from a growing number of community foundations that they were experiencing challenges in identifying and accessing support services. While many of these concerns cited specific changes (such as those referenced above) and were usually specific to the needs of a particular community foundation, four consistent messages rose to the top:

- A perception that some needs are not being adequately met, that gaps exist in the support network;
- Lack of clarity about which PSOs offer certain support services;
- A sense of fragmentation of support services, leading to duplication of effort and strain on membership budgets;
- A desire for improved communication and collaboration among PSOs, emphasizing opportunities to connect complementary services;
- A desire for a stronger national leadership voice on behalf of community foundations and the important role they play in building strong communities.



Impetus and Context for the Work, continued

In response to these concerns and in the spirit of effective collaboration, CFLeads and CF Insights began brainstorming ways to map the current state of support services for the community foundation field and to ensure that future needs are understood and met. Given the lack of basic information about which PSOs community foundations currently rely on for different support services, data collection was a key element of the project. While they do not represent the entire field, the two surveys that were conducted establish a baseline of information to address this question.

However, both organizations agreed that documenting the current state of infrastructure support for the field was not enough. Insights from leaders in the field would also be necessary to add context to the survey results, particularly around priorities and gaps, and to envision the future support needs of the field. The Chicago symposium allowed for discussion, interpretation, and questioning of the survey results; it also provided an opportunity for attendees to think beyond their individual organizations and to consider how PSOs could work to better support the entire community foundation field. The following sections will present the findings of the surveys and the symposium, first summarizing the current state of support for the field, then focusing on future directions for supporting community foundations. Finally, the report will conclude with some potential next steps for community foundations and PSOs to pursue.

Data Collection Methods

Surveys

Two surveys were developed to gain a better understanding of the current supply and demand for 17 key support services commonly sought by community foundations (see table on [page 14](#)). One survey, targeted to community foundations, asked for the names of up to five organizations with which the community foundation works for each service, their level of familiarity with each organization, and the quality of the service provided. Community foundations were also asked to list other services not previously identified, to identify their highest-priority service needs, and to note any gaps in available services.

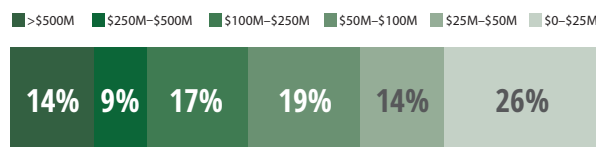
The second survey, focused on philanthropy-serving organizations (PSO—broadly inclusive of infrastructure organizations, regional associations, affinity groups, and consultants), asked each respondent to identify which of the 17 services they currently offer or intend to offer within the next year, and the number of community foundations with which they work for each service offered. This survey also asked respondents to identify the perceived highest-priority needs among their community foundation partners, and to list up to five other PSOs with which they collaborate most often.

Both surveys were in an online format and were developed collaboratively by CF Insights and CFLeads; Council on Foundations' staff provided review and comment for the survey of community foundations. The community foundation survey was sent via email to staff at nearly 800 community foundations. A total of 142 community foundations completed the survey, providing broad representation across the field. Duplicate community foundation responses were manually consolidated. In the few instances where a PSO received inconsistent ratings for the same service by different staff at a community foundation, the response indicating the greatest familiarity or the most favorable rating was retained.



142 COMMUNITY FOUNDATION SURVEY
RESPONDENTS FROM
40 STATES (AND PUERTO RICO)

Distribution of Asset Size*



Total FTEs**

FTE Range	Count
>100	1
50-99	10
25-49	20
15-24	14
10-14	16
5-9	40
<5	41

*Due to rounding, totals may not equal 100%.

**Full-time Employees

Data Collection Methods, continued

The survey of PSOs was sent via individual emails to a list of organizations that was developed jointly by CF Insights and CFLeads. Additionally, the Forum of Regional Associations of Grantmakers (now the United Philanthropy Forum) disseminated the survey to each of its member organizations. In sum, the PSO survey was distributed to 97 organizations. Of the 46 respondent organizations, 35 offer services targeted to community foundations.

Symposium

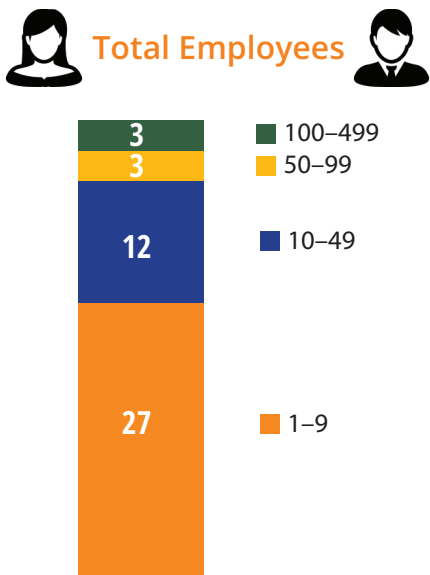
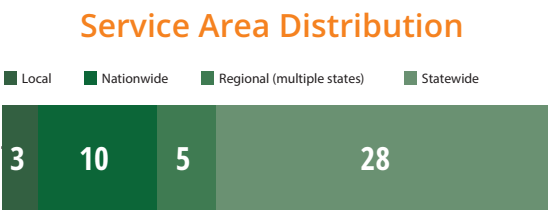
On August 25, 2016, CFLeads and CF Insights co-hosted a symposium at the Chicago Community Trust. The symposium convened executives from 27 community foundations from across the country to examine the current state of infrastructure support for the community foundation field and explore future needs and opportunities to improve upon the ways services are delivered.

A facilitator and graphic recorder were engaged in order to guide and document the conversations throughout the day. Additionally, summary results from the two surveys were shared with the attendees to inform the discussion of the current state of support services and to prioritize gaps and future needs.

The symposium agenda (see Appendix A) was designed to focus on progressively larger-scale questions and challenges for the field. The morning sessions began with discussion and contextualization of the survey results and identification of priority needs for specific functional roles at community foundations. The afternoon sessions then transitioned to considerations of future support needs and the broader evolution of community foundations as philanthropic institutions.



PSO SURVEY PARTICIPANTS



*One PSO included in the survey is volunteer-run and not included in this figure.

Data Collection Methods, continued

SYMPOSIUM PARTICIPANTS

- Arizona Community Foundation
- Baltimore Community Foundation
- Central New York Community Foundation
- Communities Foundation of Texas
- Community Foundation for Greater Buffalo
- Community Foundation for Greater New Haven
- Community Foundation for the Fox Valley Region
- Community Foundation of Greater Dubuque
- Fairfield County's Community Foundation
- Foundation for the Carolinas
- Greater Milwaukee Foundation
- Incourage Community Foundation
- New Hampshire Charitable Foundation & Regional Divisions
- North Texas Community Foundation
- Parkersburg Area Community Foundation
- Rochester Area Community Foundation
- Silicon Valley Community Foundation
- The Alaska Community Foundation
- The Boston Foundation
- The Chicago Community Trust



- The Columbus Foundation
- The Community Foundation of Greater Memphis
- The Community Foundation of the Holland/Zeeland Area
- The Community Foundation Serving Richmond & Central Virginia
- The Miami Foundation
- The Pittsburgh Foundation
- The San Francisco Foundation
- Whatcom Community Foundation

Facilitator

Bina Patel, Saathi Impact Consulting

Graphic Recorder

Amanda Lyons, Visuals for Change

Current State of Support for the Field

Summary of Survey Key Findings

The decision to administer two separate surveys, one with community foundations and one with PSOs, was made in order to explore the existing network of services from the demand and supply sides, respectively. The survey of community foundations was quite detailed, asking respondents to list specific organizations with which they work for each of the 17 services included in the survey, as well as any other services that were not included. Comparatively, the survey of PSOs sought more general input on which of the same 17 services each respondent currently offers or has imminent plans to offer, and the reach of that offering throughout the field.

Survey of community foundations: Upon review of the 142 community foundation responses, it is immediately clear that community foundations rely on a large number of organizations for support at the field level and individually. However, community foundations also tend to rely on one or two key PSOs for several services.

Despite the large number of PSO organizations that were listed, a relatively small number provide the vast majority of support services. The Council on Foundations provides by far the most services, with 598 total mentions.* CFLeads and CF Insights are the only other PSOs with more than 100 mentions. Additionally, of the 563 PSOs identified in the survey, only 10 provide services to 20 or more of the community foundation respondents.

*Note: Each service provided to a respondent is counted as one mention. Thus, if a community foundation uses one PSO for five services, those are counted as five mentions. If five community foundations use the same PSO for one service each, those are also counted as five mentions.

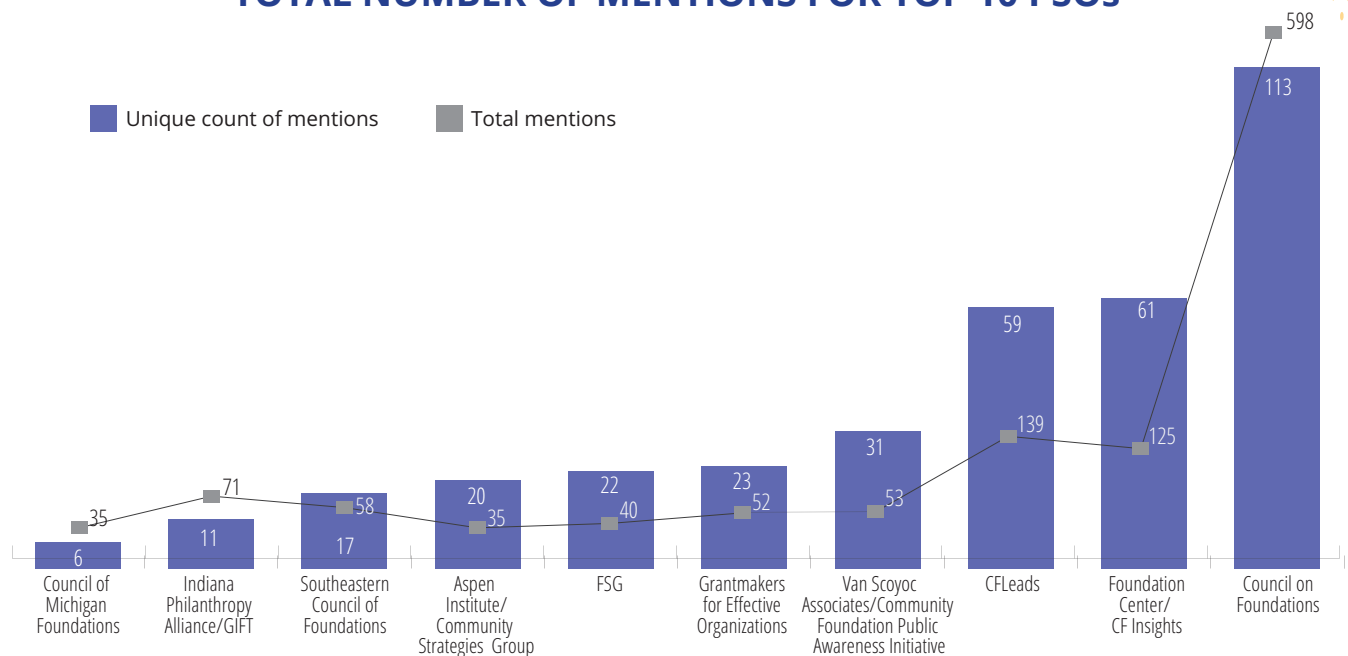
17 SERVICES PROVIDED TO COMMUNITY FOUNDATIONS

*Services in **bold** are among priority needs as identified by community foundations*

- Strategic Planning
- Community Leadership
- Issue Advancement
- Evaluation and Assessment
- Board Development
- **Staff Development**
- Business Model
- Data & Research
- **Legal Services**
- Policy, Advocacy, Lobbying
- Standards
- **Donor Prospecting and Development**
- **Investment Advising**
- Listservs and Forums
- Conferences
- Field Spokesperson
- Communications and Technology Strategy

Current State of Support for the Field, continued

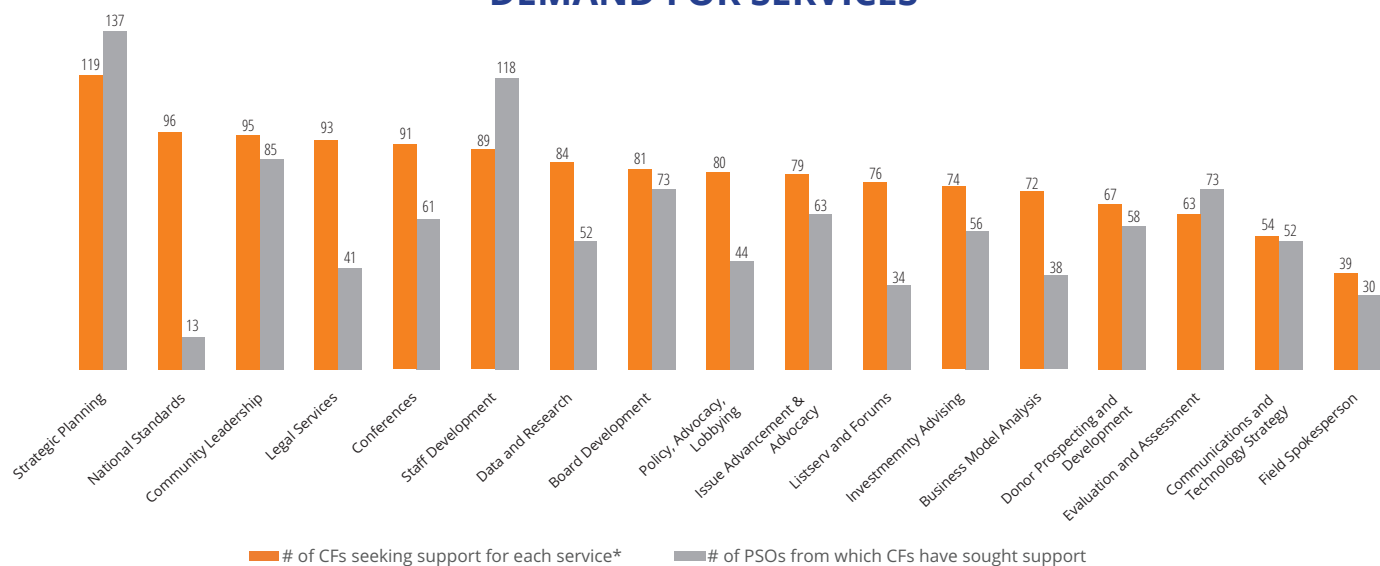
TOTAL NUMBER OF MENTIONS FOR TOP 10 PSOs



Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

Of the 17 services asked about, demand was highest for strategic planning services, with over 80 percent of community foundations saying they have sought such services. And the field appears to be meeting this demand well – community foundations mentioned no fewer than 137 different organizations that they've used for strategic planning purposes. High demand (over 65 percent) also exists for services related to national standards, community leadership, and legal services, although the numbers of PSOs providing services for national standards (n=13) and legal services (n=41) are comparatively small relative to existing demand. Not surprisingly, though, the Council on Foundations tends to be the leading service provider in each of these categories.

DEMAND FOR SERVICES



Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

* N=142

Current State of Support for the Field, continued

FREQUENCY OF USE: Most services for community foundations are provided by a large number of PSOs

- Five services offered by Council on Foundations have been used by at least one-third of community foundations
- Strategic planning and staff development were the only two services with more than 100 mentions.
- 52 percent of community foundation respondents have used the Council on Foundations for legal services.
- For most services, even the most-cited PSO supports less than half of community foundation respondents
→ 12 of 17 services support less than half of community foundation respondents

Service Type	Total # of PSOs Mentioned as Offering Service	Top 2 PSOs Mentioned as Offering Service (# Mentions)	% of CFS that Have Used the Top 2 PSOs for that Service at Least Once
Strategic Planning	137	• Council on Foundations (16) • Sutherland – Edwards (12)	6% 5%
Staff Development	118	• Council on Foundations (55) • CFLeads (14)	22% 6%
Community Leadership	85	• CFLeads (53) • Council on Foundations (19)	25% 10%
Evaluation and Assessment	73	• Foundation Center/CF Insights (13) • Center for Effective Philanthropy (12)	10% 11%
Board Development	73	• BoardSource (21) • Council on Foundations (21)	14% 14%
Issue Advancement	64	• Council on Foundations (42) • Van Scoyoc Associates/Community Foundation Public Awareness Initiative (15)	25% 9%
Conferences	62	• Council on Foundations (72) • CFLeads (16)	31% 6%
Donor Prospecting and Development	58	• Crescendo (15) • Wealth Engine (11)	11% 9%
Investment Advising	57	• Colonial Consulting (22) • Fund Evaluation Group (8)	17% 6%
Data & Research	52	• Foundation Center/CF Insights (52) • Council on Foundations (40)	29% 23%
Communications and Technology Strategy	51	• Comma (10) • Council on Foundations (8)	11% 10%
Policy, Advocacy, Lobbying	44	• Council on Foundations (47) • Van Scoyoc Associates/Community Foundation Public Awareness Initiative (29)	33% 19%
Legal Services	41	• Council on Foundations (73) • Indiana Philanthropy Alliance/GIFT (7)	52% 5%
Business Model Analysis	38	• Foundation Center/CF Insights (38) • Council on Foundations (11)	37% 11%
Listserve and Forums	34	• Council on Foundations (59) • Grantmakers for Effective Organizations (12)	42% 9%
Field Spokesperson	30	• Council on Foundations (25) • CFLeads (8)	35% 10%
National Standards	13	• Council on Foundations (98) • Indiana Philanthropy Alliance/GIFT (4)	84% 3%

Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

Current State of Support for the Field, continued

Beyond documenting which PSOs are providing which services to community foundations, the survey also sought to improve understanding about the quality of support services that are being delivered to community foundations. The respondents were asked to rate each service received from each PSO as either high, average, or low quality. The aggregate results of the quality ratings are overwhelmingly positive, with two-thirds of all services rated as high quality and fewer than 2 percent rated as low quality. At the individual PSO level, many of the largest service providers received high quality ratings in the 80 percent and even 90 percent range, while low quality ratings tended to be more concentrated among a few of the larger PSOs.



CONCENTRATION OF SERVICE

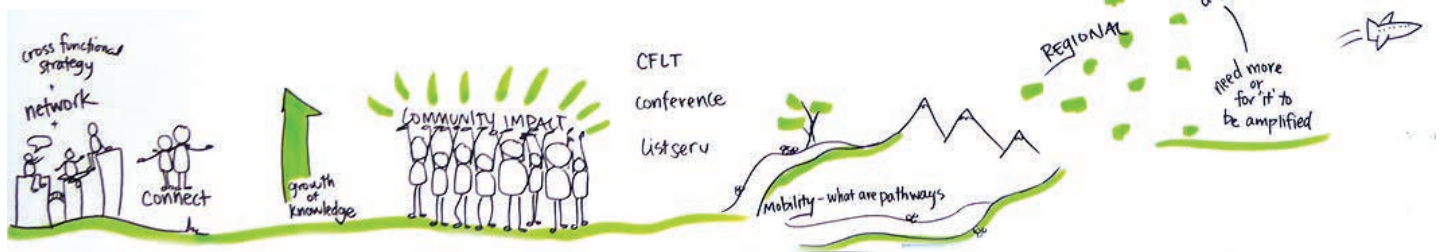
Organization Type	Organization	Total Number of Services Mentioned (out of 17)	Top 2 Services Mentioned (# Mentions)	% Rating Service as "High Quality"
National PSOs	Council on Foundations	16	- National Standards (98) - Legal Services (73)	55% 79%
	Foundation Center/CF Insights	7	- Data and Research (52) - Business Model (38)	75% 74%
	CFLeads	12	- Community leadership (53) - Conferences (16)	81% 75%
	Van Scoyoc Associates/Community Foundation Public Awareness	5	- Policy, advocacy, lobbying (29) - Issue Advancement (15)	79% 93%
	Grantmakers for Effective Organizations	8	- Listserves and Forums (12) - Evaluation & Assessment (10)	42% 70%
	Aspen Institute/Community Strategies Group	9	- Community Leadership (13) - Strategic Planning (7)	85% 86%
	FSG	8	- Strategic Planning (11) - Evaluation & Assessment (9)	73% 89%
Regional Associations	Indiana Philanthropy Alliance/GIFT	17	- Legal Services (7) - Conferences (6)	71% 100%
	Council of Michigan Foundations	15	- Strategic Planning (4) - Issue Advancement (4) - Policy, Advocacy, Lobbying (4)	75% 100% 100%
	Southeastern Council of Foundations	13	- Conferences (11) - Staff Development (11)	55% 73%

Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

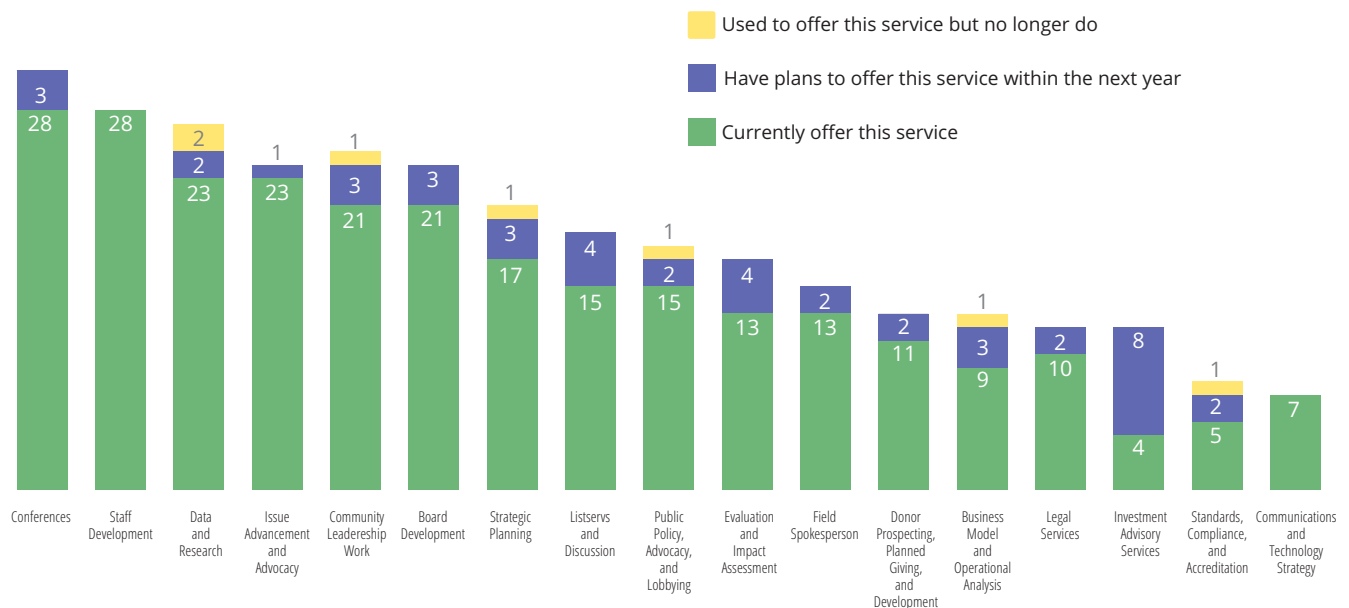
Current State of Support for the Field, continued

Survey of Philanthropy-Serving Organizations: While the survey of community foundations gives a good sense of how they are obtaining needed support services, it is also important to understand the full range of services currently offered or planned for the near future by PSOs. For the survey of PSOs, 17 services were identified by CF Insights and CFLeads as possible offerings. Of the 46 PSOs that responded to the survey, 35 identified services specifically targeted to community foundations. Response to the PSO survey was particularly strong from regional associations of grantmakers, with 18 participating in the survey. The top PSOs identified in the community foundation survey are also well represented, with 8 of the 10 most mentioned PSOs providing responses. On average, respondents provide seven different services to community foundations and have plans to add one additional service within the next year.

“Conferences” and “Staff Development” are the two services offered the most, with 28 of the PSO respondents offering each (an additional three PSOs plan to add a conference in the next year). The two services that are currently offered by the fewest PSOs are “National Standards” and “Investment Advisory Services,” at five and four, respectively. This corresponds with the community foundation survey data, which showed that more specialized and technical services are provided by a smaller group of PSOs.



SERVICE OFFERINGS: Organizations currently working with CFs provide an average of **7** services and plan to add **1** service within the next year



Source: CF Insights and CFLeads, 2017.

Current State of Support for the Field, continued

Also corroborating the survey of community foundations, results from the survey of PSOs show that most nationwide PSOs specialize in a relatively small number of services (average of 5). Meanwhile, regional associations and the Council on Foundations identified a broader range of services that they provide to community foundations (average of 9).

Priority needs and gaps in support services: Following the questions about specific services, both surveys asked respondents to identify the perceived priority support needs among community foundations. The community foundation survey also asked respondents to list any gaps in support services. Four of the top five priority needs according to community foundations were also identified as gaps in support services.

DISTRIBUTION OF SERVICES*

Organization Name	Status of Services	
	Current Number of Services Offered	Number of Additional Services Planned
Council on Foundations	17	0
Florida Philanthropic Network	15	0
Indiana Philanthropy Alliance	15	2
Kansas Association of Community Foundations	14	1
Philanthropy West Virginia	14	3
Aspen Institute Community Strategies Group	11	1
Center for Rural Entrepreneurship	11	1
Philanthropy Ohio	11	0
Ekstrom Alley Clontz & Associates	10	2
Forefront	9	4
Iowa Council of Foundations	9	2
The Philanthropic Initiative	9	0
AAPIP	8	0
Dorothy A. Johnson Center for Philanthropy	8	0
Oldmixon Consulting LLC	8	0
The Giving Practice	8	0
CFLeads	7	0
Foundation Center/CF Insights	7	3
Philanthropy Southwest	7	0
Southeastern Council of Foundations	7	2

Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

*For more organizations' distribution of services go to cfinsights.org.

Current State of Support for the Field, continued

Interestingly, there was less alignment between the priority needs identified by community foundations and those perceived by the PSOs. The top two priority needs listed by PSO respondents, “Strategic Planning” and “Community Leadership,” were not among the highest-priority needs according to community foundations. In fact, in the survey of community foundations, “Strategic Planning” was the service for which community foundations identified the most service providers (137), and “Community Leadership” was third (85). At least at some level, this indicates that the responses from PSOs are more reflective of their own strengths and comfort than the actual needs of the field.

TOP-PRIORITY SERVICE NEEDS IDENTIFIED BY COMMUNITY FOUNDATIONS

- Staff Development and Training
- Legal Compliance and Advisory Services
- Collaboraton/Networking/Peer Learning
- Donor Prospecting, Planned Giving, and Development
- Investment Advisory Services

TOP-PRIORITY SERVICE NEEDS IDENTIFIED BY INFRASTRUCTURE ORGANIZATIONS

- Strategic Planning
- Community Leadership
- Donor Prospecting, Planned Giving, and Development
- Issue Advancement and Advocacy
- Board Development and Training
- Staff Development and Training
- Legal Compliance and Advisory Services
- Collaboration/Networking/Peer Learning

GAPS IN SUPPORT SERVICES IDENTIFIED BY COMMUNITY FOUNDATIONS

- Staff Development and Training
- Collaboraton/Networking/Peer Learning
- Software and Technology Support
- Legal Compliance and Advisory Services



Current State of Support for the Field, continued

Interpretation of Survey Findings from Symposium

Summary results from both surveys were shared with the symposium attendees as a way to foster discussion about the current state of infrastructure support for community foundations and to contextualize the survey data. Using a “Rose, Thorn, Bud” exercise, the group identified the following key themes of affirmation, concern, and excitement in the survey results.



Rose (Affirmation)	Thorn (Concern)	Bud (Excitement)
High Quality: Services currently being provided are high quality	Size Matters: Support needs of large and small CFs differ	Baseline: Survey data is a good baseline of information
Sharing: Strong support for field-wide sharing and collaboration	Data Adequacy: CF survey responses may not represent the entire field	Data Analysis: Further disaggregation of data to understand needs of CFs by type/size/location
Lots of Providers: Now there is an inventory	Fragmentation: Creates confusion & redundancy of services	Lots of Providers: Opportunity for specialization and linkages between providers
	Regional Associations: Offerings not available to all CFs	Regional Associations: These play important roles, especially for small CFs
	Many Gaps Exist: Peer support, field governance, IT consulting, professional development, etc.	Innovation: CF field can invest in/ make transformational changes to address own needs
	Disconnect: Needs identified by CFs and those identified by PSOs not aligned	
	No Spokesperson: Lack a unified voice for the field	

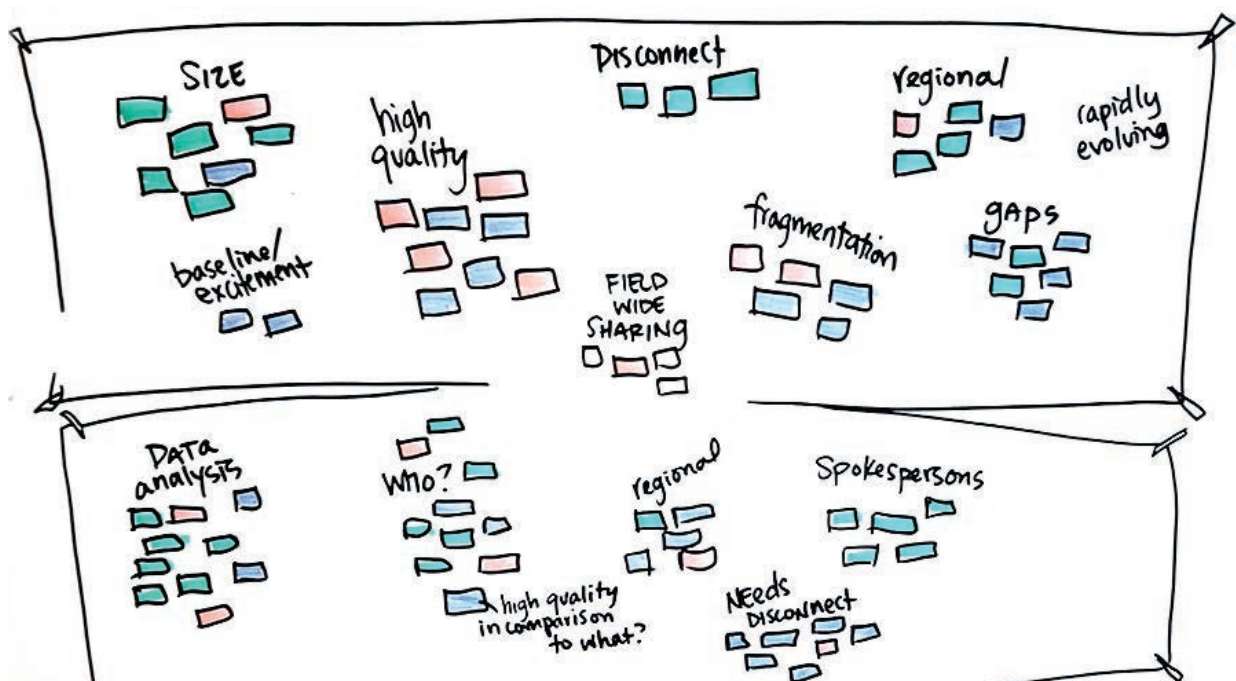
Source: CF Insights and CFLeads, 2017. “PSO” refers to philanthropy-serving organizations.

Current State of Support for the Field, continued

As is often the case with this type of exercise, most attention focused on the concerns uncovered by the survey data and the opportunities that exist. Thus, the “rose” themes were limited to just a few, focused on the high quality of services, the culture of peer learning and support that exists among community foundations, and the fact that the survey data can serve as a resource in itself.

Quite a few themes emerged in the “thorn” category. Several of these concerns centered on challenges of understanding and serving the needs of such a diverse group of organizations. Questions of whether or not the survey adequately reflects the field as a whole and how the needs of community foundations of different sizes may differ suggest that while the survey and symposium are a good start, a sense of uncertainty remains about the support needs of the field. Other “thorns” included the fragmentation and redundancy of services, geographic constraints of regional association offerings, disconnect between community foundations and PSOs, and lack of a field spokesperson. Each of these implies a need for improved communication and coordination within the field and externally.

Finally, several opportunities or points of excitement were identified as “buds.” It is encouraging to see that several of the “buds” align closely with the “thorns,” meaning that as the groups were expressing causes for concern, they were also finding the opportunities inherent in these challenges. Further analyzing data from the survey to understand the diverse needs of the field, capitalizing on regional associations as a strong source of support for community foundations across the country, and envisioning the large number of providers as a chance for collaboration and to build a network are all examples of concerns that also present opportunities.



Current State of Support for the Field, continued

Key Needs, Gaps, and Challenges

To expand beyond the priority needs and gaps listed by the community foundation survey respondents, the symposium attendees spent time discussing the challenges and needs they currently experience in obtaining needed infrastructure support. This first took the form of four small-group discussions, each of which focused on a different function of community foundation staff for which there were already-existing affinity groups: administration and development, finance and operations, marketing and communications, and programs. Following the small-group discussions, each group shared the key takeaways about the existing context and challenges of their work and the needs that must be met to help address those challenges. The following are the key needs identified by each group:

ADMINISTRATION AND DEVELOPMENT

- Staff orientation, training, and peer networking
- Improved field communications and aggregated knowledge sharing
- Different ways for community foundations to organize and consolidation of services—"Power of Networks"

FINANCE AND OPERATIONS

- Sense of isolation and need for more peer networking—especially because community foundation finances are so specialized and products are becoming increasingly complex
- Career-long training and more mentorship opportunities
- Improved support for technology platforms—systems like FIMS are so complex and community foundation staff cannot access the underlying data

MARKETING AND COMMUNICATIONS

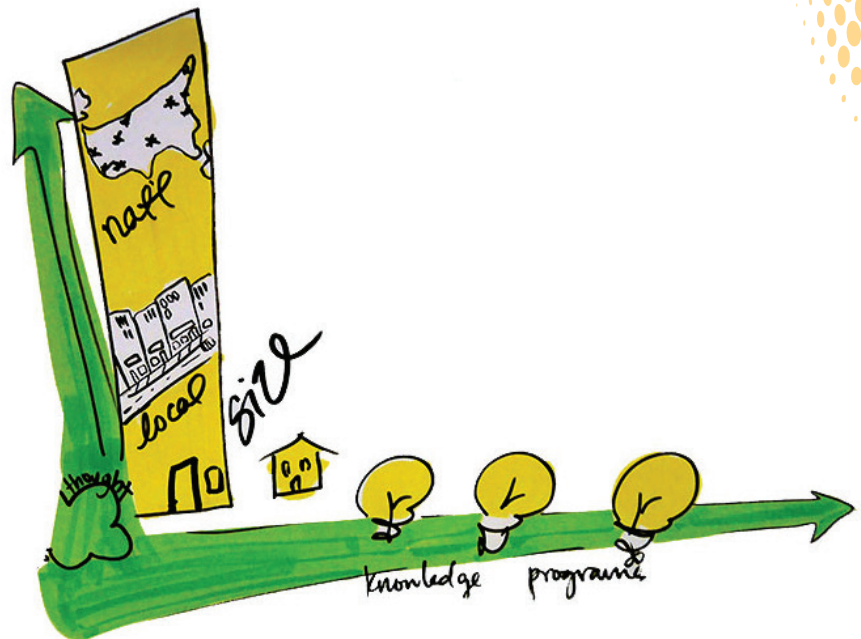
- Positioning for the community foundation field nationally—create a frame for talking about the value and work of community foundations
- Local market examples and strategies for individual community foundations that balance the local and national scope/messaging
- Central clearinghouse for community foundation statistics/data and resources to address media inquiries

Current State of Support for the Field, continued

- CF Insights has created an online interactive dashboard displaying the Columbus Survey, the community foundation yearly census of assets, gifts and grants.

PROGRAMS

- How to align and operationalize community foundation strategy around impact
- Staff and board development—identification and support for different skill sets at community foundations



In addition to sharing challenges and needs, the larger group also discussed which support services are currently working well (or have in the past). The following were identified as services that are most beneficial to community foundations, even if improvement is needed in the implementation of some:

- Centralized lobbying
- Annual community foundation conference (affinity group conferences work, but it is more beneficial for all functions to meet together)
- Investment advice
- Legal advice (often local counsel)
- Professional development
- Idea of national standards (current requirements can be overly burdensome)
- Regional networking
- Large community foundation CEO meetings
- Communications forums and listservs

Future Directions for Supporting Community Foundations

Participants at the symposium spent several hours in small groups envisioning the future of the community foundation field. The groups then reported out and recorded their discussions on a common timeline. Given the time constraints, the ideas were not fully fleshed out, and, as with any group exercise, not everyone agreed with each of the ideas. However, important concepts surfaced and general themes did emerge.

This visioning exercise was structured around an “Innovation Spectrum” (illustrated below) shared by symposium facilitator Bina Patel from Saathi Impact Consulting. The spectrum organizes innovation into three phases:

Incremental: This includes change in the short term that is based on the current business model and is relatively simple to implement and manage. It is focused on changing the product or service.

Breakthrough: This is change in the medium term that creates more competitive advantage by capitalizing on new ideas and opportunities in the marketplace. It addresses culture and systems and requires changes in decision making as well as new management and implementation processes.

Transformational: This is change in the long term that impacts the way we live. It is disruptive, game changing, and rule breaking, and affects whole organizations. It can take decades for this change to emerge.

The types of changes within each phase that were discussed at the symposium are categorized and consolidated in the table on pages 26 and 27. CFLeads and CF Insights created the categories and the sorting of innovation ideas. Every attempt was made to include all ideas, exactly as written, in a condensed form, or grouped with similar ideas.



Future Directions for Supporting Community Foundations, continued

As shown in the table, the **incremental change** in the community foundation field that was identified by symposium participants focuses on building a field infrastructure that emerges from field needs, builds on “coalitions of the willing,” and avoids “paternalistic” entities. It also works within existing philanthropic service organizations to meet needs.

Symposium participants identified **breakthrough change** in the community foundation field as a more coordinated, united, and collective voice, as well as field ownership and sharing of knowledge, data, and tools. It also includes the creation of mechanisms that support and encourage innovation.

According to Symposium participants, **transformational change** focuses on paradigm shifts. It includes a change in the definition of philanthropy and the community foundation value proposition, wholly new methods of professional training for staff, and fast user-driven collection and dissemination of knowledge. It also envisions community foundations consolidating around the fundamental issues of our time, such as equity and opportunity. Because these ideas may take decades to realize, they are understandably less concrete than those suggested in the incremental and breakthrough phases of innovation.

Type of Change	Incremental	Breakthrough	Transformational
Field culture and structure	Build coalitions of the willing, not paternalistic structures Focus on meeting and understanding needs, have infrastructure follow Shift away from poverty mentality of field; invest in infrastructure Change nomenclature (foundation is a word of the elite)	Field ownership of services, technology for fidelity to mission Embrace innovation, possibly through Skunkworks-type approach Change culture of poverty accept and take more risk Mechanism to balance field polarities (big/small, urban/rural)	Redefine philanthropy to include all co-investors of time, experience, and dollars Modernize and sharpen value proposition Highlight accomplishments to decrease cynicism about philanthropy Entrepreneurial for selves Increase giving
Field voice	Identify PSOs that can triage calls to CF spokespeople throughout the field	United voice for self-defense topics Collective voice at state and national policy level on some issues Crowdsourced leadership for field	Convener/catalyst on key issues such as race, equity, or closing opp. gap Consolidated action

Future Directions for Supporting Community Foundations, continued

(table continued)

Type of Change	Incremental	Breakthrough	Transformational
Field communication/ Networking	Gatherings at non-CF conferences Annual CF networking event Rapid, short information on key topics originated and disseminated by PSOs Mechanism for capturing idea flow	Issue networks	Peer exchange for idea flow
Field knowledge	Leadership Vital signs Document what is working and share innovations	Issue networks Document what is working Data sharing, knowledge management, resource sharing platform	Crowdsourced data collection
Business model	Change fee model	More radical change in fee model	
Organizational development	Operational changes for community leadership	Significant change in board/staff/donor diversity	Global capacity
Staff development	Conference offerings across functions Media training	Entrepreneurship training Leadership development for creative thinking/innovation Pop-up learning	New staff development paradigm that is cross-functional and career-spanning CF focus in NP mgmt. programs

Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

A POSSIBLE ORGANIZING STRUCTURE

In addition to the ideas that developed through the discussion of the Innovation Spectrum, a matrix emerged from one small group that could serve as a potential organizing framework for the field. The matrix asserts that there are both collective and individual community foundation interests, and PSOs that serve the entire sector and individual foundations to varying degrees. It is structured as a four-square grid, with the vertical axis reflecting the universality for which services and tools are developed—serving a subset of the field or individual foundations versus serving the entire community foundation field, and the horizontal axis displaying the interests that are served through the implementation of a given service or tool—individual foundation interests versus common interests (see [page 27](#)).

Community foundations already self-organize in these ways, addressing some needs collectively as a field; others based on function, size, approach, geography, or issue focus; and still others individually. Rather than imposing a new system

Future Directions for Supporting Community Foundations, continued

CF Field Structure Matrix

	INDIVIDUAL INTERESTS	COMMON INTERESTS
SERVING ENTIRE FIELD	Services and tools developed for the sector as a whole, but that are implemented by individual community foundations to address their specific needs. Tend to be customizable models, templates, and best practices. Example Services - General board & staff development (community foundation boot camp) - Business model analysis tools - Best practices (community leadership, evaluation & assessment, etc.) Common PSO Providers - National infrastructure organizations - National consultants	Services and tools developed and supported collectively by community foundations, and that primarily benefit the community foundation field as a whole. Tend to be specialized services with a national reach. Example Services - Tax & legislative advocacy - Field spokesperson - National Standards - Field-wide data & research - Community foundation conference Common PSO Providers - National infrastructure organizations - Academic institutions
SERVING SUBSET OF FIELD OR INDIVIDUAL FOUNDATIONS	Services that are specific to individual community foundations, such as technical assistance and customized consulting. Generally community foundations will attain these services independently, and thus a large number of PSOs deliver these services. Example Services - Strategic planning - Technical assistance (community leadership, business model analysis, etc.) - Investment advising - Legal advisory services - Donor prospecting & development Common PSO Providers - Consultants (local and national) - Infrastructure organizations offering consulting - Law firms - Investment firms	Services developed by and for subsets of the community foundation field that have a common interest. They are often structured around peer learning. Example Services - Function-specific training - Issue learning/action networks - Electronic forums - Geography/issue/function-specific conferences - Capacity-building networks focused on particular approaches/strategies Common PSO Providers - Regional associations of grantmakers - Issue/identity-based affinity groups - Function-specific CF affinity groups - PSOs focused on particular approaches/strategies

Source: CF Insights and CFLeads, 2017. "PSO" refers to philanthropy-serving organizations.

Future Directions for Supporting Community Foundations, continued

for organizing support services, the matrix seeks to lend clarity to the way community foundations and PSOs are currently working, and provide guidance for future efforts. As the needs of the field evolve, the matrix could be used by community foundations to identify where it may be desirable to pool resources to address common issues. Past examples include the CF Insights Activity-Based Costing Model, the CFLeads Framework for Community Leadership, and National Standards. It may also help community foundations organize support for particular perspectives, functions, or foundation characteristics. The Community Foundation Opportunity Network and the Community Foundation Equity Network, affinity groups like AdNet, FAOG, ProNet, and Comma, and the large community foundation CEOs group are all examples of more targeted collaborations. Equally important, the matrix can help identify where collaborative efforts are less likely to succeed due to the individualized nature of the support need.

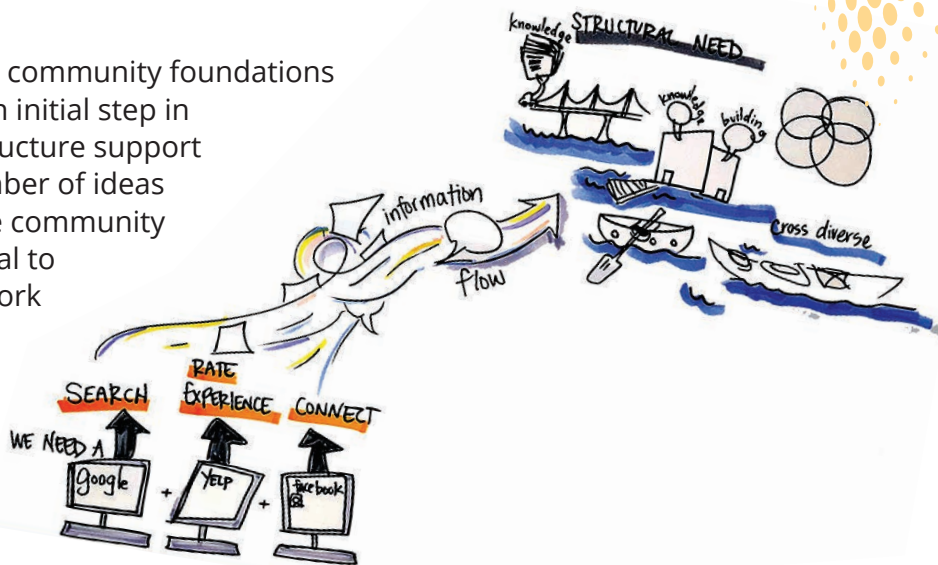
As PSOs adapt their service offerings to the changing needs of the field, the matrix can help identify opportunities for collaboration and differentiation. While each organization has its own strategic goals, a loosely connected network of support can begin to develop, wherein PSOs can build on their strengths, partner with those that provide complementary services, and provide referrals to other PSOs when appropriate. Ultimately, reduced fragmentation and overlap of services will result in improved outcomes for community foundations and more sustainable operations for PSOs.



Potential Next Steps

Spurred by a desire to understand where community foundations go for support services, this study took an initial step in documenting the current state of infrastructure support for the field. It also produced a large number of ideas about future needs and directions for the community foundation field, ranging from incremental to transformative, and resulted in a framework for organizing support services and resources.

It is the hope of CF Insights and CFLeads in preparing this report that the findings will help inform the future decision making of PSOs as they refine their support service offerings, and of community foundations as they seek support services. To this end, we have identified some potential next steps for these two audiences to consider.



Next Steps for CFLeads and CF Insights

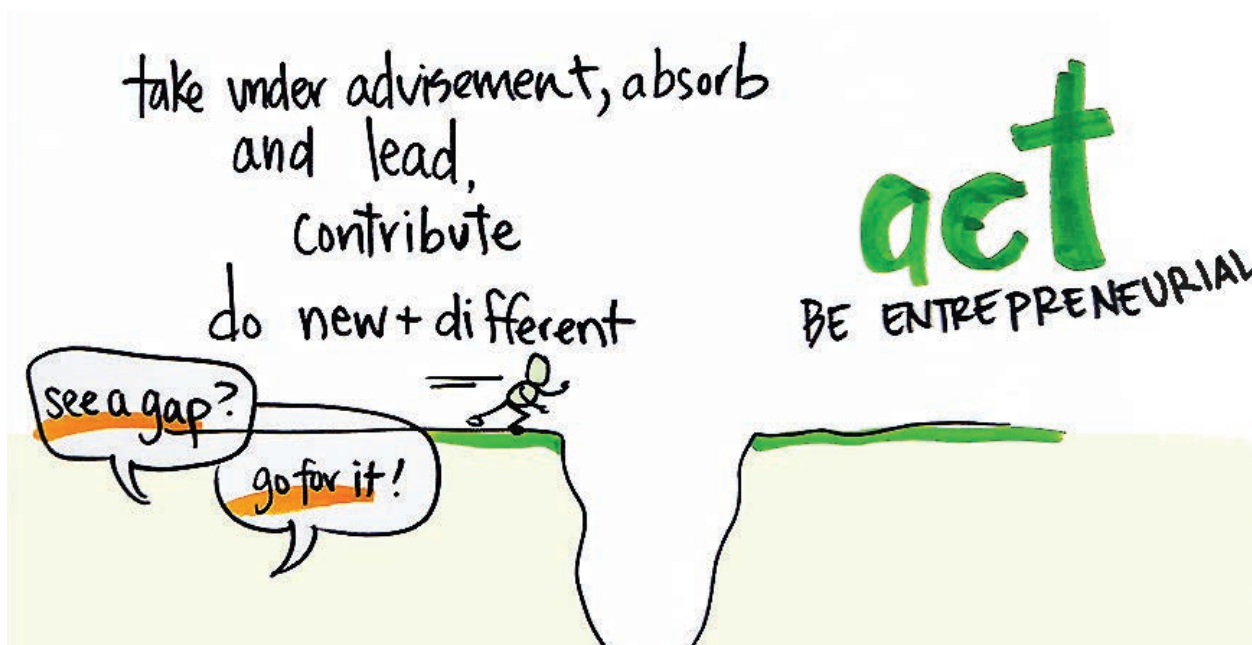
CFLeads and CF Insights have identified several next steps our two organizations will take to address the support needs identified by the field. Some of these steps will be taken individually, while others will be pursued in partnership.

- **Provide a basic inventory of top providers**—CF Insights has created a practical resource as a result of this study. Community foundations will have access to a basic inventory of top providers for the 17 services in the survey, as identified by the community foundation respondents. **The inventory, which accompanies this report**, allows users to select a service and then returns a list of up to 10 of the most prominent PSOs, along with the relative market share and average quality rating for each. While the inventory is not an endorsement of any specific PSOs, it can be a reference tool for community foundations seeking information about which PSOs provide which support services to the field.
- **Explore the feasibility of a more robust online resource**—Building on the basic inventory and responding to specific requests raised at the symposium, CF Insights will look into building a combination “Google/Yelp/Facebook” resource that allows users to search for services and providers, share feedback on the services they receive, and post content about the needs of the field and best practices. While the specific functionality, cost, or even viability of such a resource is not yet known, there was enough interest in the tool to warrant further investigation.
- **Partner on the development of a set of metrics to measure community leadership work by community foundations**—CFLeads and CF Insights have committed to building upon the field-developed Framework for Community Leadership to develop a combination of quantitative and qualitative metrics designed to promote shared understanding, promote best practices, and allow for peer benchmarking. This is an example of an effort where the complementary strengths of our two organizations can lead to the creation of a stronger resource for the field than either could develop individually.
- **Support peer learning around issues**—To help community foundations make progress on specific issues in their communities, CFLeads will lead peer issue networks that will help improve community foundation effectiveness and deepen impact.
- **Facilitate field-wide learning**—CFLeads is committed to advancing field-wide knowledge about the unique roles of community foundations and the practices that are helping them achieve results.



Next Steps for Philanthropy-Serving Organizations

- **Listen to what the field is asking for**—The disparity in top-priority needs identified by PSOs and community foundations indicates a disconnect between service providers and consumers. Input from community foundations identified a few pressing needs felt across the field, yet these were generally not reflected in the needs perceived by PSOs. To successfully support community foundations going forward, PSOs should actively seek feedback about the degree to which needs are being addressed and respond by delivering services accordingly.
- **“Be entrepreneurial!”**—At the close of the symposium, one attendee had the following advice for PSOs: “Take our input under advisement..., but if you see a gap go for it! Be entrepreneurial!” The point being that PSOs should use their diverse expertise to deliver innovative solutions. While the community foundation field has consistently backed new resources to address its most pressing needs, it generally looks to PSOs to develop these resources. As community foundations become more diverse, PSOs must evolve their offerings to meet new and more complex needs.
- **Capitalize on strengths and improve efficiency**—Though a large number of PSOs are currently delivering a generally high level of service to community foundations, there are gaps and overlaps in services. The survey results and Field Structure Matrix can help PSOs think about where their own strengths lie and how they relate to others serving the field. While pursuing innovation, PSOs should also seek opportunities for new collaborations that join complementary strengths to deliver stronger, more coordinated support for community foundations.



Next Steps for Community Foundations

The input gathered from the surveys and the symposium affirmed the strength of community foundations as a cohesive field with the ability to identify shared challenges and goals, and to support (or create) the resources necessary to address them. As support needs continue to change, and particularly as the “breakthrough” and “transformational” ideas from the Innovation Spectrum are confronted, we would encourage community foundations to consider solutions in the context of the Field Structure Matrix and a few guiding questions:

- Is this challenge best tackled by our community foundation individually, by a group of peers with common interests, or by the entire field?
- What resources or services exist to address this challenge? Do we need to develop something new, and if so, can it serve a broader audience?
- Are there PSOs or other groups beyond our regular partners that are best positioned to address our need?

From questions of sustainability, to managing more complex technology platforms, to significant staffing transitions anticipated in coming years, the road ahead for the community foundation field is filled with a myriad of challenges and opportunities. To ensure community foundations remain effective drivers of community impact, a robust network of support services is critical. Community foundations and PSOs must work together to identify and address immediate needs, while also pursuing the breakthrough and transformational changes that will ensure the long-term success of the field.



APPENDIX A

Symposium Agenda

AUGUST 25, 2016
THE CHICAGO COMMUNITY TRUST
225 NORTH MICHIGAN AVENUE, #2200
CHICAGO, IL

AGENDA

- 8:15 a.m.** Gathering and Light Breakfast
- 8:30 a.m.** Welcome, Introductions, and Expectations
- 9:30 a.m.** Understanding and Clarifying Our Current State
- Presentation and discussion: Survey results
 - Exercise: Visualizing the current state of support for the field
 - Small-group discussion: Uncovering gaps, overlaps, and fragmentation
- Noon** Lunch
- 12:30 p.m.** Imagining Our Future
- Exercise: Clarifying and sharing your own vision
 - Discussion: Seeking common threads for a field vision
 - Small-group discussion: Short-term, mid-term and long-term field needs
- 2:30 p.m.** Break
- 2:45 p.m.** Taking Action
- Next steps in realizing a vision
 - Follow-up and tasks going forward
- 3:45 p.m.** Recap of Accomplishments

APPENDIX B

Surveys

Mapping Infrastructure Support for Community Foundations

ABOUT YOUR COMMUNITY FOUNDATION

The purpose of this survey is to collect information about which organizations community foundations look to for different types of support services. **On each of the following pages, please identify the organizations that your foundation works with (or is likely to work with) for the type of support listed on that page.**

Recognizing that many organizations offer several types of support and that some categories are closely connected, it is expected that some organizations will be listed on multiple pages. A comment box is also provided at the end to capture any further comments or clarifications you may have throughout the survey. Responses from this survey will be compiled and the aggregate results used to inform efforts to map support for the community foundation field. The staff from CF Insights and CFLeads thank you for taking the time to share your input and for helping to build knowledge for the field.

First, please tell us a little bit about your foundation . . .

1. Community Foundation Name

2. In which U.S. state or territory are you located?

What is your approximate asset size?

☐ \$0–\$25M

☐ \$25M–\$50M

☐ \$50M–\$100M

☐ \$100M–\$250M

☐ \$250M–\$500M

☐ >\$500M

3. How many full-time equivalent (FTE) staff do you have?

Appendix B: Surveys, continued

SUPPORT SERVICES

The following questions are repeated for each of the following 17 services:

Strategic Planning	Public Policy, Advocacy, and Lobbying
Community Leadership Work	Community Foundation Standards, Compliance, and Accreditation
Issue Advancement and Advocacy	Donor Prospecting, Planned Giving, and Development
Evaluation and Impact Assessment	Investment Advisory Services
Board Development and Training	Electronic Listservs and Discussion Forums
Staff Development and Training	Community Foundation Conferences
Business Model and Operational Analysis	Field Spokesperson
Field-wide Data and Research	Communications and Technology Strategy
Legal Compliance and/or Advisory Services	

Please list up to five (5) organizations that you have worked with (or might in the future) that offer support for **Support Service** to community foundations.

For each organization listed above, please indicate the following . . .

1. Your experience with the organization
 - a. Regularly use this service
 - b. Use this service from time to time
 - c. Have used this service in the past
 - d. Aware that they offer this, but have not used them before
2. The quality of this service provided by the organization
 - a. High quality
 - b. Average quality
 - c. Low quality
 - d. Uncertain

OTHER SERVICES

For any **Other Services**, not already named, please list the service offered (up to five) and the organization(s) (up to five) you are familiar with that offer that type of support to community foundations.

For each organization listed above, please indicate the following . . .

1. Your experience with the organization
 - a. Regularly use this service
 - b. Use this service from time to time
 - c. Have used this service in the past
 - d. Aware that they offer this, but have not used them before

Appendix B: Surveys, continued

- 2. The quality of this service provided by the organization
 - a. High quality
 - b. Average quality
 - c. Low quality
 - d. Uncertain

SUPPORT GAPS AND FUTURE NEEDS

Does your community foundation have other support needs for which you are not aware of quality providers, or for which services do not exist? List up to five (5).

What support services are the most pressing for your community foundation? These could be of those listed above or others. List up to five (5).

Do you have any additional comments regarding support for the community foundation field?

Organizations Providing Support to the Community Foundation Field

ABOUT YOUR ORGANIZATION

The purpose of this survey is to collect information about the organizations that currently support the community foundation field and the services provided by each. We have identified a number of specific support services available to community foundations, and we would like to know which of these services your organization offers to community foundations and to what degree. There is also a place to include additional services not already listed. While many organizations serve a range of philanthropic institutions, this survey is concerned only with those services offered to community foundations. A comment box is also provided at the end to capture any further comments or clarifications you may have throughout the survey.

Responses from this survey will be compiled and the aggregate results used to inform efforts to map support for the community foundation field. The staff from CF Insights and CFLeads thank you for taking the time to share your input and for helping to build knowledge for the field. First, please tell us a little bit about your organization . . .

1. Organization Name

2. In what U.S. state or territory is your organization (primarily) based?

3. What is your primary service area for serving U.S. community foundations?

- a. Local
- b. Statewide
- c. Regional (multiple states)
- d. Nationwide

4. What is the approximate size of your organization?

- a. 1–9 employees
- b. 10–49 employees
- c. 50–99 employees
- d. 100–499 employees
- e. 500 or more employees

SUPPORT SERVICES FOR COMMUNITY FOUNDATIONS

For each type of support service listed below, please tell us . . .

Strategic Planning	Public Policy, Advocacy, and Lobbying
Community Leadership Work	Community Foundation Standards, Compliance, and Accreditation
Issue Advancement and Advocacy	Donor Prospecting, Planned Giving, and Development
Evaluation and Impact Assessment	Investment Advisory Services
Board Development and Training	Electronic Listservs and Discussion Forums
Staff Development and Training	Community Foundation Conferences
Business Model and Operational Analysis	Field Spokesperson
Field-wide Data and Research	Communications and Technology Strategy
Legal Compliance and/or Advisory Services	

- 1. What is the status of this service for your organization?
 - a. Currently offer this service
 - b. Have plans to offer this service within the next year
 - c. Used to offer this service but no longer do
 - d. Never offered this service and have no plans to
- 2. For the services you offer, with how many community foundations do you work annually?
 - a. 1–4
 - b. 5–9
 - c. 10–24
 - d. 25–49
 - e. 50–99
 - f. 100 or more

Are there additional support services, not listed above, that your organization offers to community foundations?

Appendix B: Surveys, continued

Please list up to ten (10) additional support services, not listed above, that your organization offers to community foundations.

For each type of support service listed below, please tell us . . .

- 1. What is the status of this service at your organization?
 - a. Currently offer this service
 - b. Have plans to offer this service within the next year
 - c. Used to offer this service but no longer do
 - d. Never offered this service and have no plans to
- 2. For the services you offer, with how many community foundations do you work annually?
 - a. 1-4
 - b. 5-9
 - c. 10-24
 - d. 25-49
 - e. 50-99
 - f. 100 or more

What are the highest-priority support needs that community foundations express to you? These could be services you offer or others. List up to five (5).

Appendix B: Surveys, continued

With which other philanthropy-serving organizations do you partner most often to serve community foundations? List up to five (5).

Do you have any additional comments regarding support services for the community foundation field?



CF INSIGHTS

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