

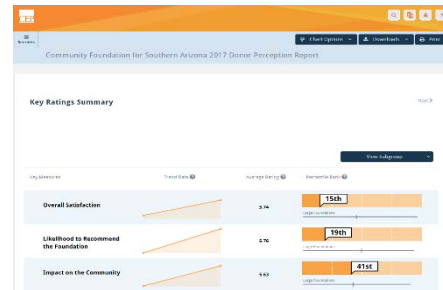
Key Findings and Recommendations from the Community Foundation for Southern Arizona Donor Perception Report

Prepared by The Center For Effective Philanthropy

In September and October of 2017, The Center for Effective Philanthropy conducted a survey of Community Foundation for Southern Arizona (“CFSA” or “the Foundation”) donors, achieving a 22% response rate. The memo below outlines the key findings and recommendations from the Community Foundation’s Donor Perception Report (DPR). Community Foundation for Southern Arizona’s donor perceptions should be interpreted in light of the Foundation’s goals, strategy and context.

This memo accompanies the comprehensive survey results found in the interactive online and downloadable report available to CFSA.

The Foundation’s full report also contains more information about survey analysis and methodology.



Across most survey dimensions, donor perceptions of the Community Foundation for Southern Arizona are more positive than in 2013, when the Foundation last conducted the DPR.

Donors report being significantly more satisfied and are now more likely to recommend the Foundation to others than in 2013. That said, average ratings for these measures are still lower than those of the typical community foundation in CEP’s dataset, indicating both strong progress and continued opportunities for improvement.

- ▶ CEP’s research finds that donor satisfaction is crucial for community foundations. This is also the case for CFSA, with donors who are more satisfied with the Foundation also indicating that they are more likely to recommend the Foundation to others and that they plan to continue giving to the Foundation.

Across community foundations, two factors most strongly predict donor satisfaction: perceptions of community impact and staff responsiveness.

- ▶ While the performance of the Foundation’s investments and its administrative fees and costs are also relevant to donor satisfaction, they do not contribute as substantially as perceptions of responsiveness, community impact, and community leadership.

In the following pages, we’ll be summarizing donor feedback for CFSA across key survey dimensions, highlighting, where relevant, the strongest predictors of donor satisfaction.

CFSA Donor Qualities

- ▶ As in the past, CFSA donors indicate that the most important factors in their decision to establish a fund or make contributions to CFSA over other charitable options are: 1) the Foundation's integrity and trustworthiness, 2) the quality of Foundation staff, and 3) the quality of the Foundation's personal service in responding to questions.
- ▶ For CFSA donors, the two most important reasons for giving to or through the Foundation are: to make an impact on a specific issue or a particular area of work, and/or to give to a specific organization.
- ▶ Similar to 2013, most CFSA donors (60 percent) indicate that they want to be self-sufficient in their giving and use the Foundation mostly to manage funds, with a similar proportion of donors as in the past (36 percent) indicating that they want a partner for advice or some assistance with their giving decisions. The remaining four percent of donors indicate wanting another type of relationship with CFSA.
- ▶ When donors are segmented by their type of fund, the ratings from donors who have Donor Advised Funds trend higher on many measures throughout the report.

Impact on and Leadership in the Community

- ▶ Compared to 2013, ratings for the extent to which CFSA is having an impact on the Southern Arizona Community have significantly increased and are now similar to those of the typical community foundation.
 - CEP's research has found this measure to be one of the strongest predictors of donor satisfaction. This holds true for CFSA as well, with donors who rate highest (a 6 or a 7, on a 7-point scale) for the Foundation's impact on the community also rating significantly higher for their satisfaction with CFSA overall.
- ▶ In addition, donors' perceptions have significantly improved for the extent to which CFSA exhibits a leadership role in the community.
 - Seventy-two percent of donors now report being satisfied with CFSA's leadership in the community, compared to 66 percent in 2013.
- ▶ Nevertheless, donors' ratings continue to suggest an opportunity to improve the extent to which working with the Foundation enhances their knowledge of the issues they care about.
 - CFSA donors report receiving information from the Foundation about its impact on the community less frequently than donors at the typical community foundation.



“Convener and facilitator of effective philanthropy from individuals that aggregates to impressive impact in Southern Arizona.”



"[CFSA has] knowledge and understanding of the need for and sources of philanthropy in Southern Arizona."

Interactions and Engagement with Donors

- ▶ Donors describe CFSA staff as “easy to work with,” knowledgeable,” and having “excellent leadership.”
- ▶ The advice and expertise of staff is the most widely used resource by donors among the resources available at the Foundation. Those donors who use staff as a resource rate significantly higher for most measures in the report.
- ▶ Still, donors continue to rate the responsiveness of Foundation staff when they have a question or need assistance – a strong predictor of donors’ overall satisfaction in CEP’s broader research – lower than typical.
 - Donors’ ratings differ by their type of fund. Donors who have Donor Advised Funds rate the responsiveness of CFSA staff significantly higher than donors who have other types of funds at the Foundation.
- ▶ Roughly half of CFSA donors report having a designated contact at the Foundation, a proportion that has decreased since 2013 and is now smaller than at the typical community foundation.
 - Donors who have a designated contact rate significantly higher on a number of measures in the report.
- ▶ Four donors make suggestions regarding their interactions with the Foundation, making it the second most common theme of donors’ suggestions. In particular, they request more interactions with CFSA staff.



"The Foundation is easy to work with because of the knowledgeable staff, never pressuring and always following through whenever I make a request."



"Greater individualized attention to donors to explain the investment strategies and fee structure."

CFSA Communications and Resources

- ▶ Donors now rate the clarity with which CFSA communicates about its goals significantly higher than they did in 2013.
- ▶ Yet, as in the past, donors’ feedback indicates that there continues to be an opportunity for the Foundation to broaden its external communications.
 - CFSA is rated in the bottom five percent of CEP’s dataset for how well known it is among donors’ friends and colleagues in the community.

- This is also the top theme in donors’ suggestions, with eight donors requesting changes to Foundation communications. In particular, donors convey the sense that they would like to see the Foundation become more visible in the community.
- ▶ The proportion of donors who report having used at least one Foundation resource remains smaller than is typical, and in 2017, the usage of most Foundation resources has declined.
 - Of the resources donors report utilizing, they rate the Foundation’s tools for understanding and planning their giving, Foundation sponsored visits to nonprofits in the community, and information on effective nonprofits in the community provided by the Foundation to be most helpful.
 - Donors who have used at least one Foundation resource also indicate that they are more likely to recommend the Foundation to others and that they plan to continue giving to the Foundation.
- ▶ Further, only about a quarter of CFSA donors report having used the Foundation’s Donor Portal.
 - Donors who have Donor Advised Funds are the primary users of the Donor Portal, with less than 10 percent of donors who hold other types of funds indicating they use it.
 - Donors that indicate having used CFSA’s Donor Portal perceive it to be quite helpful, describing it as “terrific” and “very helpful.” One donor notes, for example, “The new donor portal is a huge improvement....”



“The Foundation makes available many excellent resources.... Lots of useful materials are available online and in print....”



“[CFSA] needs to become much more visible in the community as a whole. [I] think they are on the cusp but need to play a more prominent role....”

Donor Plans for Future Giving

- ▶ Similar to 2013, a smaller than typical proportion of CFSA donors (57 percent) say that they plan to give to the Foundation in the future.
 - The proportion of Donor Advised fund holders who plan to give in the future is significantly larger than the proportion of donors who hold other types of funds at the Foundation.
- ▶ Of donors planning to give in the future, a larger than typical proportion indicate that they are likely to increase their contribution level (42 percent). Fifty-four percent indicate that they are likely to continue giving at the same level, while four percent say they will decrease their giving.
 - Most commonly, donors indicate that, in their future giving, they plan to make additional contributions to a previously established fund.

- ▶ CFSA donors report having the ability to increase their giving to or through the Foundation. The majority of donors (64 percent) indicate that their giving to or through CFSA constitutes a fifth or less of their total annual giving.

CEP Recommendations

Based on donor feedback, CEP recommends that the Foundation consider the following in order to build on its strengths and address areas for improvement:

- ▶ Recognizing the Foundation's improved ratings for several measures in this report, **discuss what changes the Foundation has made in recent years** to enable these more positive perceptions.
- ▶ Consider additional efforts to **demonstrate and communicate** CFSA's understanding of and impact on the community to donors.
- ▶ Prioritize and seek ways to **improve the responsiveness and availability of staff**, and provide more donors with a designated contact, where desired and possible.
- ▶ As a strategy to increase knowledge of the Foundation, **mobilize currently satisfied donors** to share their experiences giving through the Foundation with their friends and colleagues.
- ▶ Given differences in ratings based on donors' use of CFSA resources, **emphasize the value of its resources and services**, particularly to donors who may have a greater capacity to give in the future.

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