cf **INSIGHTS**

Benchmarking Beyond Asset Size

Top 100 Lists

Based on FY 2015 Columbus Survey Results

FOUNDATION CENTER

"What's your foundation's asset size?" This is the most commonly asked question in the community foundation field. However, every community foundation is unique; assets represent just one way to describe how a community foundation operates. Other factors such as grantmaking, fundraising, donor engagement, and community context all contribute to a community foundation's unique attributes and challenges.

In this publication, we highlight attributes that characterize community foundations in ways beyond asset values. Participants in the FY 2015 Columbus Survey are ranked based on:

- **Most Active Grantmakers**—distribution rates, with percent of donor-advised assets
- **Most Gifts per Capita**—gifts per capita, with population of community served
- **Most Activity**—total gift & grant transactions, with average transaction size

These rankings are not intended to give recommendations of what is "best." Rather, these rankings represent a new perspective on appropriate peer benchmarks for your foundation.

In addition to offering new peer group perspectives for your foundation, these rankings can be used to evaluate how your foundation's values and mission align with its ranking. Some examples of aligning values with rankings include:

- **Grantmaking**—If your foundation is focused on channeling funds from various sources into the community or working to engage donor advisors who are active philanthropists, then a high distribution rate would be "best." On the other hand, low distribution rates and a lower ranking in grantmaking activity would be valued if your foundation is primarily focused on building endowment.
- **Transactions**—Higher levels of transactions may result from affiliations with community projects (fiscally sponsored), fundraising funds, or other creative fundraising vehicles such as giving cards. These strategies are aimed at increasing gifts to and grants from these funds to promote philanthropy among different populations. However, if you are cultivating larger bequests and focusing on larger, but fewer, grants in your community, you may value being ranked lower on this metric and focus more on just the transaction size.

If you are included in any of the lists, consider communicating your position to promote community philanthropy in your area.

CF Insights members can visit cfinsights.org to compare your foundation's performance relative to new peer sets based on these criteria.

Not included in the rankings? Consider joining the over 270 community foundations that participate in the Columbus Survey. Visit cfinsights.org to find out how to contribute your data or how to become a CF Insights member.

List Methodology

Community Foundations Ranked by Most Active Grantmakers
The distribution rate is calculated by dividing the foundation's total grants by total assets (including supporting organizations) at the end of the foundation's 2015 fiscal year. The percentage of total assets in donor-advised funds (Percent Total Assets DAF) is the total amount of IRS-classified donor-advised funds divided by total foundation assets.

Community Foundations Ranked by Most Gifts per Capita
Gifts per capita is calculated by dividing the foundation's total gifts (including supporting organizations) by the population of the foundation's service area. The service area is defined by each community foundation.

Community Foundations Ranked by Most Activity Volume
Total transactions represent the number of gifts and grants processed annually (including supporting organizations). The average transaction size represents the total dollar value of gifts plus the total dollar value of grants divided by the total number of transactions.

Compare Metrics for Your Own Community Foundation

CF Insights supports the field and our members in using data to uncover insights. Some action steps to consider:

SHARE these rankings with your board, highlighting how your foundation compares to the field

CONNECT with your peers to understand best practices and fresh ideas in the field

CREATE benchmark reports at www.cfinsights.org to view metrics for your foundation's performance over time or compared to a peer aggregate

Once you've logged in to www.cfinsights.org, you can instantly generate comparative data to further understand your community foundation's performance relative to peers. Longitudinal trend and high-level comparative reports are available for the field and CF Insights members have access to reports with customized benchmarking data.

100 Most Active Grantmakers

FY 2015 RANK	FOUNDATION	DISTRIBUTION RATE	PERCENT TOTAL ASSETS DAF
1	Coral Gables Community Foundation	42.1%	12%
2	Community Foundation of Jackson Hole	31.9%	50%
3	Community Foundation of Greater Memphis, Inc.	27.5%	N/A
4	Kitsap Community Foundation	27.1%	46%
5	Community Foundation for Ocala Marion County, Inc.	27.1%	29%
6	Whitefish Community Foundation	26.6%	33%
7	Indian River Community Foundation	26.5%	81%
8	Telluride Foundation	24.8%	5%
9	Orange County Community Foundation (CA)	24.0%	66%
10	The Community Foundation for the National Capital Region	23.5%	1%
11	Greater Houston Community Foundation	20.0%	86%
12	The Dallas Foundation	19.5%	N/A
13	Omaha Community Foundation	19.4%	14%
14	The Greater Cincinnati Foundation	18.5%	33%
15	Lakeshore Community Foundation, Inc.	17.7%	41%
16	Foundation For The Carolinas	16.4%	51%
17	Baltimore Community Foundation, Inc.	15.4%	39%
18	The Community Foundation for Greater Atlanta	15.2%	56%
19	Greater Kansas City Community Foundation	15.0%	46%
20	The Community Foundation of Middle Tennessee	14.7%	69%
21	Orcas Island Community Foundation	14.6%	10%
22	Austin Community Foundation	14.4%	60%
23	The Boston Foundation	13.9%	49%
24	Blue Grass Community Foundation	13.8%	36%
25	East Bay Community Foundation	13.6%	N/A
26	The Denver Foundation	13.5%	41%
27	Community Foundation of the Ozarks	13.3%	17%
28	Princeton Area Community Foundation	13.2%	33%
29	Seattle Foundation	12.0%	41%
30	Greater New Orleans Foundation	12.0%	56%
31	The Community Foundation for Northeast Florida	11.9%	61%
32	The Dayton Foundation	11.7%	10%
33	The Minneapolis Foundation	11.6%	44%
34	Fulton County Community Foundmation	11.5%	11%
35	Community Foundation of New Jersey	11.5%	58%

FY 2015 RANK	FOUNDATION	DISTRIBUTION RATE	PERCENT TOTAL ASSETS DAF
36	Orange County Community Foundation Inc. (IN)	11.4%	6%
37	Gulf Coast Community Foundation (FL)	11.4%	16%
38	Silicon Valley Community Foundation	11.3%	81%
39	The Park City Foundation	11.1%	33%
40	Delaware County Foundation	11.1%	24%
41	The Columbus Foundation	11.0%	31%
42	The Miami Foundation	10.8%	26%
43	Community Foundation of the Florida Keys	10.7%	19%
44	Community Foundation for Brevard County, Inc.	10.6%	24%
45	California Community Foundation	10.6%	38%
46	Community Foundation of the Chattahoochee Valley, Inc	10.4%	70%
47	Communities Foundation of Texas, Inc.	10.3%	30%
48	Whatcom Community Foundation	10.3%	6%
49	Owen County Community Foundation	10.1%	3%
50	The Community Foundation of Louisville, Inc.	10.1%	51%
51	Coastal Community Foundation of South Carolina	10.0%	29%
52	Community Foundation of Randolph County	9.8%	1%
53	Sacramento Region Community Foundation	9.8%	46%
54	Santa Fe Community Foundation	9.8%	47%
55	Sioux Falls Area Community Foundation	9.6%	34%
56	Charlotte County Foundation, Inc.	9.6%	6%
57	Community Foundation of East Central Florida	9.5%	49%
58	Community Foundation of Northern Colorado	9.4%	49%
59	Santa Barbara Foundation	9.2%	12%
60	Truman Heartland Community Foundation	9.0%	13%
61	GiveWell Community Foundation	8.9%	84%
62	Dearborn County Community Foundation	8.9%	13%
63	The San Francisco Foundation	8.9%	36%
64	Franklin County Community Foundation, Inc.	8.7%	6%
65	The Chicago Community Trust	8.7%	37%
66	Maine Community Foundation, Inc.	8.5%	41%
67	Community Foundation of Western Nevada	8.3%	N/A
68	Community Foundation of Greater Greensboro	8.3%	32%
69	Middletown Community Foundation	8.2%	12%
70	Community Foundation of Greater Jackson, Inc.	8.1%	41%
71	Triangle Community Foundation	8.1%	54%
72	The Community Foundation of Eastern Connecticut	8.0%	11%

FY 2015 RANK	FOUNDATION	DISTRIBUTION RATE	PERCENT TOTAL ASSETS DAF
73	Community Foundation of Greater Des Moines	7.9%	35%
74	The Community Foundation of Collier County	7.9%	33%
75	Community Foundation for the Land of Lincoln	7.9%	44%
76	Community Foundation Sonoma County	7.8%	19%
77	The Vermont Community Foundation	7.6%	33%
78	Phelps County Community Foundation, Inc.	7.6%	2%
79	Warrick County Community Foundation	7.5%	13%
80	Washington County Community Foundation (PA)	7.4%	22%
81	East Tennessee Foundation	7.4%	17%
82	The Community Foundation of Lorain County	7.3%	24%
83	Toledo Community Foundation, Inc.	7.3%	28%
84	St. Louis Community Foundation	7.3%	72%
85	The Community Foundation of Greater Birmingham	7.2%	58%
86	Fairfield County Community Foundation	7.2%	38%
87	Manatee Community Foundation	7.1%	35%
88	Hawaii Community Foundation	7.1%	22%
89	Community Foundation for Southeast Michigan	7.0%	18%
90	Community Foundation Serving Greeley and Weld County	7.0%	15%
91	The San Diego Foundation	7.0%	N/A
92	The Winston-Salem Foundation	6.9%	37%
93	Rochester Area Community Foundation	6.9%	32%
94	Harrison County Community Foundation, Inc.	6.9%	0%
95	The Brookline Foundation, Inc.	6.8%	17%
96	Community Foundation for the Alleghenies	6.8%	17%
97	Community Foundation of North Texas	6.7%	69%
98	Community Foundation of Grant County, Indiana, Inc.	6.7%	6%
99	Community Foundation of Western North Carolina	6.7%	28%
100	The Philadelphia Foundation	6.7%	14%

Top 100 Most Gifts Per Capita

FY 2015 RANK	FOUNDATION	GIFTS PER CAPITA	POPULATION OF AREA SERVED
1	Orcas Island Community Foundation	$1,663.99	5,000
2	Community Foundation of Jackson Hole	$1,055.91	20,000
3	Whitefish Community Foundation	$590.33	9,000
4	Silicon Valley Community Foundation	$474.20	2,600,000
5	The Findlay-Hancock County Community Foundation	$393.74	74,000
6	Telluride Foundation	$347.48	13,000
7	Charlottesville Area Community Foundation	$292.21	200,000
8	Greater Kansas City Community Foundation	$278.28	1,762,884
9	Community Foundation of Wabash County	$228.51	32,608
10	Marin Community Foundation	$215.58	250,000
11	Harrison County Community Foundation, Inc.	$214.87	39,364
12	Fulton County Community Foundation	$202.65	20,449
13	Foundation For The Carolinas	$178.49	2,531,472
14	Ohio County Community Foundation	$171.43	6,065
15	Starke County Community Foundation	$163.30	23,197
16	Phelps County Community Foundation, Inc.	$145.88	10,000
17	Parasol Tahoe Community Foundation, Inc.	$138.03	40,000
18	Omaha Community Foundation	$130.61	1,000,000
19	Community Foundation of Greater Memphis, Inc.	$126.28	1,340,930
20	The Winston-Salem Foundation	$107.16	365,000
21	Community Foundation of Greater Greensboro	$105.95	300,000
22	Petoskey-Harbor Springs Area Community Foundation	$105.23	31,437
23	The Community Foundation for Greater New Haven	$105.03	641,472
24	Tulsa Community Foundation	$100.13	1,500,000
25	Union County Foundation	$97.16	7,513
26	Community Foundation for Muskegon County	$96.00	252,196
27	Whatcom Community Foundation	$93.72	209,790
28	Community Foundation of Greater Des Moines	$87.67	575,000
29	Princeton Area Community Foundation	$85.73	370,000
30	Grand Haven Area Community Foundation	$84.34	56,000
31	Tipton County Foundation, Inc.	$84.02	15,788
32	Heritage Fund–the Community Foundation of Bartholomew County, Inc.	$81.86	71,500
33	Santa Barbara Foundation	$78.85	435,000

FY 2015 RANK	FOUNDATION	GIFTS PER CAPITA	POPULATION OF AREA SERVED
34	Indian River Community Foundation	$75.41	150,000
35	Orange County Community Foundation Inc. (IN)	$74.35	19,773
36	Community Foundation of Greater Dubuque	$72.92	143,279
37	The Community Foundation of Greater Birmingham	$70.72	1,073,827
38	The Columbus Foundation	$69.93	2,000,000
39	Whitley County Community Foundation, Inc.	$66.58	33,392
40	Blackford County Community Foundation	$66.06	12,594
41	Dearborn County Community Foundation	$65.60	50,047
42	Gulf Coast Community Foundation (FL)	$65.37	550,000
43	Rush County Community Foundation	$63.09	17,287
44	The Community Foundation of Louisville, Inc.	$62.82	779,000
45	Community Foundation Serving Richmond and Central Virginia	$62.07	1,100,000
46	Community Foundation for the Fox Valley Region, Inc.	$61.92	390,000
47	The Wells County Foundation, Inc.	$59.32	27,734
48	Benton Community Foundation	$58.86	8,500
49	Kosciusko County Community Foundation, Inc.	$58.52	77,358
50	The Minneapolis Foundation	$58.26	1,000,000
51	Dubois County Community Foundation, Inc.	$57.54	42,000
52	The Park City Foundation	$57.06	44,000
53	The Vermont Community Foundation	$56.29	650,000
54	Community Foundation of Elkhart County	$56.10	200,000
55	Community Foundation of the Chattahoochee Valley, Inc	$55.63	300,000
56	Franklin County Community Foundation, Inc.	$53.00	22,000
57	Spartanburg County Foundation	$52.10	293,542
58	Marshall County Community Foundation, Inc.	$52.02	47,107
59	Seattle Foundation	$51.37	2,007,440
60	Noble County Community Foundation, Inc.	$51.16	47,553
61	South Madison Community Foundation	$50.94	29,995
62	Community Foundation of Grant County, Indiana, Inc.	$50.84	70,557
63	Sioux Falls Area Community Foundation	$50.15	241,300
64	Steuben County Community Foundation, Inc.	$49.73	34,028
65	The Boston Foundation	$49.62	2,500,000
66	The Dayton Foundation	$49.38	996,700
67	The Cleveland Foundation	$49.19	1,393,978
68	Community Foundation of the Ozarks	$48.49	800,000
69	The Greater Cincinnati Foundation	$48.10	2,100,000
70	The Community Foundation of Collier County	$47.96	335,000

FY 2015 RANK	FOUNDATION	GIFTS PER CAPITA	POPULATION OF AREA SERVED
71	New Hampshire Charitable Foundation	$45.82	1,309,940
72	San Angelo Area Foundation	$45.80	165,000
73	The Community Foundation for Northeast Florida	$45.62	1,000,000
74	Parke County Community Foundation	$45.62	17,237
75	Delaware Community Foundation	$45.43	890,000
76	Adams County Community Foundation, Inc.	$44.08	34,370
77	Community Foundation For Monterey County	$43.67	426,762
78	Community Foundation of Western North Carolina	$43.58	800,000
79	Sullivan County Community Foundation	$43.54	21,050
80	Brown County Community Foundation	$43.35	15,242
81	Carroll County Community Foundation	$42.71	19,923
82	Central New York Community Foundation	$42.70	539,000
83	Community Foundation of Northern Colorado	$42.13	326,800
84	Community Foundation for Greater Buffalo	$42.00	1,000,000
85	Pike County Community Foundation	$41.52	12,766
86	Greater Green Bay Community Foundation, Inc.	$41.21	225,000
87	Miami County Community Foundation	$41.02	36,140
88	Central Indiana Community Foundation, Inc.	$40.82	1,100,000
89	The Rhode Island Community Foundation	$40.78	1,055,000
90	Santa Fe Community Foundation	$40.42	268,000
91	Community Foundation of St. Clair County	$40.25	160,068
92	Western Indiana Community Foundation	$40.04	17,213
93	Putnam County Community Foundation, Inc.	$39.43	37,917
94	Community Foundation of St. Joseph County, Inc.	$38.67	266,709
95	Community Foundation of Pulaski County, Inc.	$38.06	12,967
96	Greater Houston Community Foundation	$37.65	3,500,000
97	Montgomery County Community Foundation	$37.32	38,177
98	Maine Community Foundation, Inc.	$37.14	1,330,089
99	The Community Foundation of Eastern Connecticut	$36.28	275,000
100	The Community Foundation of Frederick County Maryland, Inc.	$36.09	243,675

100 Most Active by Volume

FY 2015 RANK	FOUNDATION	TOTAL TRANSACTIONS	AVERAGE TRANSACTION SIZE
1	Silicon Valley Community Foundation	755,946	$2,727
2	Communities Foundation of Texas, Inc.	110,092	$1,886
3	Greater Kansas City Community Foundation	88,642	$9,665
4	The Columbus Foundation	38,200	$8,683
5	Greater Houston Community Foundation	37,170	$6,558
6	Community Foundation of Jackson Hole	24,318	$1,560
7	The Dayton Foundation	23,413	$4,405
8	Community Foundation of the Ozarks	20,872	$3,490
9	Foundation For The Carolinas	20,393	$36,101
10	The Pittsburgh Foundation	17,875	$6,521
11	The Community Foundation for Greater New Haven	16,845	$5,817
12	California Community Foundation	15,074	$21,483
13	Arizona Community Foundation, Inc.	14,590	$7,395
14	Tulsa Community Foundation	14,518	$26,673
15	Omaha Community Foundation	14,334	$22,418
16	Minnesota Community Foundation and The Saint Paul Foundation	14,072	$8,424
17	Community Foundation of Tampa Bay, Inc.	13,359	$2,028
18	Austin Community Foundation	12,716	$3,809
19	The Community Foundation for the National Capital Region	12,587	$12,926
20	The Boston Foundation	12,529	$20,889
21	The Greater Cincinnati Foundation	12,438	$16,265
22	The Dallas Foundation	12,223	$10,468
23	The Winston-Salem Foundation	11,947	$5,530
24	Rochester Area Community Foundation	10,895	$5,550
25	Seattle Foundation	10,860	$17,639
26	The Chicago Community Trust	10,736	$42,702
27	The Community Foundation of Louisville, Inc.	10,543	$8,963
28	The Minneapolis Foundation	10,389	$13,497
29	Community Foundation of Greater Des Moines	10,247	$7,524
30	The Oregon Community Foundation	10,216	$16,095
31	The Community Foundation for Greater Atlanta	10,166	$24,677
32	Orange County Community Foundation (CA)	10,107	$13,602
33	Community Foundation of Sarasota County	9,641	$5,037

FY 2015 RANK	FOUNDATION	TOTAL TRANSACTIONS	AVERAGE TRANSACTION SIZE
34	Community Foundation of New Jersey	9,183	$15,357
35	Nebraska Community Foundation	9,035	$2,917
36	The Community Foundation of Middle Tennessee	8,962	$11,604
37	Community Foundation for the Alleghenies	8,952	$1,378
38	Community Foundation for Muskegon County	8,587	$3,044
39	Baton Rouge Area Foundation	8,370	$7,160
40	Maine Community Foundation, Inc.	8,363	$10,227
41	Baltimore Community Foundation, Inc.	8,277	$7,917
42	The Denver Foundation	8,230	$20,117
43	The San Francisco Foundation	8,099	$31,143
44	Community Foundation Serving Richmond and Central Virginia	7,888	$13,329
45	Centre Foundation	7,711	$699
46	Oshkosh Area Community Foundation	7,486	$1,478
47	Oklahoma City Community Foundation, Inc.	7,246	$7,184
48	Akron Community Foundation	7,014	$3,160
49	Marin Community Foundation	7,005	$16,678
50	New Hampshire Charitable Foundation	6,985	$13,875
51	Community Foundation for the Fox Valley Region, Inc.	6,797	$5,879
52	Community Foundation For Monterey County	6,502	$4,370
53	The Rhode Island Community Foundation	6,502	$12,999
54	North Carolina Community Foundation	6,409	$8,736
55	The Miami Foundation	6,352	$13,928
56	The Greater Milwaukee Foundation	6,277	$12,927
57	Central New York Community Foundation	6,276	$5,248
58	Community Foundation of Greater Dubuque	6,236	$2,317
59	Community Foundation of the Lowcountry	6,153	$1,038
60	The Cleveland Foundation	5,959	$29,180
61	Santa Fe Community Foundation	5,955	$2,963
62	Community Foundation of Western North Carolina	5,734	$9,135
63	Hawaii Community Foundation	5,707	$14,883
64	Gulf Coast Community Foundation (FL)	5,634	$11,929
65	Greater New Orleans Foundation	5,508	$13,372
66	Triangle Community Foundation	5,442	$7,828
67	Toledo Community Foundation, Inc.	5,414	$6,054
68	San Angelo Area Foundation	5,315	$2,588
69	Central Indiana Community Foundation, Inc.	5,293	$16,584
70	Madison Community Foundation	5,190	$3,703

FY 2015 RANK	FOUNDATION	TOTAL TRANSACTIONS	AVERAGE TRANSACTION SIZE
71	Coastal Community Foundation of South Carolina	5,155	$8,093
72	Community Foundation for Southeast Michigan	5,089	$23,582
73	The Community Foundation of Frederick County	4,917	$2,814
74	St. Louis Community Foundation	4,850	$26,409
75	Sacramento Region Community Foundation	4,830	$5,135
76	Santa Barbara Foundation	4,650	$13,485
77	Grand Rapids Community Foundation	4,445	$4,282
78	Hancock County Community Foundation, Inc.	4,442	$709
79	Sioux Falls Area Community Foundation	4,333	$5,415
80	East Tennessee Foundation	4,320	$8,397
81	Community Foundation of the Great River Bend	4,302	$3,929
82	Greater Green Bay Community Foundation, Inc.	4,232	$3,518
83	Kosciusko County Community Foundation, Inc.	4,144	$1,714
84	Community Foundation of Greater Greensboro	4,121	$11,835
85	The Philadelphia Foundation	4,119	$26,257
86	The Community Foundation for Northeast Florida	4,074	$20,349
87	Community Foundation for Greater Buffalo	3,787	$14,523
88	Community Foundation for Southern Arizona	3,764	$7,386
89	Fairfield County Community Foundation	3,712	$9,034
90	The Vermont Community Foundation	3,630	$14,686
91	Community Foundation of Acadiana	3,556	$5,146
92	Hartford Foundation for Public Giving	3,500	$14,415
93	The Community Foundation of Lorain County	3,467	$6,154
94	Community Foundation of St. Joseph County, Inc.	3,433	$5,426
95	Fremont Area Community Foundation	3,432	$2,957
96	Phelps County Community Foundation, Inc.	3,405	$811
97	Kalamazoo Community Foundation	3,392	$7,060
98	Community Foundation Serving Greeley and Weld County	3,374	$927
99	Parkersburg Area Community Foundation, Inc.	3,325	$2,237
100	The Community Foundation of Greater Birmingham	3,277	$28,637

The idea behind CF Insights is simple: What if each community foundation could know what all community foundations collectively know?

Created by Community Foundations

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 2016.

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 library/learning centers and at more than 450 Funding Information Network locations nationwide and around the world.

Acknowledgments

CF Insights would like to offer special thanks to The Columbus Foundation, which conducted the hallmark community foundation survey on behalf of the field from 1988 to 2007. We are grateful for the opportunity to now manage this important work of collecting and reporting field-wide data. We would also like to thank the Council on Foundations for encouraging their members to participate in this important annual survey and for helping to share the results with the field. In addition, a wide range of community foundations contributed data to this report. We would like to thank all Columbus Survey participants for their contributions. We especially thank CF Insights members and funders for their continued support, which makes possible the growth and development of CF Insights' knowledge base. Finally, we would like to express profound gratitude to FSG. It's through their tireless dedication to the development of CF Insights that has allowed it to grow into what it is today: a respected and valuable resource for the community foundation field.

Advisory Board

Rebecca W. Graves
Managing Director,
Leadership Team, Impact and Learning
FSG, Inc.

Mari Ellen R. Loijens
Chief Business, Development and Brand Officer
Silicon Valley Community Foundation

Scott McReynolds
Vice President for Finance and Administration
The Greater Cincinnati Foundation

Steven Seleznow
President and CEO
Arizona Community Foundation

Judy Sjostedt
Executive Director
Parkersburg Area Community Foundation

Deb Watt
Senior Vice President,
Information Technology & Human Resources
Foundation for the Carolinas

For questions or comments on this report, please contact:

Aaron Schill
Director, Knowledge Services and CF Insights
acs@foundationcenter.org

David Rosado
Member Services Manager, CF Insights
dar@foundationcenter.org

cf INSIGHTS

FOUNDATION CENTER
Knowledge to build on.

32 Old Slip ◆ New York, NY 10005
(800) 424-9836 ◆ foundationcenter.org