Himan Brown Charitable Trust
Key to Giving Content Analysis
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This report presents the findings from interviews of participants of the Key to Giving program in Miami, Florida. The report provides a content analysis on attitudes and motivators towards donating and the knowledge of the match program through the Himan Brown Charitable Trust.

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Introduction

Evaluation Goals + Objectives.

The goal of this evaluation is to assess the perceived effectiveness of the Key to Giving program. The Key to Giving program aims to create connections between individuals and non-profits through serving the greater Miami area by providing volunteer opportunities through an individual's TIME, matching grants TREASURE, and financially and logistically support those who wish to share their skills or services with a non-profit on a continuous basis TALENT. It is important to note that this evaluation focuses only on the match grant component TREASURE.

Methods

Evaluators designed an opened ended questionnaire to assess donors' knowledge and attitudes towards: 1) Key to Giving program's goals; 2) motivations to donate; 3) growth as philanthropist; 4) Key to Giving website and visibility and 5) perception of the Key Biscayne Community Foundation.

Evaluators received a list of approximately 117 donors and from these, 48 contacts had only email information. Evaluators sent a round of three emails inviting potential participants to be part of the study between the month of February and March 2017. After the three rounds of emails, evaluators were only able to secure four interviews. The Key Biscayne Community Foundation's Executive Director, Melissa McCaughan White, was able to assist us in reaching out to more potential participants. Through a combination of interviews and online surveys, we were able to get five additional participants, for a total of nine at the end of the data collection period in July 2017. Although the sample size was not as expected, we were still able to identify trends for program implementation and changes.

Findings

This section is organized into five general topics. The first area focuses on knowledge about the Key to Giving Program. The second one targets motivations to donate. The third area focuses on growth as a philanthropist. The fourth and fifth area target the Key to Giving website and the knowledge on the Key Biscayne Community Foundation. At the end of this report, evaluation questions will be answered and a list of actionable recommendations will be provided.

Theme: How did Donors learn about the Key to Giving program?

When donors were asked how did they got to know the Key to Giving program, some donors stated that it was through other charity organizations, *"My wife and I are passionate givers to a certain organization in the city of Miami, Branches and it is a program that Key to Giving support - one of their designated charities. Because Key to Giving supports the non-profit that we give, and we know they match funds. It is important for us, that could basically double our gifts"*. Several donors stated that they became familiar with this program through Melissa McCaughan White and the Key Biscayne Community Foundation, *"I found out about it simply via Melissa. About 3 years ago, I ran for Key Biscayne Counselor and had money left from the campaign and I gave it to the Foundation."*

Theme: Decision to donate to a specific organization

When donors were asked about the organization they decided to give to, they mentioned the following: Girl Power, Branches, Liberty City, iPad for Soldiers, Key Biscayne Women's Circle, MCI, Touch Miami With Love, Lotus House, Inc., and Breakthrough Miami. Participants were also asked about why they selected these organizations. Some of them commented: *"Mainly because of their mission, and I am on the board of Branches. I have supported them very well for a number of years."* However, another donor said that the decision was made because of the match program, *"I give to them. And so, this was a matching grant I thought of maximizing my invest that way."* Some donors stated that they based their decision because they have been involved with the organizations, *"I've been involved with Key Biscayne Community Foundation and other places. And I love knowing what opportunity there are, and I've watched KBCF since its inception. Melissa has been great and watching everything grow has been a huge pleasure. Melissa has been a dynamite for 15 years and I am happy to support her."* Lastly, one of the donors stated that the decision to donate was based on the situation: *"I have four to five organizations that are high on my donation list, and depending on what's going on during the particular time, it may be influenced by their matching with that particular year. And the five top the list for different reasons, for example one may need an extra year. Another year they may need extra money. I would still consider all five just because one is more needed than the other won't always likely influence my decision. Based on situational."*

Donors were asked if they have previously donated to the specific organization and if they plan to donate again in the future to the same or different organization. The majority stated that they have donated to the organization before and they plan to do it again, *"I have donated before, I would donate again"*. Other stated that they may choose different organizations to give

their donations to, *"Concentrating efforts on two organizations. But not to say that I wouldn't consider donating to another if there was something I felt strongly about."*

Theme: Connection with the Community

When asked if they had a connection with the community they donated to, some said because they live in the community, *"I Live in Key Biscayne and also participate with other things. I also pay attention to the Liberty City program, and that's a foundation that I am very interested in."* Others mention that they have a connection with the community because they volunteer their time to some of the organization events, *"With the lotus house I just donate. I have an interest down the road maybe getting more involved and volunteering occasionally, they have a thrift shop. With the iPad for soldiers, I donate my time to not just money."* One participant noted to have visited Liberty City and seen, *"how much with a few dollars will a difference be made with the children. Plant vegetable gardens, paint the schools, I've seen a lot of the dollars at work."* However, volunteering has been difficult because some donors of the organizations do not live in Florida the entire year.

Theme: Matched Donation and funds acknowledgment

Donors were asked if they knew about match donations, and most of them said that they did and that this motivated them to increase their donation, *"I donate the same amount. And using the match program because I knew that my funds would have a bigger impact."* However, there was one donor that was not familiar with the matched donation, *"I did not know my donation was going to be matched."*

When donors were asked if they received a thank you letter after their donation, all of them said yes, *"yes they sent a thank you letter."* Nonetheless, one of the donors stated that a thank you letter was necessary *"yes they sent a thank you letter- even if they do not. They do not need to if it's more money."*

Section B: Questions related to attitudes towards donation

Donors were asked questions related to their attitudes and motivations to donate. Most participants mentioned the desire to make a difference throughout Miami in areas such as youth education, community prosperity, women, and families in need. From the discussion, the motivators that influence donors to provide their time, treasure, and/or talent to the various non-profits include but are not limited to match funds, belief in the organization, philanthropy, and family history on donating. While several donors mentioned being inspired by the match fund donations as a reason why they continue to donate, *"the fact that my donation was going to be matched by the Key to Giving Foundation was a motivator"* it is important to note that even in

the absence of match funds all donors mentioned that they will not stop contributing their "treasure."

Donors also had a strong sense of liability to contribute on the basis of philanthropy, and mentioned that giving back is a responsibility, *"Is your responsibility as a good citizen."* Donors also mentioned that giving back was instilled in them from early on in life, *"I was raised that way. Giving to charities was a big part of my family's dynamic from day one"*, and a trait that they wished to instill in their future generations, *"I think it's something very important and something I try to teach my kids as well." It is a good attitude when you donate."*

Table 1. Donors motivations and attitudes

Attitude	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. People should be willing to help others who are less fortunate.	66.7%	33.3%	0%	0%	0%
2. Helping troubled people with their problems is very important to me.	44.4%	56.6%	0%	0%	0%
3. People should be more charitable toward others in society.	77.8%	22.2%	0%	0%	0%
4. People in need should receive support from others.	44.4%*	44.4%	11.1%	0%	0%
5. The money given to charities/non-profits goes for good causes.	22.2%	33.3%	22.2%	22.2%	0%
6. Much of the money donated to charity/non-profit is wasted.	55.6%	11.1%	33.3%	0%	0%

7.My image of charitable organizations is positive.	55.6%	44.4%	0%	0%	0%
8.Charitable/non-profit organizations have been quite successful in helping the needy	22.2%	55.6%	22.2%	0%	0%
9.Charity/non- profit organizations perform a useful function for society	55.6%	44.4%	0%	0%	0%

Table 1 shows the results of several statements that measure the level of motivation to donate. Overall, it is noted that most donors agree with personal motivations related why to donate such as being willing to help, assist troubled people, and being more charitable. It is important to note, that at least 22% of donors were not sure about statements related to how funds are being used by non-profits. Leading evaluators to note that there are perhaps issues with transparency and accountability in the use of donations.

Section C: Questions related to growth as a philanthropist

Theme: Outreach by non-profits to Donors

Evaluators developed questions to understand the potential growth and current development of donors as philanthropists. More than half of donors (66.6%) indicated that a member of the non-profit they donated reached out and informed them about volunteer opportunities available to them. When asked if donors knew how their donation was used by the non-profit organization, half of them (55.6%) indicated to have knowledge on this, followed by 33.3% responding "no" and 11.1% responded that they did not have a preference and trusted the respective organizations to use their donations as they prefer.

Furthermore, donors were asked if their attitudes or relationships with the non-profit and community that they currently supported or wish to support change because of the Key to Giving mission and achieve goals. The results were mixed as reflected in this comme*nt, "Yes. Because*

we know more about them and what they do with the money, and who they are." and *"they were nice to me before. I do not think it has changed - they are nice to everyone. The people I deal with whether I am giving or not giving, I believe I will be treating the same."* Another donor mentioned that *"Well, in some cases my attitude changed so much I will no longer give to them. One particular, Women's fund- I will not give them money because it is not properly run."* Additional responses include: *"Overall no, but it certainly would not hurt. We were generous donor's prior so they were certainly thankful to the Key to Giving but they were thankful to us prior to our donations as well."*

Theme: Motivation without matching funds and perceived impact

When asked if donors would continue to donate even in the absence of matching funds all donors responded yes, *"sure because I am not donating because they are matching funds. I am donating because it's a charity that does good work."* Many donors mentioned the desire to continue donating based on the need of the community-based organization, *"Yes, because they need money"* and the desire to give back, *"Yes, because it is important to give back."* In addition, participants' attitude towards philanthropy included having a strong sense of belief in the organization's mission, "Yes, I would. I didn't know that they matched funds but I would still go ahead and donate for sure. If it was an organization I strongly believed in."

Donors were also asked whether they believed their donations made a difference to the community they currently serve or would like to serve in the future. All donors (100%) strongly agree or agree with the belief that their donations made a difference in the community.

Section D: Questions related to the Key to Giving website

Theme: Method of Donation

Donors were asked their preferred method of donation. From the discussion, 33.3% stated their preference for donating online, 22.2% stated that they make their donations through the mail, 33.3% stated they donate through the mail and online, and 11.1% stated that they make their donation personally. Some donors disclosed why they chose a method of donation. A donor mentioned that one of the reasons he chooses to donate online is to remain anonymous, *"Usually prefer online or send in the check. It's easier. Prefer to donate anonymously. Don't want people to pat them on the back."* Another donor stated that it was a matter of convenience, *"online because it's more convenient because I can donate at whatever day or time I want."*

Theme: Level of website difficulty

When asked about perceived level of difficulty of the Key to Giving website, the majority of donors stated that the website was easy to navigate through, *"It is fine - it is easy enough to navigate"* On the other hand, one donor expressed a concern by saying, *"It is ok - on a scale of 1 to 5, I give a 3 maybe a 4. When I went there, I remember it was not clear how to find the organization I was looking for. When I found it, I was not sure I was still giving to the right organization."* When asked if they experienced any problems with PayPal as a payment method, most donors simply stated, *"No issues with PayPal"*. On the other hand, one donor stated that he disliked using PayPal as a payment method, *"refuse to use PayPal. And some charities and group have a feature for PayPal, in that case they get nothing. I won't even send in a check."*

Theme: Volunteer opportunities on the website

Some donors discussed the fact that the Foundation had a lack of availability of volunteer opportunities on the foundation website, *"...would like to see these opportunities in the website."* Additionally, another donor mentioned that there are volunteer programs in the community that would be good to advertise on the foundation's website, *"I have not seen any volunteer opportunities from the Key to Giving website. I would like to see them there. I know plenty of volunteer opportunities. It will be good for non-profit organization to advertise their volunteer programs at the Key to Giving website."*

Section E: Questions related to the Key Biscayne Community Foundation

Theme: Connection and value with the Key Biscayne Foundation

When asked about a connection with the Key Biscayne foundation, some donors reported that they were starting to build a relationship with the foundation, *"Well I would say I am building a relationship now...They introduced me to the Key to Giving Foundation -"*. However, the majority of donors stated that they already had a connection with the foundation and also mentioned their connection with Melissa McCaughan White *"I have a strong connection. I met Melissa and she's became a friend and someone I've admired since."*

Donors were asked what they value about the Key Biscayne Community Foundation. All participants strongly agree that this foundation encourages people to donate, *"furthering philanthropy in a very privileged community and making them aware of the needs of the greater Miami. Encouraging philanthropy is huge."* Additionally, another donor added that it is valuable to see the good intentions of the foundation, *"Heart is in the right place. They know what they are doing and do it well. They try hard to encourage more people to share. Not always successful but certainly try hard."*

Theme: How well donors know members of the Foundation?

Donors were asked to rate how well they knew Key Biscayne Community Foundation members. More than (60%) indicated to know the Key Biscayne Community Foundation "very well", Among the responses, 22.2% responded "not so well" and 11.1% responded that "not at all". Most donors stated that the person they had a strong connection and consistent contact was with Melissa McCaughan White, *"I have a strong connection. I met Melissa and she's become a friend and someone I've admired since."* Donors unanimously provided praise and acknowledgment of Executive Director, Melissa McCaughan White, for her professionalism and dedication to the Key Biscayne Community Foundation.

Theme: Fulfilment of mission and personal motivation

When asked if the Key Biscayne Foundation helped serve their mission and personal motivation, the clear majority of participants (88.8%) indicated yes, which is reflected in this comment: *"absolutely"* and *"The Key Biscayne have some specific programs that I am a bit more excited about. I am really more into the MCI, have people involved and have done some volunteer work with them."*

When asked about suggestions on how to improve overall satisfaction with the Foundation, one of the donors mentioned that matched donation increased his motivation, *".... I will donate more if they donate more. I think the matching is up to $500. I donated $500 and my wife donated $500- so we donated $1000- it could only go max $500. If they increase the matching gift to $1000 per person, we will donate $1000 per person (referring to him and his wife). This will be ideal- this is an awesome organization, we have no problem with them"*. Other donors simply stated that the foundation should keep doing what they are doing, *"I just hope it continues because it's a valuable asset for everyone."*

Section F: Donations from 2015-2016 period

Apart from the interviews done for this study, evaluators analyzed the donations received from 2015-2016 period. The figures below represent the number of donors in the years 2015 and 2016 (Figure 1) and a number of donations in dollars that were made in the years 2015 and 2016 (Figure 2). It is also important to note that there were no recurrent donors from 2015 who came back to donate in 2016. However, there were recurrent donors that donated to the same organization within the same year or donated to different organizations within the same year.

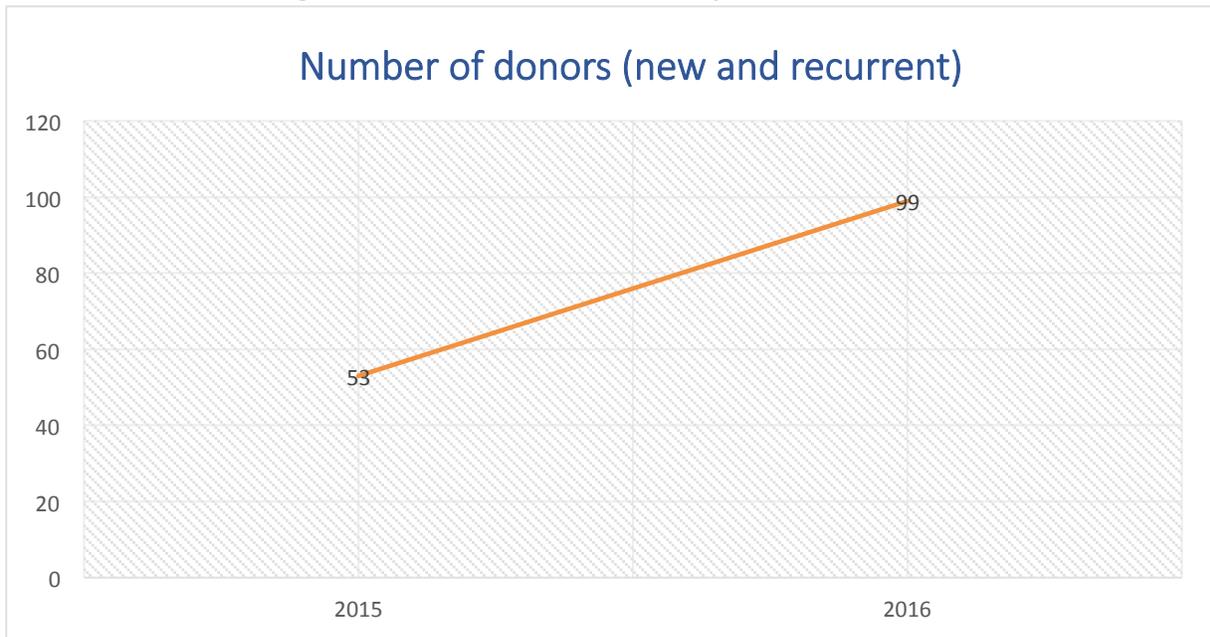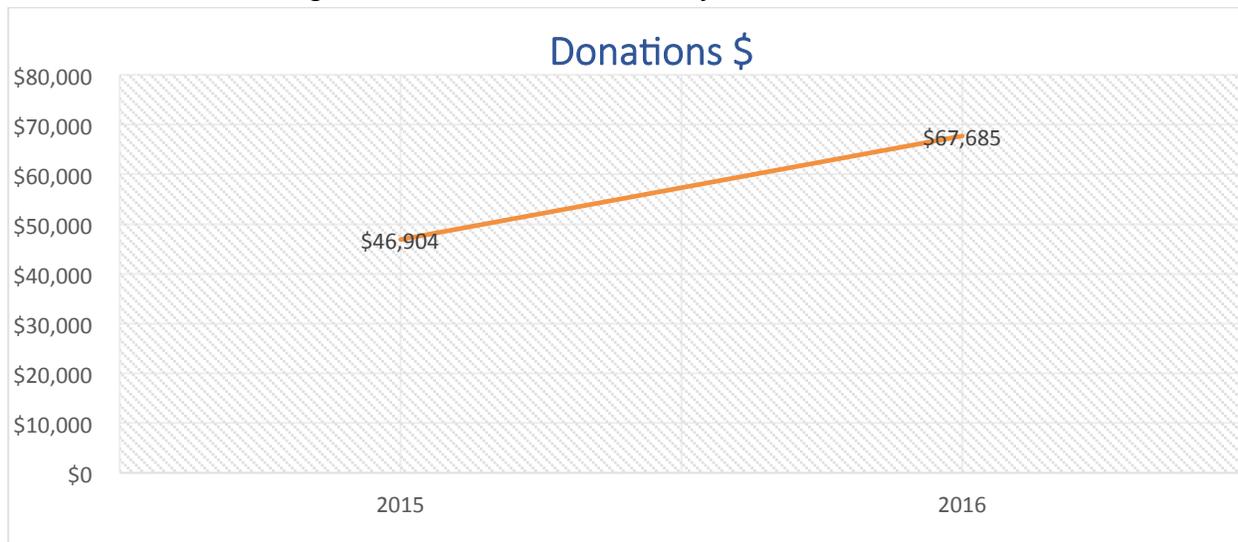Figure 1. Number of donors in the years 2015 and 2016.

Number of donors (new and recurrent)

Figure 2. Donations made in the years 2015 and 2016.

Donations $

<h1 style="text-align:center">Conclusion and final remarks</h1>

Overall, the Key to Giving was able to maximize opportunities through community partnerships and was able to initiate one of their core objectives of initiating a "catalytic philanthropy." To summarize findings of this evaluation, we will answer five evaluation general questions:

1. **Is the Key to Giving message clear?**

   Most participants were informed about the TREASURE component of the Key to Giving, especially the opportunity to match funds. However, some donors have already donated in the past without the existence of the Key to Giving. It seems that there is still some marketing that needs to be done about the overall message of the Key to Giving, especially introducing the TIME and TALENT components. Keep in mind that this program's audience may need to be tailored. For instance, some Key Biscayne residents may be more prone to volunteer their time than others. While younger residents may be more likely to volunteer their expertise and older or retired residents may opt to donate money over their expertise. In addition, one participant referred to the Key to Giving as a "Foundation" rather than a program. There may need more clarification on the message. Lastly, participants agreed that the website was user-friendly and some used it because it was convenient to make the donation online.

2. **How are donors connected with Key to Giving?**

   Donors have been introduced to the Key to Giving program through the role of Melissa McCaughan White, Executive Director of the Key Biscayne Community Foundation. The relationship between donors and Melissa McCaughan White has been on a personal and individual basis. This method has worked to create a niche of loyal donors who will be willing to donate multiple times within a year. However, in order to increase the number of donors, there is the need to develop different outreach strategies in order to sustain this program long term.

3. **How can donors continue donating money or they time to the non-profit organizations they initially donated to?**

   Some participants had previous relationships with the non-profit organizations they donated. This has facilitated their willingness to be more involved with the organization. However, donors may not feel comfortable on donating to organizations they do not know even if these are listed in the Key to Giving website. Furthermore, some donors had a personal relation with Melissa McCaughan White or other members of the Key Biscayne Community Foundation. This has allowed donors to keep in touch with the foundation and its activities, including the Key to Giving program. However, there is the need to create strategies in order to motivate donors to keep making donations over the years.

4. Can donating money create an attitude of donating time?

From the interviews, it was noted that people are willing to donate their time as well, but there is the need to advertise community volunteer programs on the foundation's website. Knowing specific volunteering opportunities can allow donors to have a better sense of the organization's missions and main activities they want to implement. Another area that needs to be taking into consideration is that some donors felt that the way non-profit organizations operate can influence the motivation to donate. Hence, it is important to establish a mechanism that would help donors build trust regarding how non-profit organizations work and make social impact. This can be done by sharing non-profit organizations' annual reports or fiscal reports. Another way to facilitate this is to have info sessions to introduce non-profits organizations to residents of Key Biscayne. This will create visibility of non-profits and would allow donors to interact.

5. How can donors become more active members of social change?

From these interviews, it has been noted that donors' motivation to donate evolved around their willingness to initiate social change, their philanthropy, prior relationship with the organization, and family history on donating to good causes. In order to increase donor's exposure, it is suggested to develop a donor's' profile with information related to what they are passionate about. Non-profits can use this information to invite them to volunteer (TIME) or share their expertise (TALENT).

Recommendations

Findings of the interviews with donors have added to a greater understanding and assessment of the Key to Giving Program. Through interviews with key donors, evaluators were able to successfully identify potential adaptive strategies for the Key Biscayne Community Foundation & Himan Brown Charitable Trust's Key to Giving Program. While donors were only interviewed for their contribution financially—results yielded a unique capture of key donor's experiences related to the TREASURE component of the Key to Giving Program.

For the future implementation of the Key to Giving Program, we recommend the following:

- Provide a brief satisfaction survey after making a monetary donation or donating time;
- Create an easy platform for donors to directly opt-in for an email listserv on the Key to Giving Website.
- Create an updated database of donors which includes phone numbers to help facilitate ease of communication;
- Have a part time staff to manage the essential operations of the Key to Giving Program;
- Add specific volunteer opportunities on the Key to Giving Website;
- Identify ways to increase communication among community members, stakeholders, and Key to Giving participants;
- Consider other viable options to have donors contribute their TIME, and TALENT such as creating a none profit info session. This would allow potential donors to have a face to face connections with non- profit organizations and share their missions and programs.
- Consider providing annual reports of participating nonprofit organizations to donors, community members, and stakeholders published on the Key to Giving website;
- Add an additional online payment method besides PayPal

Next Steps...

Evaluators recommend the following next steps:

- Perform a SWOT analysis with the information gathered from the interviews; and
- Write a brief communication and branding strategy to better disseminate the Key to Giving Program