**STRENGTHS AND LIMITATIONS**

INDEPENDENT

Strengths:

Total control, autonomy and ownership

Access to excellent donor development software

Greater latitude

Ownership from the beginning – no transition requirements

Limitations:

Requires significant net assets to absorb the costs

Comparatively quite expensive: software, staffing requirements, training, maintenance/modifications

Places greater demand on resources: capital, human resources, and board time

Typically requires more “add on” features as you customize

Steep learning curve

Can be difficult to keep the required in-house expertise

Typically requires a separate accounting system

SUPPORTING

Strengths:

Cost savings

* Minimal resources required to assimilate and manage
* Comparatively less investment of capital over time: software, staff, training

Efficient – Provides comprehensive resources; particularly beneficial for an emerging organization

Lends itself well to a board focused on development as opposed to back office management

Can migrate to independent when ready

Limitations:

Comparatively less control and autonomy with services outsourced

Statutory regulations required of a community foundation requires “oversight” of supporting organization’s distribution of funds

Donor development options and flexibility are comparatively less flexible

Software is less intuitive and may require more time to manage

The *supported* organization must approach this as a business, not an accommodation