

# Employing Philanthropic Analytics to Determine Appropriate Staffing Levels

08/22/2019



# Issues that Affect Us

- Reaching Goal
- Cost to Raise a Dollar
- Qualified Prospects
- Budget
- Portfolio Alignment
- Development Systems
- **Staff Levels**
- Time on Task
- Management

# Donor Search Ratings



## Major Gift Capacity

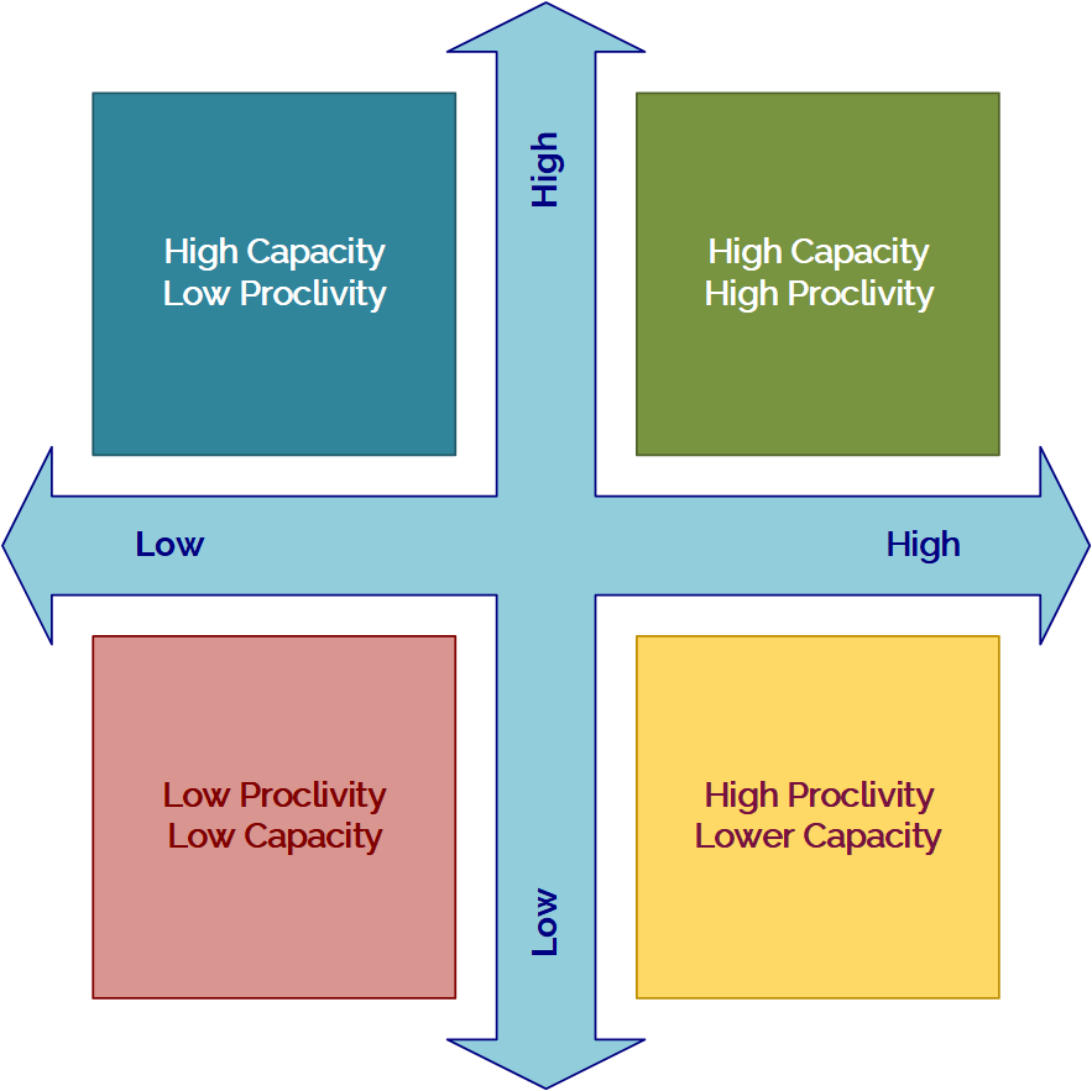
Category	Value
B	\$50,000,000 - \$100,000,000
C	\$10,000,000 - \$49,999,999
D	\$5,000,000 - \$9,999,999
E	\$1,000,000 - \$4,999,999
F	\$500,000 - \$999,999
G	\$250,000 - \$499,999
H	\$100,000 - \$249,999
I	\$50,000 - \$99,999
J	\$25,000 - \$49,999
K	\$15,000 - \$24,999
L	\$10,000 - \$14,999

## Philanthropic Proclivity

Category	Definition
DS1-1	Single gift of \$5,000 to non-profit or political organization
DS1-2	Real estate of \$2M+, Business of \$5M+, SEC Insider, Federal election \$10K+
DS1-3	Real estate \$1M, Business \$1M+, Federal election \$5K+
DS1-4	Real estate \$500K, property in trust, Federal election \$500
DS1-5	Business exec less than \$1M, possible foundation member or SEC Insider
DS2	Match to wealth, boat or plane ownership

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# Prospect Topography



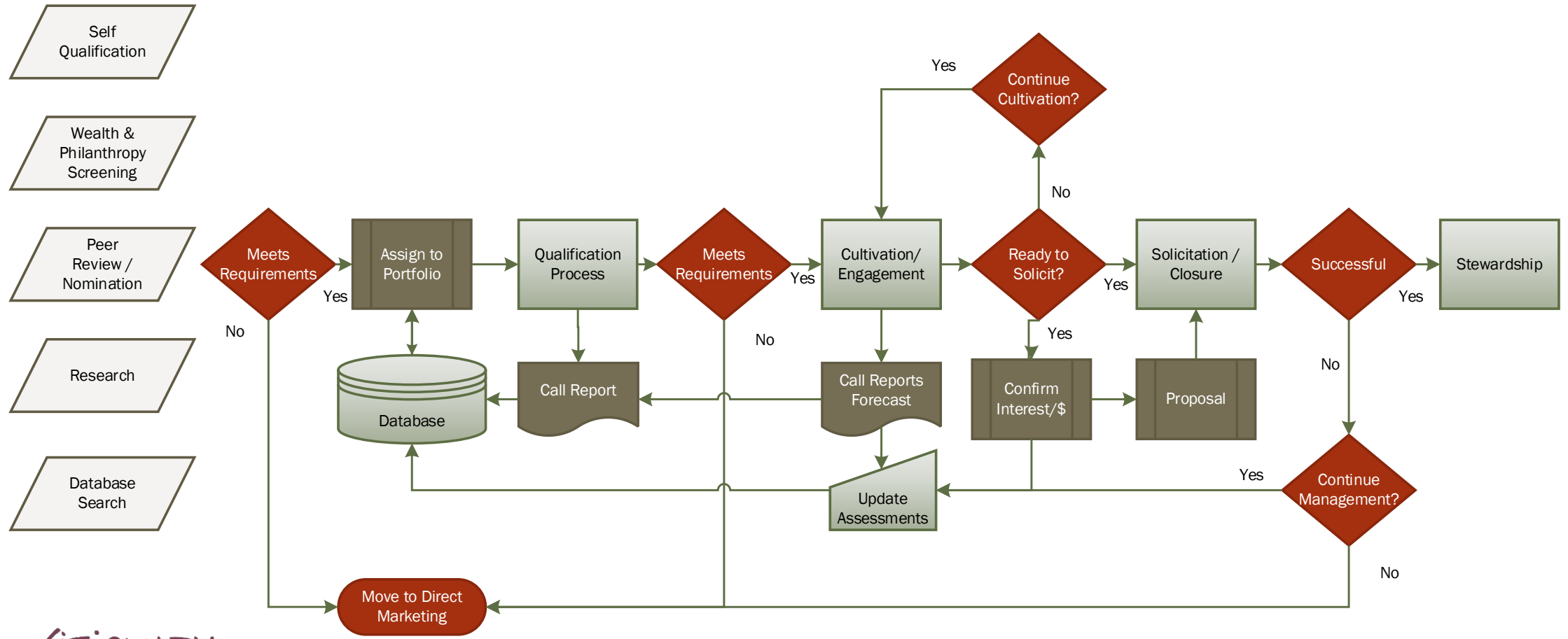
Allocate time and resources to each quadrant with respect to rate of return

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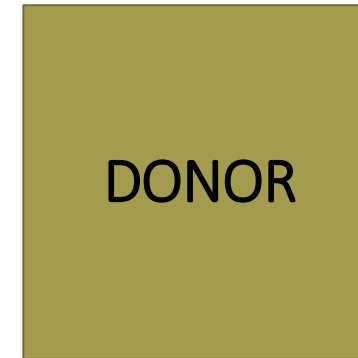
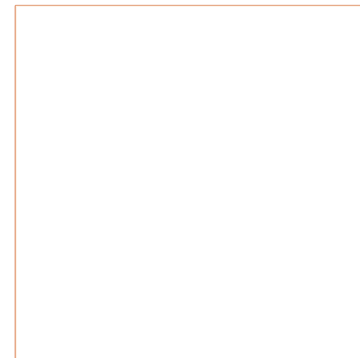
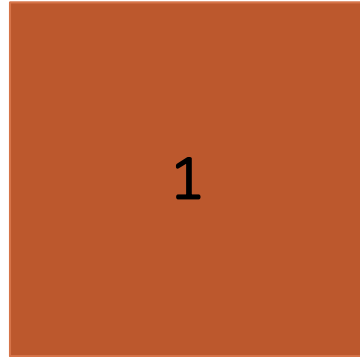
## Prospect : Staff Through-put Analysis

Examining Best Practice Fundraising

# Major Gift Prospect Management

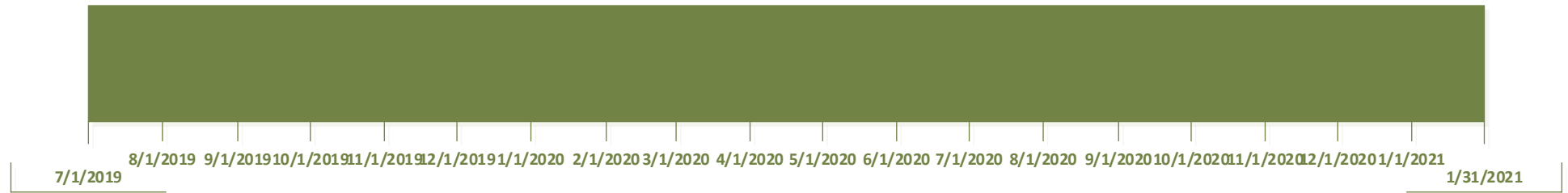


# Major Gift Rubrics



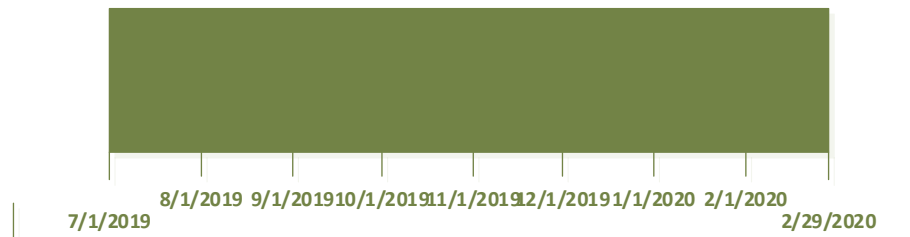
# Major Gift Timeline

- Education:
  - 18 – 24 Months



- Healthcare:

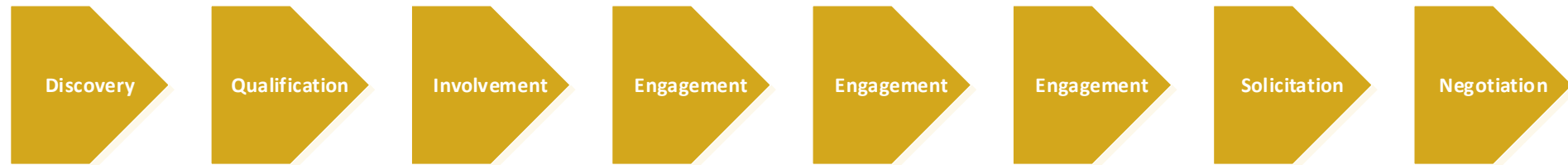
- 5 - 9 Months





# Interactions: Major Gift Relationship Process

- Education: 7-8 Contacts



- Healthcare: 5-6 Contacts



# Elements that go into the Models

- Role and prospect levels assigned
- Number of years with the organization
- Time available for fundraising (FTE)
- Size of the Prospect Pool
  - Percentage already assigned, for cultivation & solicitation
  - Percentage identified, for discovery & qualification visits
- Performance Metrics
  - Portfolio Size
  - Visits
  - Solicitations
  - Closures

# Classic Performance Metrics

Gift Capacity Level	Definition	Portfolio Size	Visits / Month	Solicitations / Month
Principal Gifts	\$1,000,000 +	50	4	0.5
Major Gifts	\$100,000 +	100 - 125	16	2
Leadership Annual Gifts	\$10,000 +	150 – 200	20	5 - 10

# Typical Time on Task

Position	Fundraising	Management	Administrative / Other
Vice President Advancement	25%	50%	25%
AVP; Program Director	50%	25%	25%
Principal Gifts	75%		25%
Planned & Major Gifts	75%		25%
Leadership Annual Gifts	75%		25%

# Throughput Worksheet

Input Variable	Time				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Available Staff</b>					
Major Gift Officers, Experienced: FTE	3.75	3.75	4.50	4.50	4.50
<i>Major Gift Officer, New: FTE</i>	0.75	0.75	0.00	0.75	0.75
Principle Gift Officers:	1	1	1	1	1
Vacancies Budgeted	0	0	1	0	0
<b>Portfolio Size</b>					
Major Gift Officer, Experienced, Qualified Portfolios	125	125	125	125	125
<i>Major Gift Officer, New, Qualified Portfolios</i>	75	75	75	75	75
Principal Gift Officer, Qualified Portfolios	50	50	50	50	50
<b>Visits</b>					
Major Gift Officer, Experienced, visits per month	16	16	16	16	16
<i>Major Gift Officer, New, visits per month</i>	12	12	12	12	12
Principal Gift Officer, visits per month	5	5	5	5	5
<b>Solicitations</b>					
Major Gift Officer, Experienced, solicitations per month	2	2	2	2	2
<i>Major Gift Officer, New, solicitations per month</i>	1	1	1	1	1
Principal Gift Officer, solicitations per month	1	1	1	1	1
<b>Closure Rates</b>					
Major Gift Officer, Experienced, closure rate	33%	33%	33%	33%	33%
<i>Major Gift Officer, New, closure rate</i>	25%	25%	25%	25%	25%
Principal Gift Officer, closure rate	50%	50%	50%	50%	50%

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# CASE STUDY 1

Land Grant University

# Screening Results

Gift Capacity Rating	Grand Total	Class Total	Percentage	Category
C - \$10 Million - \$50 Million	20	307	0.2%	Principal Gifts
D - \$5,000,000 - \$9,999,999	105			
E - \$1,000,000 - \$4,999,999	182			
F - \$500,000 - \$999,999	274	6,336	4.1%	Major Gifts
G - \$250,000 - \$499,999	964			
H - \$100,000 - \$249,999	5,098			
I - \$50,000 - \$99,999	34,628	128,368	82.6%	Leadership Annual Gifts
J - \$25,000 - \$49,999	51,447			
K - \$15,000 - \$24,999	19,594			
L - \$10,000 - \$14,999	22,699			
M - \$5,000 - \$9,999	6,938	20,308	13.1%	Direct Marketing
N - \$2,500 - \$4,999	6,440			
O - \$1 - \$2,499	4,246			
P - Unable to Rate	2,684			
<b>Total</b>	155,319	155,319	100.0%	

- 82% of the file qualified as Leadership Annual Gift Prospects;
- Capable of giving between \$2,000 and \$10,000 per year

# Filtering on Proclivity Further Refines the Active Prospect Pool

	Gift Capacity Rating	Donor Proclivity						Grand Total		
		DS1-1	DS1-2	DS1-3	DS1-4	DS1-5	DS2		DS3	
Assigned	C - \$10 Million - \$50 Million	8				3			11	
	D - \$5,000,000 - \$9,999,999	52	3	3		3	2		63	
	E - \$1,000,000 - \$4,999,999	105	5	3	8	4		4	129	
	F - \$500,000 - \$999,999	129	13	1	4	4	8		159	
	G - \$250,000 - \$499,999	254	62	16	4	3	18	5	362	
	H - \$100,000 - \$249,999	140	804	90	28	24	42	13	1,141	
	I - \$50,000 - \$99,999		107	214	140	111	102	98	772	
	J - \$25,000 - \$49,999		161	322	224	83	168	173	1,131	
	K - \$15,000 - \$24,999				10	49	30	42	131	
	L - \$10,000 - \$14,999			3	30	9	68	54	164	
	M - \$5,000 - \$9,999						17	11	28	
	N - \$2,500 - \$4,999				8		11	20	39	
	O - \$1 - \$2,499						9	11	20	
	P - Unable to Rate							25	25	
	<b>Sub Total Assigned</b>		688	1,155	652	456	293	475	456	4,175
	Unassigned	C - \$10 Million - \$50 Million		1				8		9
D - \$5,000,000 - \$9,999,999		3			1	2	14	22	42	
E - \$1,000,000 - \$4,999,999		6	3	2	2	2	24	14	53	
F - \$500,000 - \$999,999		22	5	3	5	6	34	40	115	
G - \$250,000 - \$499,999		53	46	20	25	32	235	191	602	
H - \$100,000 - \$249,999		26	692	295	249	135	1,152	1,408	3,957	
I - \$50,000 - \$99,999			191	1,697	2,561	1,708	16,619	11,080	33,856	
J - \$25,000 - \$49,999			288	2,074	2,882	3,522	18,698	22,852	50,316	
K - \$15,000 - \$24,999				23	713	1,071	8,060	9,596	19,463	
L - \$10,000 - \$14,999				24	1,071	713	11,899	8,828	22,535	
M - \$5,000 - \$9,999					157	105	2,557	4,091	6,910	
N - \$2,500 - \$4,999					125	137	3,837	2,302	6,401	
O - \$1 - \$2,499					14		2,527	1,685	4,226	
P - Unable to Rate							1,064	1,595	2,659	
<b>Sub Total Assigned</b>			110	1,226	4,138	7,805	7,433	66,728	63,704	151,144

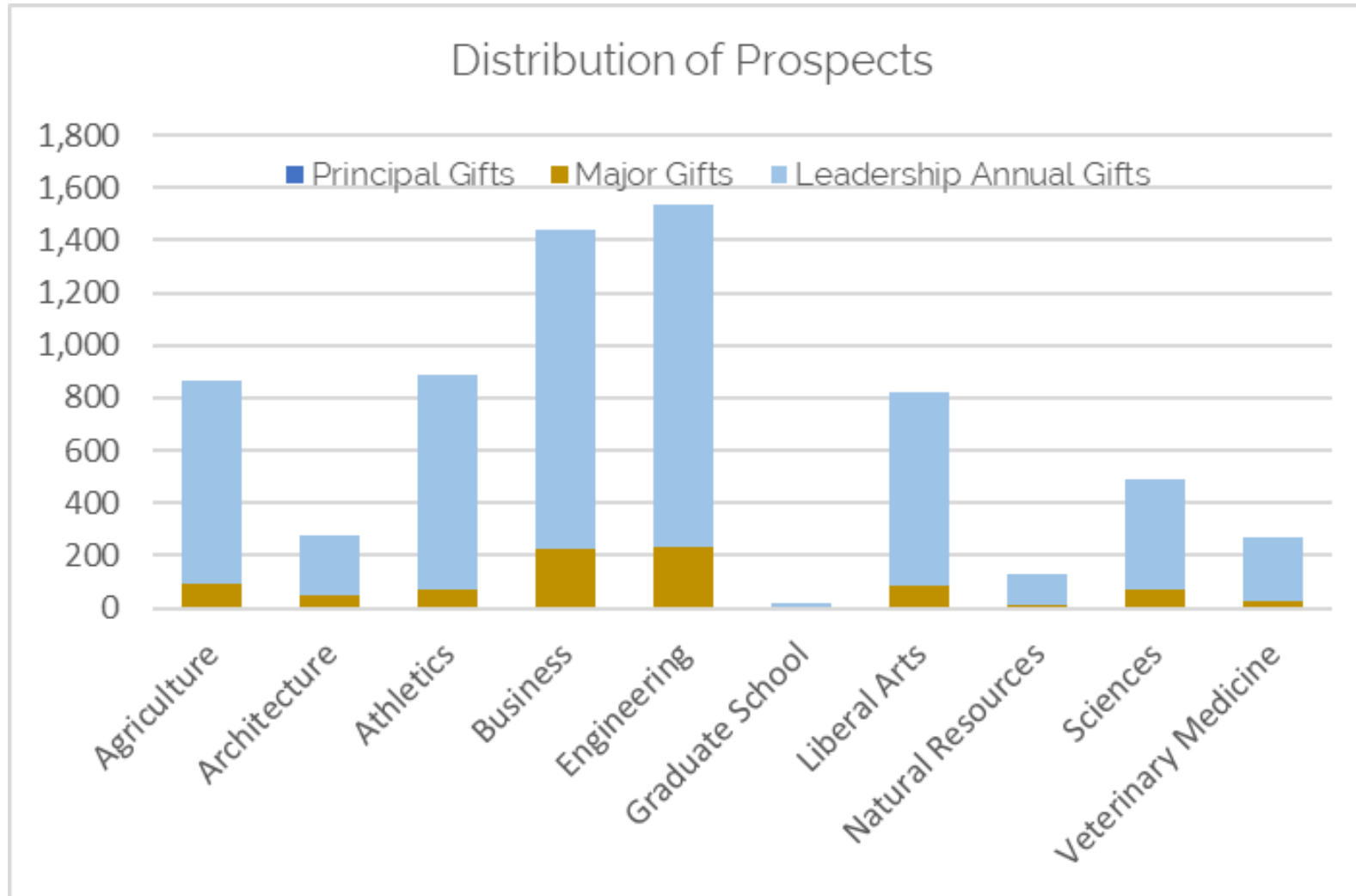
**1,503 Assigned**  
Lower Capacity  
Weaker Proclivity

**1,177 Unassigned**  
Higher Capacity  
Stronger Proclivity

**4,297 Unassigned**  
Leadership Gift  
Prospects



# Prospect Distribution & Opportunity



87% of the newly identified prospects are Leadership Annual Giving Prospects, Between \$10,000 - \$99,999

Concentrated in:  
Engineering,  
Business &  
Agriculture

# Staff Calibration

School / College	Principal Gifts		Major Gifts		Leadership Annual		Additional Staff Required
	Current	Required	Current	Required	Current	Required	
Agriculture			2	-0.2	1	0.6	0.4
Architecture			1	0.3	0	0.4	0.7
Athletics			6	1.6	2	-0.2	1.4
Business			2	0.5	0	1.9	2.4
Central Staff	3	0	7	-0.4	0	2.1	1.7
Engineering			4	2.1	0	2.1	4.2
Graduate School			0	0.0	0	0.0	0.0
Liberal Arts			2	0.6	0	1.2	1.8
Natural Resources			1	-0.5	0	0.2	-0.3
Sciences			2	0.2	0	0.7	0.9
Veterinary Medicine			1	0.4	0	0.4	0.8
<b>Total</b>	<b>3</b>	<b>0.0</b>	<b>28</b>	<b>4.6</b>	<b>3</b>	<b>9.4</b>	<b>14.0</b>

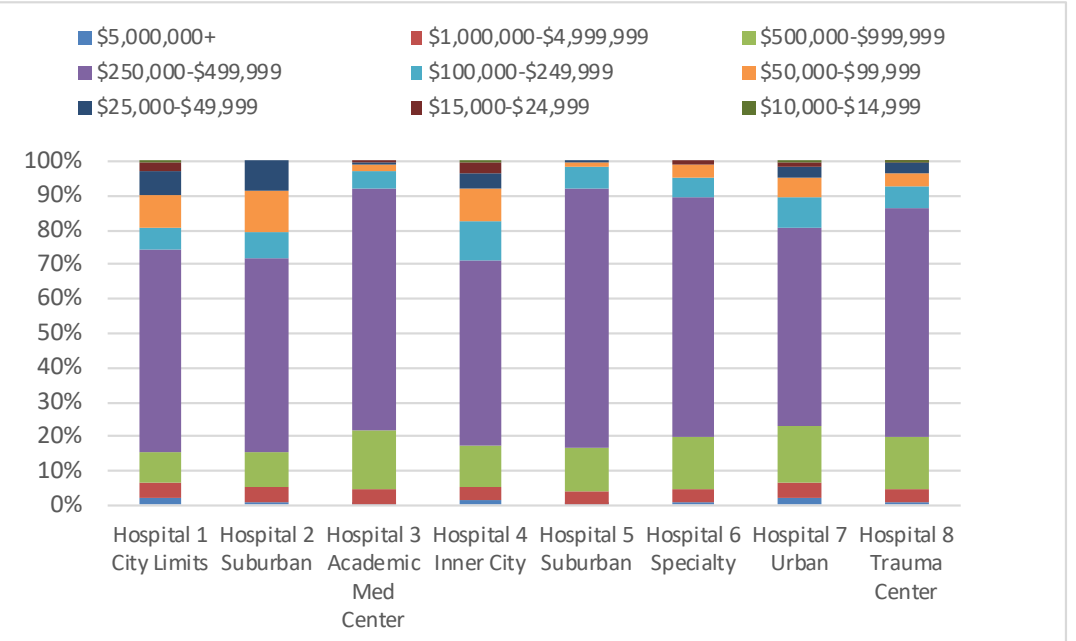
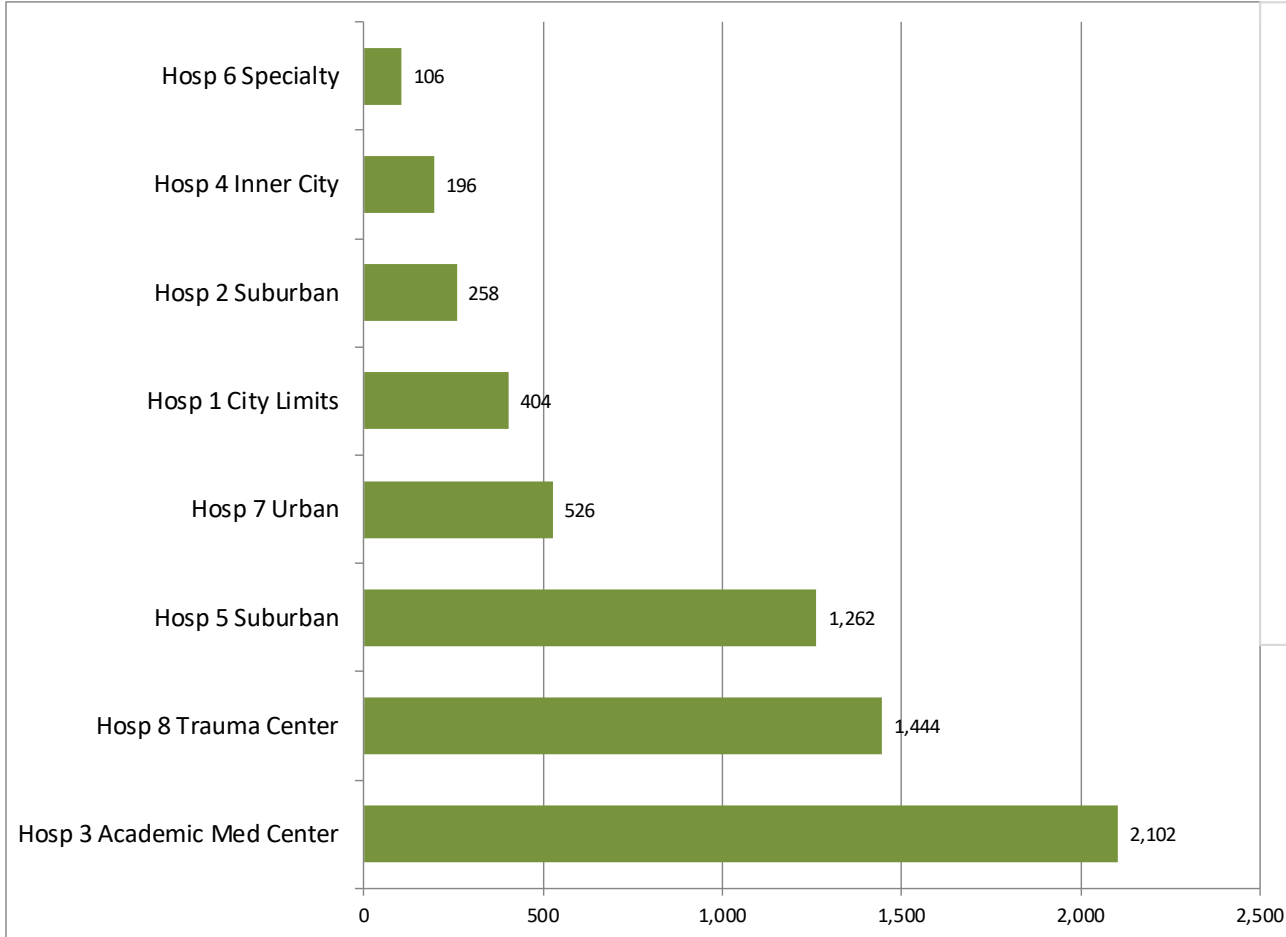
In addition to the 28 current staff, 14 more are required to manage the top prospect pool. 3 in Major Gifts and 10 in Leadership Annual Giving

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## CASE STUDY 2

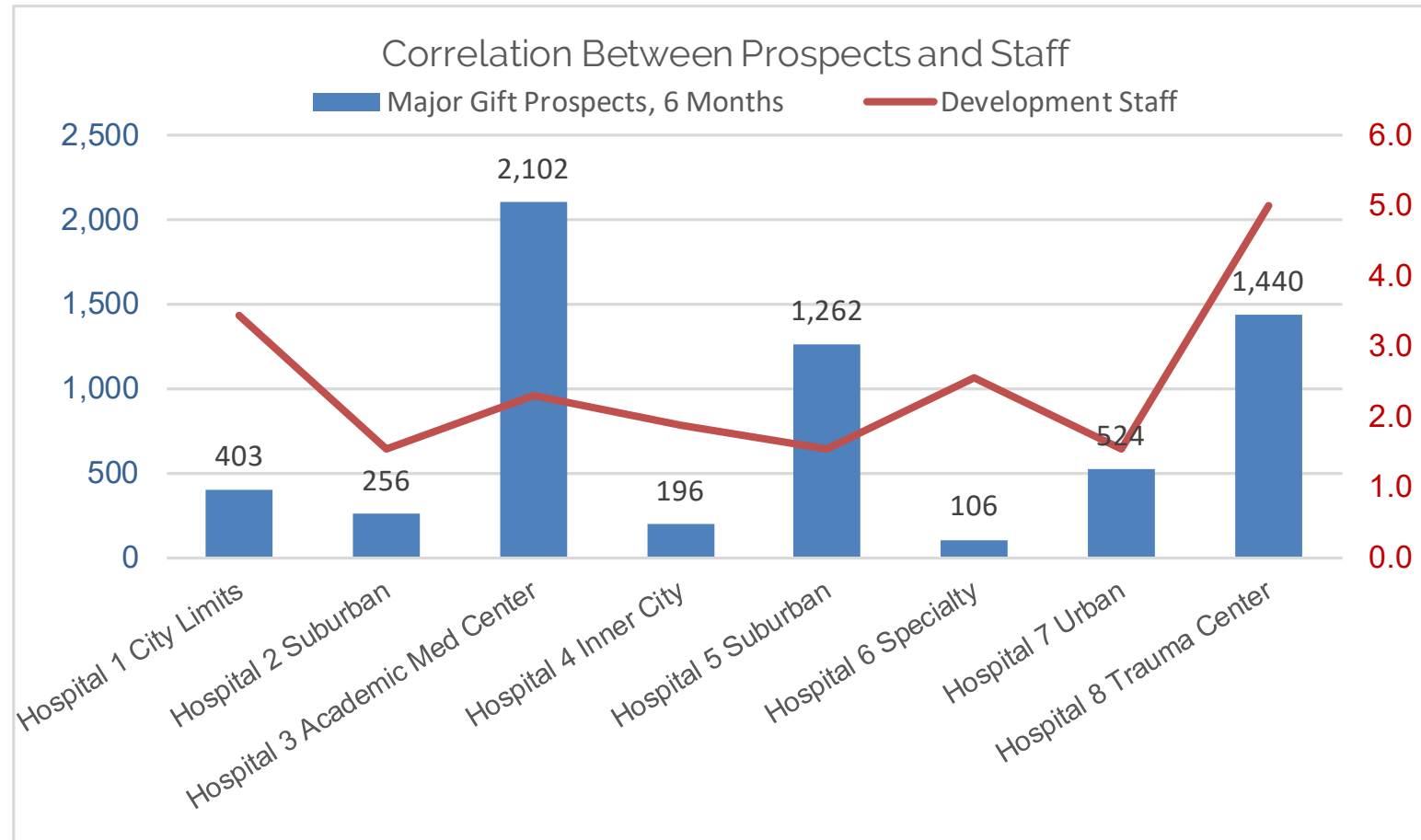
Healthcare System

# Wealth Screening



- After a 6-month test, every hospital had major gift prospects, even those whose primary patient mix was government pay
- The majority of the prospects had capacity in the range of \$250,000 - \$999,999

# Staff Assignments



Two of Seven Hospitals were adequately staffed for the Major Gift Prospect Pool that was presented

# Observations and Outcomes

1. Every Hospital in the System had major gift prospects, (even those that catered to Medicaid, and the non-insured)
2. The distribution of prospects was not in proportion to the number of development officers assigned to each hospital
3. Which led to a unification of the Philanthropy Division Budget,
4. Allowing the CPO to re-assign officers to hospitals in proportion to the number of prospects at each location

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## CASE STUDY 3

Regional State University

# Alignment of Staff with Solicitation Roles

Role	Position
<b>Principal Gifts</b>	Vice President-Advancement
<b>Major Gifts</b>	Associate Vice President (vacant) Development Director (filled 6/17/19) Executive Director, Individual Engagement
<b>Leadership Annual Gifts</b>	Director, Annual Giving & Engagement Assistant Director, Annual Giving Program (vacant)



# Prospect Pool: Assigned v Unassigned

	Gift Capacity Rating	Donor Proclivity						Grand Total	
		DS1-1	DS1-2	DS1-3	DS1-4	DS1-5	DS2		DS3
Assigned	C - \$10 Million - \$50 Million	2							2
	D - \$5,000,000 - \$9,999,999	1							1
	E - \$1,000,000 - \$4,999,999	7	1						8
	F - \$500,000 - \$999,999	10	4						14
	G - \$250,000 - \$499,999	4	5						9
	H - \$100,000 - \$249,999	10	5	14	13				42
	I - \$50,000 - \$99,999	4	4	2	12				22
	J - \$25,000 - \$49,999	2	2	7	32	16			59
	K - \$15,000 - \$24,999	1	3	1	18	26			49
	L - \$10,000 - \$14,999				9	5			14
	M - \$5,000 - \$9,999		1	3	14	10		11	39
	N - \$2,500 - \$4,999				2			4	6
	O - \$1 - \$2,499				1	2			3
	P - Unable to Rate				1			2	3
	<b>Sub Total Assigned</b>		<b>41</b>	<b>25</b>	<b>27</b>	<b>102</b>	<b>59</b>	<b>17</b>	<b>271</b>
	Unassigned	B - \$50 Million - \$100 Million		1					
C - \$10 Million - \$50 Million		4	1						5
D - \$5,000,000 - \$9,999,999		2	3						5
E - \$1,000,000 - \$4,999,999		20	15						35
F - \$500,000 - \$999,999		25	40						65
G - \$250,000 - \$499,999		16	41			1			58
H - \$100,000 - \$249,999		46	71	241	139				497
I - \$50,000 - \$99,999		25	43	26	314				408
J - \$25,000 - \$49,999		35	114	121	1,725	943			2,938
K - \$15,000 - \$24,999		30	146	146	1,745	2,856			4,923
L - \$10,000 - \$14,999		10	46	58	673	1,508		4	2,299
M - \$5,000 - \$9,999		21	88	109	1,320	1,635	2	2,939	6,114
N - \$2,500 - \$4,999		6	9	18	295	445		1,121	1,894
O - \$1 - \$2,499		4	2	5	44	90		87	232
P - Unable to Rate		8	7	116	144	1	317	593	
<b>Sub Total Unassigned</b>	<b>244</b>	<b>644</b>	<b>734</b>	<b>6,368</b>	<b>7,606</b>	<b>3</b>	<b>4,468</b>	<b>20,067</b>	
<b>Grand Total</b>	<b>285</b>	<b>669</b>	<b>761</b>	<b>6,470</b>	<b>7,665</b>	<b>3</b>	<b>4,485</b>	<b>20,338</b>	

63 Assigned,  
High Capacity  
& Proclivity

165 Assigned,  
Lower Capacity  
& Low Proclivity

526, Unassigned  
High Capacity &  
Proclivity

800, Unassigned,  
Leadership Gift  
Prospects

# The Market

Distilling the 20,000 list down to those with real potential, i.e. capacity and proclivity:

We are looking at the DS1-1 through DS1-3 prospects with \$10,000 or more in potential

Those with lower proclivity scores, DS1-4 and DS1-5, are not included in the staff throughput analysis.

We will market to them through other channels, not personal engagement and solicitation in the next two years.



# Current Front-Line Staffing Model

GGC Staff with Prospect Portfolios	% of Time in Personal Solicitation				
	FY 19	FY 20	FY 21	FY 22	FY 23
<b>Position</b>					
Vice President-Advancement	0.10	0.15	0.25	0.25	0.25
Associate Vice President (vacant)	0.00	0.10	0.25	0.30	0.30
Development Director (filled 6/17/19)	0.00	0.50	0.75	0.75	0.75
Executive Director, Individual Engagement	0.20	0.25	0.35	0.50	0.70
Executive Director, Corporate & Foundation	0.50	0.50	0.70	0.70	0.70
Director, Annual Giving & Engagement	0.05	0.10	0.25	0.50	0.50
Assistant Director, Annual Giving *	0.00	0.00	0.00	0.00	0.00
Assistant Director, Annual Giving Program (vacant)	0.00	0.10	0.25	0.50	0.50
Assistant Director, Corporate-Foundation (filled 6/19)	0.00	0.10	0.25	0.50	0.50
Total assigned prospects					
FTE Equivalent in full time personal solicitation	0.85	1.80	3.05	4.00	4.20

# Throughput with Current Levels

GGC Staff with Prospect Portfolios	% of Time in Personal Solicitation					Annual Visit Goal				
Position	FY 19	FY 20	FY 21	FY 22	FY 23	FY 19	FY 20	FY 21	FY 22	FY 23
Vice President-Advancement	0.10	0.15	0.25	0.25	0.25	18	27	45	45	45
Associate Vice President (vacant)	0.00	0.10	0.25	0.30	0.30	0	18	45	54	54
Development Director (filled 6/17/19)	0.00	0.50	0.75	0.75	0.75	0	90	135	135	135
Executive Director, Individual Engagement	0.20	0.25	0.35	0.50	0.70	36	45	63	90	126
Executive Director, Corporate & Foundation	0.50	0.50	0.70	0.70	0.70	90	90	90	126	126
Director, Annual Giving & Engagement	0.05	0.10	0.25	0.50	0.50	9	18	45	90	90
Assistant Director, Annual Giving *	0.00	0.00	0.00	0.00	0.00	0	0	0	0	0
Assistant Director, Annual Giving Program (vacant)	0.00	0.10	0.25	0.50	0.50	0	18	45	90	90
Assistant Director, Corporate-Foundation (filled 6/19)	0.00	0.10	0.25	0.50	0.50	0	18	45	90	90
Total assigned prospects										
FTE Equivalent in full time personal solicitation	0.85	1.80	3.05	4.00	4.20					
Total annual visits						153	324	513	720	756

Staffing at this level requires 2.5 years to visit the current unassigned, major gift prospect pool

# Staffing Requirement

Gift Officer Staffing Needs Based on Prospect Pool		
Role	Current FTEs	Net New Staff Required
Principal Gifts (\$1 Million+)	0.15	2.4
Major Gifts (\$100K - \$999)	0.9	1.4
Leadership Annual (\$10K - \$99K)	0.2	3.6
<b>Total</b>	<b>1.20</b>	<b>7.3</b>

- Given current staffing allocations; the college would need to hire 7.3 more FTE front- line fundraisers to solicit the existing prospect pool.
- It will take two years to qualify the major gift and principal gift pools at this level

# Increasing Availability for Frontline Fundraising

1. Increase Vice President to 33% for Principal Gifts
2. Increase Major Gift AVP to 50%. For Major Gifts
3. Increase Major Gift Officers and Leadership Annual Gift Officer to 75%

Principal Gifts	Current FTEs	Current Prospect Assignments	Current Prospect Assignments per FTE	Prospects Newly Identified (Donor Search)	Total Identified Prospect Pool	New Prospects to be Qualified (Projected)	Net New Prospects to be Qualified	Yrs to Qualify per FTE	Yrs to Qualify w/Current Staff	Net New Staff Required
Principal Gifts	0.33	11	33	46	57	5	-4	-0.4	-1.3	0.3

Major Gifts	Current FTEs	Current Prospect Assignments	Current Prospect Assignments per FTE	Prospects Newly Identified	Total Identified Prospect Pool	New Prospects to be Qualified (Projected)	Net New Prospects to be Qualified	Yrs to Qualify per FTE	Yrs to Qualify w/Current Staff	Net New Staff Required
Major Gifts	2.00	65	33	620	685	155	-30	-0.5	-0.3	1.1

Leadership Annual Giving	Current FTEs	Current Prospect Assignments	Current Prospect Assignments per FTE	Prospects Newly Identified	Total Identified Prospect Pool	New Prospects to be Qualified (Projected)	Net New Prospects to be Qualified	Yrs to Qualify per FTE	Yrs to Qualify w/Current Staff	Net New Staff Required
Leadership Annual Giving	2.0	95	48	790	885	395	40	0.3	0.2	1.7

# Impact of Increasing Time on Task

If Gift Officers could spend 75% of their time on front line fund raising; the Vice President 33% and the Associate Vice President 50%; only 3 (three) new positions would be required to canvas the prospect pool

Gift Officer Staffing Needs Based on Prospect Pool		
Role	Current FTEs	Net New Staff Required
Principal Gifts (\$1 Million+)	0.33	0.3
Major Gifts (\$100K - \$999)	2.0	1.1
Leadership Annual (\$10K - \$99K)	2.0	1.7
<b>Total</b>	<b>4.33</b>	<b>3.1</b>

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## CASE STUDY 4

Small, Volunteer Lead Organization

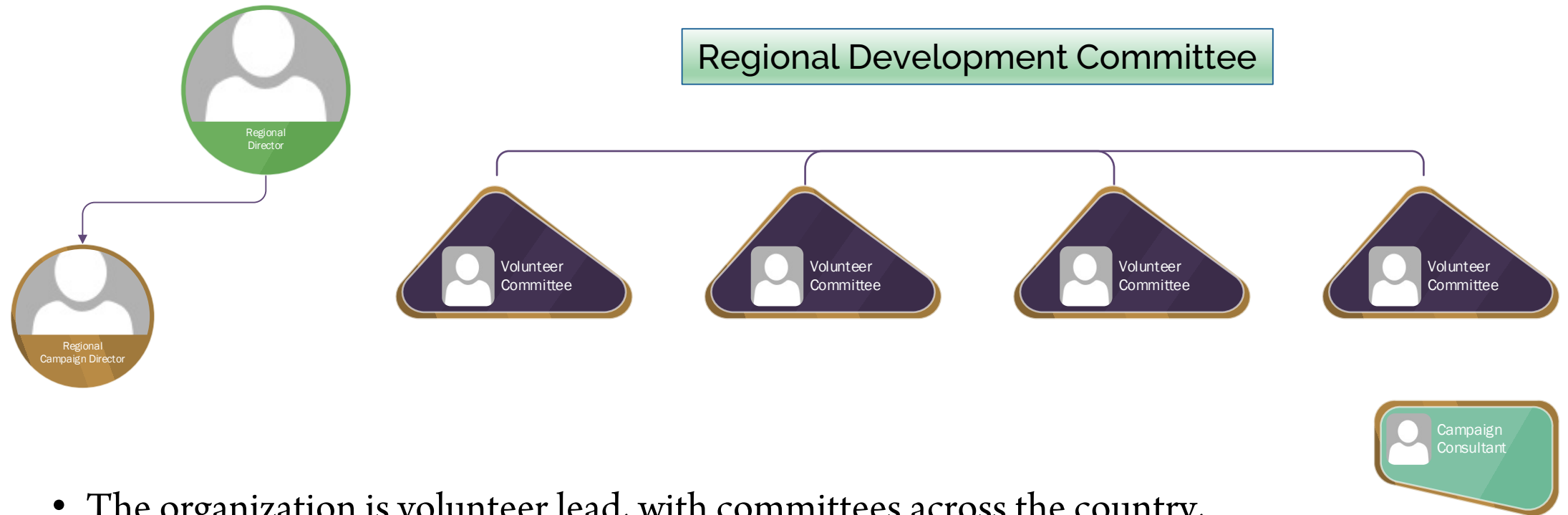


# Major Gift Capacity

Capacity Range	DS1-1	DS1-2	DS1-3	DS1-4	DS1-5	DS2	DS3	Grand Total	%	
B - \$50 Million - \$100 Million	1							1	0.02%	
C - \$10 Million - \$50 Million	8	2						10	0.16%	0.42%
D - \$5,000,000 - \$9,999,999	1							1	0.02%	
E - \$1,000,000 - \$4,999,999	13	2						15	0.24%	
F - \$500,000 - \$999,999	21	32						53	0.83%	
G - \$250,000 - \$499,999	20	44						64	1.01%	9.40%
H - \$100,000 - \$249,999	56	63	263	99				481	7.56%	
I - \$50,000 - \$99,999	18	48	30	278				374	5.88%	
J - \$25,000 - \$49,999	49	134	113	918	578			1,792	28.18%	65.06%
K - \$15,000 - \$24,999	20	95	65	379	890		1	1,450	22.80%	
L - \$10,000 - \$14,999	8	24	17	119	349		5	522	8.21%	
M - \$5,000 - \$9,999	18	38	37	182	365		260	900	14.15%	
N - \$2,500 - \$4,999	9	16	14	88	253	1	209	590	9.28%	24.20%
O - \$1 - \$2,499			1	8	22		18	49	0.77%	
P - Unable to Rate		4	2	13	17		22	58	0.91%	0.91%
<b>Grand Total</b>	<b>242</b>	<b>502</b>	<b>542</b>	<b>2,084</b>	<b>2,474</b>	<b>1</b>	<b>515</b>	<b>6,360</b>		

- 65% of the Households are Leadership Annual Gift Prospects
- 10% of the Households have Major Gift Potential

# Organizational Structure



- The organization is volunteer lead, with committees across the country,
- Supported by a regional director, responsible for program, and one development officer, primarily focused on capital and endowment fundraising
- The volunteers hired a campaign consultant

# Staffing Analysis

Category	Current FTE	New Staff Projected
Principal Gifts (\$1,000,000+)	0.25	0.0
Major Gifts (\$100,000+)	1.0	4.0
Leadership Annual Gifts (\$10,000+)	0.0	6.9
<b>Total</b>	<b>1.25</b>	<b>10.9</b>

- If this were a staff-lead operation, the size of the database suggests a professional development staff of 10 or 11
- Within a volunteer-lead organization, the organization will need to triage the prospect list to a manageable size, and engage effective volunteer solicitors, each agreeing to take on the responsibility of 5 prospects at a time

VISIONARY

## CASE STUDY 5

Small Private College

# Rated Prospect Pool

Gift Capacity Range	Prospects
\$10,000,000 +	0
\$1,000,000 - \$9,999,999	24
\$250,000 - \$999,999	106
\$100,000 - \$249,999	422
\$25,000 - \$99,999	7,905
\$10,000 - \$24,999	5,525
\$2,500 - \$9,999	4,014
\$1 - \$2,4999	758
Unable to Rate	66
<b>Total</b>	<b>18,820</b>

# Targeting the Prospect Pool

		Proclivity Rating					
Capacity Rating		DS1-1	DS1-2	DS1-3	DS1-4	DS1-5	Total
Assigned	\$10,000,000						
	\$1,000,000	12	1	1		1	15
	\$250,000	29	3	3	2	6	43
	\$100,000	33	79	17	22	26	177
	\$25,000		129	258	233	279	899
	\$10,000			8	74	87	169
	\$2,500			3	13	43	59
	\$1					6	6
	Unable to Rate					1	1
Total		74	212	290	344	449	1,369
Unassigned	\$10,000,000						
	\$1,000,000				1	2	3
	\$250,000	1	2	2	9	39	53
	\$100,000	2	13	15	37	115	182
	\$25,000		23	222	1,137	5,028	6,410
	\$10,000		1	5	267	4,829	5,102
	\$2,500				31	3,827	3,858
	\$1				2	720	722
	Unable to Rate					64	64
Total		3	39	244	1,484	14,624	16,394
Grand Total		77	251	534	1,828	15,073	17,763

**556 Top Prospects Assigned**

**224 Low Proclivity Prospects to be Reviewed**

**280 Identified With Higher Proclivity And Capacity**

# Staffing recommendations

	Current FTE	Assigned Prospects	New Prospects	New Staff Required
Current Status				
Principal Gifts	0.4	20		0.4
Major Gifts	3.7	610	294	1.4
Leadership Annual Gifts	0.9	13	1224	0.7
<b>Total</b>	<b>5.0</b>			<b>2.5</b>
Increase Time on Task				
Principal Gifts	0.5	20		0.3
Major Gifts	4.8	610	294	0.3
Leadership Annual Gifts	1.3	13	1224	0.4
<b>Total</b>	<b>6.6</b>			<b>1.0</b>

- Maintaining the status quo would suggest hiring 3 new staff members
- Increasing the time on the road decreases the need to 1 additional person

# Recommendations

- For the size of the prospect pool, the College is essentially “right-sized.” The College could hire two more revenue producing gift officers
- The College has the opportunity to modestly adjust the focus of its gift officers, increase productivity, and bring in only one more Leadership Gift Annual Fund officer
- When the percentage of time on task increases from 40% to 50% for Principal Gifts and from 60% to 75% for Major Gifts, the only area that requires an additional staff member is Leadership Annual Giving



# Take Away

- Apply Major Gift Performance Metrics to your Prospect Pool and Pipeline to calculate the amount of time and number of people it will take you to see everyone.
- Use the information produced to make a justified case for:
  - Streamlining operations to focus on fundraising and
  - increasing the size of the development team.
- Since every prospect pool is unique to the organization, the staff mix, and the staff size will be uniquely tailored to fit the contours of your audience.

# VISIONARY

Questions, Observations, Response.



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Thank you

Flash Class

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