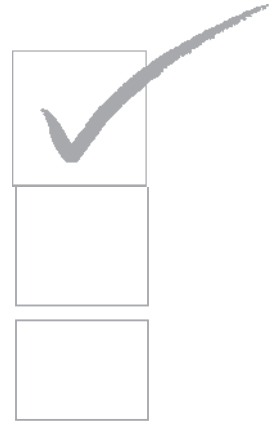


Organizational  
and Development  
Assessment



Prepared for the  
**Association of Jewish Family  
and Children's Agencies**

April, 2010

## Introduction

This Organizational and Development Assessment tool has been customized for the members of the Association of Jewish Family and Children's Agencies (AJFCA). The goal of this self-assessment is to identify clearly the fundamental mission and business objectives of each unique organization, assess the nature and quality of their development program and processes and measure the level of their leadership development. This appraisal can then be used to pinpoint the areas of leadership and philanthropic resource development that can be improved in order to meet the unique objectives of each specific organization.

It is recommended that each participant gather the data in every area, in order to realize the full benefit of the assessment. Once each organization submits this Organizational and Development Assessment, if you would like, Mersky, Jaffe & Associates will analyze the results and highlight the areas of leadership and philanthropic resource development that we believe will have the greatest positive impact upon the performance of each organization. The fee for the analysis is \$349 and includes two hours of telephone consultation.

### **A Note about Fundraising**

Fundraising is not rocket science, brain surgery, or special magic that pulls rabbits out of a hat. Rather, fundraising is engaging an individual or institution who dares to meet a bold challenge, to make a difference in the world, to change lives.

One of the key goals of an annual giving program for any nonprofit enterprise is to create lifelong donors. Annual fund donors become a community of people who assure the financial well-being of the organization because they want to do so. Annual fundraising is never about scarcity of resources nor constantly hounding people for nickels and dimes. Rather, it is about helping people connect with the organization (and with each other) and asking them to share that which they have in abundance for the future of the agency, the people it serves, and the community in which it functions.

Research shows that it requires 4.5 times the effort, staff, and dollars to acquire a new donor as it does to keep one. Yet some nonprofits seem to spend more time and energy pursuing a new giver than making the effort to keep the old friend.

We know that with proper planning you can retain your donors. It has been demonstrated that with effective development and stewardship, you can be certain of an enthusiastic donor base and high retention. If you follow systematic procedures, the program is virtually failsafe. Securing donors is obviously the first step. But then you must acknowledge promptly and effectively, show appreciation regularly and sincerely, and give priority to winning the donor's heart and mind to the cause.

Doing so will help to create a culture of giving at your organization.

On the next pages, you will find three inventories for gathering and organizing information about your enterprise. Note that this is not a task for a single individual.

Look over the questions and determine:

- Who can help gather the information, not necessarily because they have access to the information, but because the task would be a good way to involve them, to inform them, to make them care about the information and what the organization is going to do with it?
- Who should have the opportunity to review the information, to be informed fully about the inventory before you move to the next step?
- In what order should different (types of) people be involved in this assessment?

As an alternative to filling out the assessment in hard copy, a web-based version of the assessment is available at <http://www.surveymonkey.com/s/8QJZ9XM>.

Once you have completed the assessment, call us at Mersky, Jaffe & Associates at 1 (800) 361-8689 to arrange for the delivery of the analysis and telephone consultation. We look forward to working with you.

## Organizational Inventory

Background Information establishes a snapshot of your current situation. Asking, and answering, the right questions will show you where your strengths and weaknesses lie as well as where you want to focus your energy

1. Name of organization:

2. Your name:

3. Your email address:

4. When was the organization established?

5. Does the organization have a website? No Yes

If yes, what is its URL? \_\_\_\_\_

6. Does the organization have a mission statement? No Yes

If yes, please attach the statement.

When was it last updated? \_\_\_\_\_

7. What are the organization's annual revenues and expenses?

	Revenues	Expenses	Net
2009			
2008			
2007			

8. Categorize the organization’s revenue by source base for fiscal year 2009:

Source	Number	Amount
Individuals		
Bequests		
Foundations		
Corporations		
Government Contracts		
Service Revenue and Fees		
<b>Total</b>		

9. Fundraising Results

Category	2007 Results: # Gifts/\$ Value	2008 Results: # Gifts/\$ Value	2009 Results: # Gifts/\$ Value
Annual Fund			
Capital Campaign			
Endowment			
Planned Giving			

10. What has been the trend in the number of individual—as opposed to corporate or foundation—donors to the Annual Fund in the past three years?

2009	
2008	
2007	

11. Do you have fundraising goals for your annual fund? No Yes

If yes—what are they?

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How were they established?

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Do you think they are:

Way too low	Somewhat too low	Just about right	Somewhat too high	Way too high
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. . Do you have a revenue goal for every program or service? No Yes

If yes,-how were they established?

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13. . Is there a strategic plan?

No Yes

Does it include a financial resource development plan? No Yes

Do you have annual work plans that execute strategic goals? No Yes

14. . What are your short-term and long-range fundraising goals?

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15. . Do you have written gift acceptance policies? No Yes

16. . What are your fundraising costs by category?

Category	Costs
Personnel-related expenses:	
Occupancy expenses:	
Phone, internet, communications infrastructure:	
Gross events expenses:	

Printing and publications:	
Mailing services and postage:	
Other:	

17. What are your fundraising costs as a percentage of total revenue? \_\_\_\_\_

18. How many people are on your Board? (include Honorary, Ex-officio, etc.) \_\_\_\_\_

19. Are there prescribed terms and term limits for Board members? No Yes

20. Do you have succession plans for the Board's officers? No Yes

If yes, please describe:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

21. What per cent of the Board members contribute to the Annual Fund? \_\_\_\_\_

22. What is the aggregate amount of contributions from the members of the Board to the Annual Fund for the three most recently completed fiscal years?

2009	\$
2008	\$
2007	\$

23. How many members of the Board regularly solicit gifts for the Annual Fund? \_\_\_\_

24. What per cent of the Board regularly advocate for the organization in a formal way? (e.g., with government officials, business groups, service groups, religious organizations, private foundations, etc.) \_\_\_\_\_

25. Do you have a development committee? No Yes

If yes—

How are people selected for this committee?

\_\_\_\_\_

\_\_\_\_\_

How many people are on the committee? \_\_\_\_\_

How many people would you like to have on this committee? \_\_\_\_\_

26. Is there a business development committee? No Yes

If yes—

How are people selected for this committee?

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How many people are on the committee? \_\_\_\_\_

How many people would you like to have on this committee? \_\_\_\_\_

27. Is there a legislative relations committee? No Yes

If yes—

How are people selected for this committee?

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How many people are on the committee? \_\_\_\_\_

How many people would you like to have on this committee? \_\_\_\_\_

28. Are program outcomes and fundraising results evaluated? No Yes

29. Does your leadership regularly visit with elected officials? No Yes

30. Does your leadership regularly present to service associations? No Yes

By gathering all these data as well as accurately answering the above questions, you will have an overview that can help provide your staff, Board and committees with areas of focus for the coming year(s).

Please enter any additional comments or questions about this section here:

## Development and Stewardship Inventory

The Development and Stewardship Inventory examines how effective you are in your fundraising and development programs with an emphasis on stewardship—good communication and accountability in the relationship among you, your donors, your funders, and the organization about which you both care. It serves as a roadmap for your organization to create an effective program of cultivation for philanthropic and other investments.

Given the great value in keeping (and increasing the level of giving/funding of) your current donors, funders and clients effective stewardship and customer relations deserves priority in the allocation of your organization’s time and energy. Keeping your donors is not a matter of good luck. It requires having a systematic program in place and unending attention to detail and effective implementation.

This Inventory will help you determine the effectiveness of your development program. Answer each of the questions below. Total the points you indicate in the right hand column. Compare your results to the table that follows.

### A. Stewardship Program

	Points
1. Do you have a Development Committee? Yes: 5 point No: 0 points (Skip to Question 6.)	
2. Does your development committee have a subcommittee on stewardship that meets regularly? At least twice a year: 3 points Once a Year: 1 point No sub-committee: 0 points	
3. Do you have a systematic plan that specifies your acknowledgment and stewardship program? Yes: 3 points (Continue to next question.) No: 0 points (Skip to Section B)	
4. Is your stewardship plan in the form of a manual? Yes: 1 point No: 0 points	
5. Is it reviewed at least annually? Yes: 1 point No: 0 points	
<b>Total Stewardship Program Points (Add Questions 1-5):</b>	

**B. Stakeholder Relations Program (stakeholders include contractors, clients, government officials and community)**

	Points
6. Do you have a Quality Assurance Committee? Yes: 5 point No: 0 points (Skip to Question 11.)	
7. Does your QA committee have a subcommittee on stakeholder relations that meets regularly? At least twice a year: 3 points Once a Year: 1 point No sub-committee: 0 points	
8. Do you have a systematic plan that specifies your stakeholder relations program? Yes: 3 points (Continue to next question.) No: 0 points (Skip to Section C)	
9. Is your stakeholder relations plan written and distributed? Yes: 1 point No: 0 points	
10. Is it reviewed at least annually? Yes: 1 point No: 0 points	
<b>Total Stakeholder Relations Program Points (Add Questions 6-10):</b>	

## C. Acknowledgements

	Points
<p>11. How many acknowledgment letters or means of recognition—even as part of another solicitation—are usually sent out or employed for a gift received?</p> <p>7 or more: 5 points  5 or 6: 4 points  3 or 4: 3 points  2: 2 points  1: 1 point  None: 0 points</p>	
<p>12. Are acknowledgment letters reviewed and changed at least once a year?</p> <p>Yes: 2 points  No: 0 points</p>	
<p>13. How long does it take your organization to send out the first acknowledgment letter after a gift is received?</p> <p>1 day: 5 points  2 days: 4 points  3 days: 3 points  4 days: 2 points  5 days: 1 point  6 to 10 days: 0 points  Longer than 10 days: -2 points</p>	
<p>14. Do you issue a formal receipt, in addition to your acknowledgment letter, which can be retained by the donor for his or her records?</p> <p>Yes: 1 point  No: 0 points</p>	
<p>15. Do you report results to your donors (by personal contact, letter, email or telephone) that show how important their gifts were to your organization and its programs?</p> <p>Yes: 4 points  No: 0 points</p>	
<p>16. Do you regularly send donors letters or emails from your organization's beneficiaries – such as students, youth group members, campers, etc.?</p> <p>Yes: 4 points  No: 0 points</p>	
<p>17. Do staff members or volunteers systematically call and thank individuals who donate over a certain threshold amount?</p> <p>Calls at less than \$1,000: 4 points  Calls at \$1,000 or above: 1 point  No Calls: 0 points</p>	

<p>18. Does your organization publish an Annual Report that includes some sort of Honor Roll of donors?                  Yes: 3 points                  No: 0 points</p>	
<p>19. In the Honor Roll, do you indicate the number of years of continuous giving for each donor?                  Yes: 2 points                  No: 0 points</p>	
<p>20. Do you list the names of spouses/partners separately (e.g., “Sue and Burt Siegel”)?                  Yes: 3 points                  No: 0 points</p>	
<p><b>Total Acknowledgments Points (Add Questions 11-20):</b></p>	

**D. Stakeholder Cultivation**

	Points
<p>21. How many times per year does someone from your leadership or management meet with each stakeholder on average?                  3 or more: 5 points                  2: 3 points                  1: 1 points                  None: 0 points</p>	
<p>22. Do you prepare a schedule of who, and how often, a representative will meet with stakeholders?                  Yes: 2 points                  No: 0 points</p>	
<p>23. How long does it take your organization to respond to a stakeholder inquiry or question on average?                  1 day: 5 points                  2 days: 4 points                  3 days: 3 points                  4 days: 2 points                  5 days: 1 point                  6 to 10 days: 0 points                  Longer than 10 days: -2 points</p>	
<p>24. Do you thank your stakeholders in writing for their support of the organization through funding, contract or purchase of services?                  Yes: 1 point                  No: 0 points</p>	

<p>25. Do you report results to your stakeholders (by personal contact, letter, email or telephone) that show how important their funds were to your organization and its programs?                  Yes: 4 points                  No: 0 points</p>	
<p>26. Do you regularly send stakeholders letters or emails from your organization’s beneficiaries – such as clients, funders, grant makers, etc.?                  Yes: 4 points                  No: 0 points</p>	
<p>27. Do staff members or volunteers systematically call and update stakeholders who fund your programs?                  Calls at least 4 times annually: 4 points                  Calls at least 2 times per year: 1 point                  No Calls: 0 points</p>	
<p>28. Does your organization publish an Annual Report that includes some sort of recognition of stakeholders?                  Yes: 3 points                  No: 0 points</p>	
<p>29. In the Annual Report, do you indicate the number of years of continuous giving for each stakeholder?                  Yes: 2 points                  No: 0 points</p>	
<p>30. Do you send a copy of the Annual Report to each stakeholder?                  Yes: 3 points                  No: 0 points</p>	
<p><b>Total Stakeholder Cultivation Points (Add Questions 21-30):</b></p>	

**E. Development Program**

<p>31. Do you have a dedicated development department and staff?                  Yes: 3 points                  No: 0 points (Skip to Question 33.)</p>	<p>Points</p>
<p>32. Do your fundraising staff and/or volunteer leadership plan for regular stewardship calls or “moves?”                  Yes: 3 points                  No: 0 points</p>	

<p>33. Do you regularly send a letter or newsletter to a small, select list of major gift donors, prospects, and influentials?</p> <p>Yes, at least every 4 weeks: 4 points  Yes, at least quarterly: 3 points  Yes, but not on a regular basis: 1 points  No: 0 points</p>	
<p>34. Do you send all your donors a newsletter which provides major space for stories about donors and gives recognition for their gifts?</p> <p>Yes: 3 points  No: 0 points (Skip to Question 36)</p>	
<p>35. If yes, how often are these published?</p> <p>Quarterly: 3 points  Semi-annually: 2 points  Annually: 1 point</p>	
<p>36. Do your staff and/or volunteer leadership discuss stewardship activities and at least annually review stewardship plans and programs?</p> <p>Yes: 2 points  No: 0 points</p>	
<p>37. Are stewardship activities built into your budget so there are funds for an active program?</p> <p>Yes: 2 points  No: 0 points</p>	
<p>38. Has your organization systematically gathered information from its donors in the past 24 months (e.g., conducted a donor survey or donor focus groups)?</p> <p>Yes: 2 points  No: 0 points</p>	
<p>39. Does your organization regularly survey currently lapsed donors to determine the reasons they might have dropped out?</p> <p>Yes: 2 points  No: 0 points</p>	
<p>40. Do you (or would you) proactively communicate with your donors about organizational changes or issues even though they may be somewhat unpleasant or sensitive?</p> <p>Yes: 1 point  No: 0 points</p>	
<p>41. Do you have gift clubs or levels where you recognize donors for their cumulative giving?</p> <p>Yes: 2 points  No: 0 points</p>	

<p>42. Do you consistently provide public donor recognition through such things as gift clubs, wall of honor, signage, dinners, events, etc.?                  Yes: 2 points                  No: 0 points</p>	
<p>43. Do you have a “heritage” group that provides recognition for those who have made a planned gift or provided for your agency in their estate plans?                  Yes: 2 points                  No: 0 points</p>	
<p>44. Do you monitor and evaluate what comparable organizations are doing in the area of stewardship?                  Yes: 2 points                  No: 0 points</p>	
<p>45. Do you periodically provide “hospitality and courtesy” sessions to staff in your organization in order to give them a sense of inclusion and render them more proactive, courteous, and effective?                  Yes: 2 points                  No: 0 points</p>	
<p>46. Do you actively involve major donors in a way that personally introduces them to the programs of your organization (e.g., site visits, substantive roles at organization events, visiting committees, mentoring students, etc.)?                  Yes: 2 points                  No: 0 points</p>	

47. Do you, in some creative fashion, reach out to your donors by sending them relevant articles or through other mean (e.g., e-mail, websites, DVDs, podcasts, etc.)?  Yes: 2 points No: 0 points	
<b>Total Development Program Points (Add Questions 31 -47):</b>	

**Calculate Your Grand Total**

<b>A. Total Stewardship Program Points (Questions 1-5):</b>	
<b>B. Total Stakeholder Relations Program (Questions 6-10):</b>	
<b>C. Total Acknowledgements Points (Questions 11-20):</b>	
<b>D. Total Stakeholder Cultivation Points (Questions 21-30):</b>	
<b>E. Total Development Program Points (Questions 31-47):</b>	
<b>GRAND TOTAL:</b>	

**Review Your Results**

<b>GRAND TOTAL</b>	<b>YOUR DEVELOPMENT QUOTIENT</b>
131 to 110	Outstanding – you’re doing great!
109 to 89	You’re doing well, yet, some areas still require attention.
88 to 69	Your development program is only fair – you could improve dramatically with greater attention.
68 and below	You can begin your planning now, as much additional effort is needed.

## Best Practices Inventory: Assessment of Developing Planning, Personnel, and Systems

The Best Practices Inventory is a strategic assessment tool. By stepping back and reflecting honestly on your organization's practices in these 13 areas, you may discover a path to exceeding your revenue goals and achieving greater financial stability.

Review the following descriptions of current practices and circle the description that best fits your organization. If the area of inquiry is not applicable, please indicate that in the far left column by entering N/A.

A. Programs	Early Stage	Mid-Stage	Mature
<b>Strategic Planning</b>	Board recognizes the need for some sort of integrated planning but formal long-term planning has not been initiated.	Key board members and staff have developed a strategic plan that is useful in setting internal priorities.	There is a strategic planning committee and plan. The strategic plan is understood by trustees and staff and drives all internal and external activities.
<b>Development Planning</b>	There is no formal development plan.	There are separate development and marketing plans and activities.	Development plan is segmented into Annual, Capital, and Endowment programs. It integrates all development, marketing, PR plans and activities and is part of the organization's strategic plan.
<b>Program Management</b>	Programs are operated on a year-to-year basis, without long term planning. Program quality is informally determined.	Outcome goals are established on an annual basis for each program. Performance is evaluated each year.	Each program has a formal annual plan with measurable outcomes. There is a formal group in place to review performance against measures and make recommendations for improvement.
<b>Campaign Management</b>	There is informal monitoring of the results of annual and capital campaigns. The campaigns are largely uncoordinated with each other.	There are periodic reports on progress of annual and capital campaigns. Coordination across the programs is informal.	Measurable fundraising goals are in place and are tracked monthly across all programs; attentive management prevents fundraising shortfalls. There is an integrated solicitation plan and a comprehensive development program.

<p><b>Annual and Capital Campaigns</b></p>	<p>Board and administration informally estimate budget deficits or need for capital improvement funds and key trustees raise the funds to fill it.</p>	<p>Annual fund and capital campaigns are driven by budget shortfall projections and shortcomings in facilities. Fundraising efforts focus largely on trustees and usual suspects.</p>	<p>Annual budgeting and strategic planning drives annual and longer-term development priorities. Segmented goals and focused efforts achieve high rate of participation among all stakeholders.</p>
<p><b>Endowment/Planned Giving</b></p>	<p>No active consideration is being given to endowment or planned giving programs.</p>	<p>Board and development department opportunistically take advantage of offered endowed or planned gifts.</p>	<p>Board of trustees and development department research ability to succeed at planned giving, and where appropriate, develop focused effort to maximize endowment and planned giving opportunities among all population segments. There are clear gift acceptance policies.</p>
<p><b>Stakeholder Cultivation</b></p>	<p>Minimum requirements of acknowledgment and contact are met by organization. Stakeholders are approached annually to discuss following year budget.</p>	<p>Personal meetings between leadership and stakeholders to place on a regular basis through stakeholder arranged meetings and reports.</p>	<p>A cultivation plan is in place that creates a systematic approach to cultivating all stakeholders. Organization initiates contact from several levels of the organization including testimonials and special events.</p>

B. People	Early Stage	Mid-Stage	Mature
<b>Board of Directors</b>	Board meetings tend to focus on social networking. Board focus is on operational issues and lobbying for “pet” programs to receive more attention or resources.	Board focus is on governance issues, with the establishment of finance, personnel and program committees.	Board focus is on governance and strategy. Members seek to learn best practices, engage in strategic planning process and make a significant investment of time and financial resources. Board members view themselves as ambassadors and advocates to stakeholders.
<b>Development Committee</b>	There is no standing development committee. The vast majority of funds come from a very small number of trustees.	Development committee is a standing committee but not in the first tier in importance. Small fraction of trustees makes significant gifts to annual and capital campaigns and solicits funds. There is informal development training.	Development committee is a key standing committee. All trustees are trained in development best practices. Trustees uniformly make significant gifts to annual and capital campaigns and most solicit funds and participate in development activities.
<b>Volunteer Core</b>	Volunteers are an ad hoc set of avid organizational supporters who informally raise the necessary funds.	<p>Volunteer Core</p> <ul style="list-style-type: none"> <li>• shifts in identity from year to year;</li> <li>• is not segmented by target population;</li> <li>• receives no formal training; and</li> <li>• is segmented between annual and capital campaign.</li> </ul>	<p>Volunteer Core is</p> <ul style="list-style-type: none"> <li>• stable and steadily growing;</li> <li>• well-trained and motivated;</li> <li>• assigned clear solicitation; assignments and deadlines; and</li> <li>• segmented to focus on different campaigns and target populations.</li> </ul>

<b>Executive Director</b>	Focuses on organizational program responsibilities; the development head, if any, and board focus on fundraising.	When requested, the ED helps solicit major gifts and attends development related meetings. ED attends required meetings of stakeholders	ED is actively engaged in fundraising for major gifts; works closely with development staff and development leadership. ED actively seeks cultivation opportunities with stakeholders.
<b>Director of Development</b>	Functions as an administrative staff member and as staff to the board on development matters.	Selectively attends board meetings. Is not always informed ahead of time on key issues and decisions affecting development.	Is actively involved in board meetings and sits on key board committees. Is a key member of organization’s senior management team.
<b>External Consultants</b>	No active consideration is being given to endowment or planned giving programs.	Board and development department opportunistically take advantage of offered endowed or planned gifts.	Board of trustees and development department research ability to succeed at planned giving, and where appropriate, develop focused effort to maximize endowment and planned giving opportunities among all population segments. There are clear gift acceptance policies.

C. Systems	Early Stage	Mid-Stage	Mature
<b>Quality Improvement</b>	No formal program is in place to evaluate the performance of management, financial and service functions.	Programs have goals in place that are reviewed on an annual basis. External audits and monitoring reports are used to evaluate quality.	A CQI committee made up of Board, management, staff and consumers is in place. Annual plans that include measurable outcomes are in place for management, financial and all programmatic areas. Quarterly progress reports are submitted to the CQI committee and recommendations for improvements are made and executed. Annual outcome goals reflect strategic goals and CQI recommendations are incorporated in the Strategic plan.
<b>Management Information Systems</b>	Client and program data are collected by each program or area. Formatting and data fields vary by program.	Client and program data is collected in uniform fields and aggregated on a central system. Statistical reports are available for management and stakeholders	Data is systematically collected on a real time basis and available immediately to managers and stakeholders. The system is robust and can manipulate data in several ways to investigate and analyze trends and to provide forecasting.
<b>Donor/Prospect Tracking Systems</b>	Donor tracking, if any, is largely paper based.	Database programs are used to aggregate prospect and donor information. Tracking of campaign results is ad hoc and there is no automated campaign follow up.	Donor segment/individual donor characteristics and performance are tracked and campaign activities are actively managed. "Moves management" techniques in major donor relationships are utilized and recorded.
<b>Fund Accounting</b>	No specialized fund accounting systems exist.	Informal systems are used for fund accounting.	Formal systems for fund accounting have been implemented.

<b>Prospect Research</b>	Goals for annual, capital campaigns are set by need and gut feel. Individual prospect goals are not supported by hard data or prospect-specific research.	Annual and capital campaign targets are established through a combination of informal research among trustees and habitual givers as well as need.	Comprehensive research and database analysis drives campaign goals and individual prospect goals.
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**Summarize Your Results**

Summarize your results using this form. Indicate where you marked a section N/A. (Not applicable), “Early Stage,” “Mid-Stage,” and “Mature.”

	N/A	Early Stage	Mid-Stage	Mature
<b>A. Programs</b>				
Strategic Planning				
Development Planning				
Program Management				
Campaign Management				
Annual and Capital Campaigns				
Endowment/Planned Giving				
Stakeholder Cultivation				
<b>B. People</b>				
Board of Directors				
Development Committee				
Volunteer Core				
Executive Director				
Director of Development				
External Consultants				
<b>C. Systems</b>				
Quality Improvement				
Management Information				
Donor/Prospect Tracking Systems				
Fund Accounting				
Prospect Research				