Best Practices in Prospect Research & Development

AFP Toronto Fundraising Day
May 30, 2019

Tracey Church, MLIS
Principal, Researcher & Consultant
Tracey Church & Associates
Agenda

• Who is in the room?
• Intro to Prospect Research & Development
• Best Practices including:
  – Considerations
  – Staging
  – Linkages
  – Resources
  – Capacity & Affinity
  – The database
Who is in the room?

• Please go to [www.menti.com](http://www.menti.com)
• Enter code: 97 54 72

• How long have you been in fundraising?
• Does your fundraising shop currently do prospect research?
• Do you currently put ALL of your prospects’ information into the database?
• How do you currently estimate capacity?
• Agree or disagree?
  – Our organization does well in estimating capacity.
  – Our organizations does well getting linkages from our board
  – We stage our research with cultivation stages
What is prospect research & development?

• Traditionally, prospect researchers were hired by charities to find and/or research major giving donors.
  – Foundations
  – Corporations
  – Individuals

• Now, prospect development officers work strategically with fundraising teams to provide the best information to target the right prospects, for the right ask amount, for the right program, at the right time.
Apra & Apra Canada

• Apra (Association of Professional Researchers for Advancement)
  – Ongoing education: conferences, webinars, regional meetings
  – Mentors, publications, websites, networking

• Apra [www.aprahome.org](http://www.aprahome.org) (US $240/year)

• Apra-Canada [www.apracanada.ca](http://www.apracanada.ca) ($45/year)
Ethics and Standards Documents

- **Donor Bill of Rights** (AHP, AAFRC, AFP, CASE)
- **AFP Code of Ethical Standards**
- **Apra Statement of Ethics**
Apra-Canada Resource


APRA-Canada members’ discount price: $65
Non APRA-Canada price: $85
Traditional Donor Pyramid

- Annual
- Major
- Estate or Planned
Now – Think Integrated Giving!

Planned Giving

Annual Giving

Major Giving

All donors have a home somewhere – if not, bless and release them!
Consideration of Life Stages

Consideration of Generational Impact

GIVING ACROSS THE GENERATIONS

**Generation Y**
- Represent 15% of total giving
- 3.4 million donors in Canada
- 62% give
- $639 average annual gift
- 4 charities supported

**Boomers**
- Born 1946 – 1964 (age 49-67 as of 2013)
- Represent 32% of total giving
- 5 million donors in Canada
- 78% give
- $942 average annual gift
- 4.9 charities supported

**Generation X**
- Born 1965 – 1980 (age 33-48 as of 2013)
- Represent 27% of total giving
- 4.8 million donors in Canada
- 79% give
- $831 average annual gift
- 4.5 charities supported

**Civics**
- Born 1945 and earlier (age 68+ as of 2013)
- Represent 25% of total giving
- 2.4 million donors in Canada
- 87% give
- $1,507 average annual gift
- 7 charities supported

Generational groups, total Canadian population, and giving data (on average)

Generational Giving 2018

Figure 1
Percentage of Giving by Generation in 2018

- **M (Millennials):** 56% Give
  - 4.9M donors
  - $398 yr/avg.
  - 3.1 charities
  - $1.9 billion/yr.

- **GX (Gen X):** 66% Give
  - 5.54M donors
  - $541 yr/avg.
  - 3.4 charities
  - $3.2 billion/yr.

- **B (Boomers):** 72% Give
  - 6.4M donors
  - $841 yr/avg.
  - 4.6 charities
  - $5.5 billion/yr.

- **C (Civics):** 73% Give
  - 2.6M donors
  - $944 yr/avg.
  - 5.1 charities
  - $2.5 billion/yr.

The Next Generation of Canadian Giving

blackbaudinstitute.com
The Cultivation Cycle

- Identification
  - Research
  - Stewardship
  - Solicitation
  - Cultivation
  - Qualification
  - Research
# Research Stages
- don’t try and do it all at once – or you will become overwhelmed!

<table>
<thead>
<tr>
<th>Cultivation Stage</th>
<th>Prospect Research</th>
<th>Prospect Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification</td>
<td>Identify prospects through various sources</td>
<td>Add/update prospects in database</td>
</tr>
<tr>
<td>Qualification</td>
<td>Collect information regarding new prospect</td>
<td>Rate prospects (internal and/or external tool) for capacity &amp; affinity. MG team plays a role in qualifying prospects.</td>
</tr>
<tr>
<td>Cultivation</td>
<td>Collect news alerts, update development officers on any new activity. Which cultivation activities might interest the prospect? Profile may be requested at this stage.</td>
<td>Prospects are assigned to development officers for cultivation. Make sure &quot;right&quot; prospects are invited to the &quot;right&quot; cultivation &amp; stewardship events (at the &quot;right&quot; time)</td>
</tr>
<tr>
<td>Solicitation</td>
<td>Compile profile information for development officer’s (&amp; volunteer’s) first meeting with prospect. Identify probable ask amount based on past giving, capacity, and development officer’s added knowledge through cultivation regarding affinity</td>
<td>Track prospects along cultivation cycle (moves management with team)</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Research includes ongoing tracking of the donor in regard to change in financial status and potential and timing for next major giving ask.</td>
<td>Team: Update database after gift, new rating, stewardship activity, and beginning date for next cycle of cultivation</td>
</tr>
</tbody>
</table>
Prospecting

• **Qualify** those currently giving to your organization
  – These could be lapsed major giving donors, mid-level giving donors, and/or donors who have given frequently at the annual giving range
  – Do they qualify to give at a major giving level, *and*, are they interested in meeting with a development officer?
  – Can you establish a scoring system for qualification?

• **Identify** those who may be potential new donors
  – These could be identified through your network of executives, senior volunteers, committee members, and major donors
  – Or, those who have an affinity to your organization (alumni, grateful patients, family of clients) who may not have given yet
  – Or, those who support other “like” causes
  – Or, those who have identified certain areas of support in their corporate or foundation documentation
People, people, people!

- First and foremost! – Do research which looks within at LINKAGES to:
  - Staff Members
  - Board Members (key volunteers)
    - e.g.) Peer Screening
  - Committee Members
  - Event Volunteers
  - Event Attendees
  - Sponsors
  - Vendors
  - Current Major Donors
  - Advisory Groups
  - Professional Groups
  - Social Groups
  - And your database: RFM*
    - *recency, frequency, monetary
# Social Groups – Break Out!

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<th>I like...</th>
<th>I am...</th>
<th>I...</th>
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<tr>
<td>Dogs</td>
<td>In a book club</td>
<td>Ski</td>
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<tr>
<td>Cats</td>
<td>Artistic</td>
<td>Golf</td>
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<tr>
<td>Reading</td>
<td>Athletic</td>
<td>Curl</td>
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<tr>
<td>Travelling</td>
<td>A Toronto Maple Leafs fan</td>
<td>Play an instrument</td>
</tr>
<tr>
<td>Cooking</td>
<td>A gardener</td>
<td>Play soccer</td>
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<tr>
<td>Skiing</td>
<td>Crazy about cars</td>
<td>Play baseball</td>
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<tr>
<td>Camping</td>
<td>A hockey player</td>
<td>Cycle</td>
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<tr>
<td>Writing</td>
<td>A figure skater</td>
<td>Do yoga</td>
</tr>
<tr>
<td>Movies</td>
<td>A dancer</td>
<td>Hike</td>
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</table>
Book Clubs & Mental Health?

Lawrence Hill
Author of The Ilegal and The Book of Negroes
Resources: Foundations

- **Imagine Canada** Grant Connect (fee)
  - or through Pillar NonProfit Network
- **Charity Village** Directories – Funders (free)
- **Canadian Charities Listings** (CRA) – T3010s (free)
- **BIG Online** Foundation Search (fee)
- **iWave** – Prospect Research Online (fee)
- **CharityCAN** (fee)
- **Ajah Fundtracker** (fee)
- **US GuideStar** (free, basic) 990s
- **US Foundation Center** (free, basic) 990s
- Foundation websites (~25% have their own website)
- Public or university libraries
Example: Grant Connect
### Eligible Geographic Area(s)

- Toronto, ON

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**Financials & Gift History: The Gerald Schwartz and Heather Reisman Foundation**

Financial information and gift history are sourced from Canada Revenue Agency T3010 Registered Charity Information Returns and/or material published by the organization (e.g., annual report, official website, etc.). While useful for researching the capacity and interests of this organization, please be aware that the information in this section may not be inclusive and may contain errors.

#### Financial Data

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<th>2017</th>
<th>2016</th>
<th>2015</th>
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<td>Total Assets</td>
<td>$247,522,963</td>
<td>$270,339,281</td>
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<td>Direct Charitable Activity</td>
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<td>$2,013,653</td>
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<tr>
<td>Total Gifts Provided ($)</td>
<td>$24,445,216</td>
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<tr>
<td>Total Gifts Provided (#)</td>
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<td>74</td>
<td>73</td>
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<tr>
<td>Total Revenues</td>
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#### Gift History

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<td>2017</td>
<td>All</td>
<td>Winnipeg (Manitoba)</td>
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<td>2017</td>
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<td>St. Andrew's Colleges</td>
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<td>2017</td>
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<td>North York (Ontario)</td>
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<td>2017</td>
<td>All</td>
<td>Antigonish (Nova Scotia)</td>
<td>$200,000</td>
<td>2017</td>
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</table>
Resources: Corporations

• **Google Finance** or **Globe Investor** (free)
• **Business in Vancouver (BIV)** – great lists!
• **Canadian Business Resource (CBR)** (basic free, also by subscription)
• **Canadian Newswire** (free, track your prospects using RSS feed)
• **Charity Village** (free)
• **D&B Canada** (dun & bradstreet): Hoover’s Business Directory (fee)
  — Also available in iWave PRO
• **Scott’s Ontario Manufacturers** (fee) – smaller businesses
• **Indigenous Business Directory** (Can gov)
• **Federal Corporation Directory** (Can gov) – great for contacts & directors
  — Does not include financial institutions
• **SEDAR** (free) – Canadian public company reports
• **SEDI** (free) – Canadian public company shares
• **EDGAR** (free) – U.S. public company shares
• **LEDCC** (free) City of London directory (new businesses & contact names)
• **BIG Online Corporate Directory** (fee)
• **iWave PRO – Prospect Research Online** (fee) – ZOOMInfo & D&B
• **CharityCAN** (fee) – Corporate Canada Directors
• **PUBLIC or university libraries** (free!)

*Tracey’s rule of thumb: Have ONE really good business directory – you don’t need them all. Or better yet, see what you can get through a library*
Example: D&B from iWave
Example: CharityCAN
## Summary Compensation Table

<table>
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<tr>
<th>Name and Principal Position</th>
<th>Year</th>
<th>Salary</th>
<th>Share-based awards</th>
<th>Option-based awards (1)</th>
<th>Annual incentive plans (2)</th>
<th>Long-term incentive plans</th>
<th>Pension value</th>
<th>All other compensation</th>
<th>Total compensation</th>
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<td>Mr. Gerald W. Schwartz, . . .</td>
<td>2018</td>
<td>$1,300,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$1,300,000</td>
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<tr>
<td>Chief Executive Officer</td>
<td>2017</td>
<td>$1,300,000</td>
<td>—</td>
<td>—</td>
<td>$7,939,440</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$9,239,440</td>
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<td>—</td>
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<td>—</td>
<td>—</td>
<td>—</td>
<td>$7,911,616</td>
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<td>Mr. Christopher A. Govan, . .</td>
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<td>$308,760</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$308,760</td>
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<td>Chief Financial Officer</td>
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<td>$972.583</td>
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<td>—</td>
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<td>$565,202</td>
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<td>—</td>
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<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<td>Senior Managing Director</td>
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<td>—</td>
<td>—</td>
<td>$11,732,505</td>
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<td>—</td>
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<td>—</td>
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<td>—</td>
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<td>—</td>
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<td>—</td>
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<td>—</td>
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<tr>
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<td>$8,169,829</td>
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<td>2016</td>
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<td>—</td>
<td>$3,299,103</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$3,699,103</td>
</tr>
</tbody>
</table>
Resources: Individuals

- **CharityCan** (fee)
  - Canadian Who’s Who*, Donations to Other Orgs, Political Donors, Corporate Canada Directors, ZoomInfo, Public Sector Salaries, Charity Directors, Profiles, Relationship Mapping, ProspectPRIME
- **iWave PRO – Prospect Research Online** (fee)
  - ZOOMInfo, D&B, Donations to Other Orgs, Real Estate, Wealth Ratings, Political Giving, Foundations, Matching Gifts, SEC Filings, PROScore and PROScreen
- **G.O.L.D. – Grey House Online Databases** (fee) – Venture Capital Firms
- Alumni directories (online & print)
- Obits (for family connections)
- Financial Post Directory of Directors*
- Who’s Who in Canadian Business (defunct 2005) Print & CD*
- Top 100’s
- **Realtor.ca / MLS** & **ZooCasa** - for real estate information (home listing prices)
- **SEDAR** (online) holdings/info for each public company
- **SEDI** (online) share holdings in public companies
- **EDGAR** (online) - US Securities
- **Charity Village News** – Newsbytes
- **PUBLIC** or university libraries

* = older directories are good for retired people

**Warning!**
For all resources check if they are “auto-generated”, when last updated, and double-check family connections.
Linkages also through:

- LinkedIn
- Imagine Canada: Grant Connect (LinkedIn)
- iWave: Relationship Science (RelSci) – Top 50 Connections
Rich Lists

• While you should read the Rich Lists that come out on an annual basis (as some may be your donors or volunteers)...
• Most of your prospects do not have their estimated wealth published in a neat format
• But, review the lists – who is new? – who has fallen off?
Real Estate Features (by postal code)
Demographics

22 Aging in Suburbia
Older, upper-middle-income suburban couples and families

Population: 875,437 (2.26% of Canada)
Households: 314,928 (2.17% of Canada)
Average Household Income: $111,235
House Tenure: Own
Education: Mixed
Occupation: Service Sector/White Collar
Cultural Diversity Index: Low
Sample Social Value: Vitality

WHO THEY ARE
Not quite golden age material, the established households of Aging in Suburbia enjoy a comfortable lifestyle sustained by their upper-middle incomes. Once filled with young child-rearing families, this segment is now a sign of the times: home to a mix of older couples aging in place and middle-aged families still raising children and building nest eggs. Many adults earn good incomes from long-tenured jobs in public administration, retail trade and construction. And that’s allowed them to buy solid, single-detached homes typically built between 1960 and 1990 — many with luxury cars and boats in the driveway. Over one-third of the households still contain children — generally 10 to 24 years old — who no doubt influence this segment’s preferences for pets, video arcades, dinner theatres and rock concerts. For summer vacations, they can often be found heading to lakes and parks for camping and jet skiing, but they’ve also been known to visit such far-flung locales as Australia, China and Mexico. Reward programs are popular among Aging in Suburbia members, especially those offered by airlines and hotels.
## Gifts to Other Organizations

<table>
<thead>
<tr>
<th>Donor Name</th>
<th>Type</th>
<th>Matches</th>
<th>Gift Year</th>
<th>Gift Type</th>
<th>Gift Range</th>
<th>Recipient Name</th>
<th>City</th>
<th>Province</th>
<th>Source</th>
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<tbody>
<tr>
<td>Gerald Schwartz and Heather Reisman</td>
<td>125</td>
<td>2017</td>
<td>Cumulative</td>
<td>$20,000,000-$45,000,000</td>
<td>Sina Health System Foundation</td>
<td>Toronto</td>
<td>Ontario</td>
<td></td>
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<tr>
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<td>2018</td>
<td>Cumulative</td>
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<td>Gerald Schwartz and Heather Reisman</td>
<td>125</td>
<td>2027</td>
<td>Cumulative</td>
<td>$20,000,000-$45,000,000</td>
<td>Sina Health System Foundation</td>
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<td>Sina Health System Foundation</td>
<td>Toronto</td>
<td>Ontario</td>
<td></td>
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</tbody>
</table>
“People Resources” influence their peers!

Social Media: not just for the young at heart, or those light in the wallet!

As of the 1st quarter of 2019...

• Facebook had 2.38 billion monthly active users
• Twitter, 326 million monthly active users
• LinkedIn, 500 million members
• Instagram, 1 billion monthly active users

Don’t leave your ethics at the door when searching social media – full disclosure who you are!

Source: Statistica.com
Other Sources

- Online news, media scans, RSS Feeds → Reader (e.g. Feedly.com – push)
- Regional Newspapers & Magazines
- National Newspapers & Magazines
  - Globe & Mail
  - National Post & Financial Post
  - Canadian Business
- Regional Directories
- Public (& university) libraries
- TSX & Dow Jones (what’s trending)
- Chronicle of Philanthropy (US online)
- Canada411 (online) – Reverse Look-Up
- Google – News alerts, Street View
- StatsCAN reports & tables
- And many more…

That’s my prospect!
How long does research take?

- This needs to be shared (in a Lunch & Learn is best) with the fund development team – priority always goes to MGO with a meeting booked!
- Rule of thumb – **don’t go down the rabbit hole!**

<table>
<thead>
<tr>
<th>Research Task</th>
<th>Scheduled Time*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick Turn-Around (gifts to other orgs)</td>
<td>1 hour</td>
</tr>
<tr>
<td>“Snap-Shot” Profile (1-2 pages)</td>
<td>3 hours</td>
</tr>
<tr>
<td>Foundation Profile</td>
<td>4 hours</td>
</tr>
<tr>
<td>Corporate Profile</td>
<td>5-6 hours</td>
</tr>
<tr>
<td>Individual Profile</td>
<td>8 hours</td>
</tr>
</tbody>
</table>

* doesn’t mean this will all be in one day, depends on research queue!
Share Your Research Queue!

<table>
<thead>
<tr>
<th>Date</th>
<th>Prospect Name</th>
<th>Request Type</th>
<th>Requested By</th>
<th>Research Priority</th>
<th>Research Deadline</th>
<th>Research Status</th>
<th>Date Completed</th>
<th>Request Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-Jan-17</td>
<td>Dr. Joe &amp; Mary Schmoe</td>
<td>Qualification Snapshot</td>
<td>Mary Jane Smith</td>
<td>A</td>
<td>25-Jan-17</td>
<td>Completed</td>
<td>23-Jan-17</td>
<td>Mary Jane has a meeting with Dr. Schmoe on January 30th, 2017. Donor has higher capacity than current giving record.</td>
</tr>
<tr>
<td>25-Jan-17</td>
<td>The Best Foundation</td>
<td>Foundation Profile</td>
<td>John Booker</td>
<td>A</td>
<td>1-Feb-17</td>
<td>Completed</td>
<td>1-Feb-17</td>
<td>Just finished a multi-year pledge, cultivating for next gift; will be accompanying donors on site visit the second week of February. Under the radar but found additional capacity than previous giving.</td>
</tr>
<tr>
<td>7-Feb-17</td>
<td>Joseph Jones</td>
<td>Individual Profile</td>
<td>Robert Downey</td>
<td>B</td>
<td>17-Feb-17</td>
<td>In Progress</td>
<td></td>
<td>Joseph Jones is being considered for a board position. Need affinity, capacity and linkages.</td>
</tr>
<tr>
<td>1-Mar-17</td>
<td>Robert Quick</td>
<td>Qualification Snapshot</td>
<td>Mary Jane Smith</td>
<td>C</td>
<td>21-Mar-17</td>
<td></td>
<td></td>
<td>Board chair is attending event with prospect at the end of March. General overview and capacity rating required.</td>
</tr>
</tbody>
</table>

Or, better yet, set these up as Research Actions in your database! 😊
What activity is expected of your fundraisers?
This relates directly to research activity, proposal writing and stewardship needs

<table>
<thead>
<tr>
<th>Performance Goals for Major Gift and Planned Giving Officers</th>
</tr>
</thead>
</table>

Weekly Contact Goal for Individual Fundraiser = Total Number of Donors/Prospects Under Management divided by 4.

**CONTACT (MOVES) OBJECTIVES AND MIX**
(In order to provide a model, we use the number "100" as an example of the contacts under management.)

<table>
<thead>
<tr>
<th>Standard</th>
<th>Qualifying Contacts</th>
<th>Cultivation Contacts</th>
<th>Solicitations or Asks Needed</th>
<th>Stewardship Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Fundraiser</td>
<td>70% of Contacts (18 per week)</td>
<td>20% of Contacts (5 per week)</td>
<td>5% of Contacts (1 per week)</td>
<td>5% of Contacts (1 per week)</td>
</tr>
<tr>
<td>Experienced Fundraiser (3 to 5 years)</td>
<td>25% of Contacts (5 per week)</td>
<td>50% of Contacts (13 per week)</td>
<td>15% of Contacts (4 per week)</td>
<td>10% of Contact (3 per week)</td>
</tr>
<tr>
<td>Very Experienced Fundraiser (5 years and longer)</td>
<td>5% of Contacts (1 per week)</td>
<td>65% of Contacts (16 per week)</td>
<td>20% of Contacts (5 per week)</td>
<td>10% of Contacts (3 per week)</td>
</tr>
</tbody>
</table>

- A reasonable target for gifts secured is 6 per month by whatever method. Depending upon the organization and the giving constituency, this could result in $1 million per year.
- A contact (move) has an objective. It may be accomplished by letter, telephone, or personal visit.
- With good prospects, one contact (move) per month (12 per year) is desired, with 4 to 5 per year in the form of personal visits.
- The number of personal visits will be somewhat determined by the geographical distribution of your contacts— the more dispersed the group, the more likely the difficulties in making the 4 or 5 personal contacts a year.
Calculating Wealth

Wealth indicators help to determine the “right” ask amount. We use the word “indicator” because this is based on small amounts of information.

- Donation history: to your organization and other organizations.
- Wealth lists for individuals and/or company listings
- Articles: such as those detailing a sale of a private business, etc.
- Information circulars: provide information of directors and top executives of public companies (from SEDAR).
- Real estate and shareholdings
- Executive compensation and/or salary estimates
- Prospect review meeting with staff and volunteers. Peers would understand the circumstances of their situation therefore have a good idea how much they can give.
- We can also use “total philanthropic capacity” TPC formulas if we cannot find giving to other organizations
Prospect Management

Data Mining and Modeling

• Once you have your list of prospects in your database, how do you prioritize which prospects to visit first?
• What programs best suit a prospect: annual, planned, and/or major giving?
• Prospect ratings vary from in-house rating systems to custom rating tools from external companies.
• **Data Mining**: Automated or manual extraction or query of information from a constituent database (Henze, 2004).
• **Predictive Modeling**: Discovery of underlying meaningful relationships and patterns from historical and current information within a database (and external info) and using these findings to predict *individual* behaviour (Henze, 2004). (e.g. Analytics)
Setting up Capacity & Affinity Ratings

Capacity estimates what a prospect is able to give (think predictive & external) – to any organization.

- Researchers may look at what donations, if any, a prospect has given to other organizations or foundations.
- An individual’s salary may be found on SEDAR, if he or she is a top executive of a public company.
  - Individuals give ~1 – 5% of net worth
- Corporations often have written commitments to community support on their web pages or in their annual reports.
  - Corporations give ~1% of annual revenue
- Foundations usually list their totals assets and also their gift ranges.
  - Foundations give ~4-4.5% of total assets depending on the market
Affinity rates *how likely* a prospect is likely to give to *your* organization based on a closeness or connection with your organization.

- In health-care organizations, a grateful patient may have a high affinity to your institution.
- Unfortunately, or fortunately, because of the privacy laws in Canada, unless a grateful patient comes forward to declare his strong affinity, we may never know it.
- But, there are other ways to see affinity:
  - Past donations to your own organizations or others like it
  - Volunteer activity in your organization or others like it
  - Common business associations with your organizations, and so on.
Setting up Capacity & Affinity Ratings

For capacity, researchers & solicitors can set up potential gift ranges, such as:

- Under $1,000
- $1,000 – 4,999
- $5,000 – 9,999
- $10,000 – 24,999
- $25,000 – 49,999
- $50,000 – 99,999
- $100,000 – 499,999
- $500,000 – 999,999
- $1 million or more

Similarly, affinity ratings can be created, such as:

- 0 – Unknown
- 1 – Low
- 2 – Moderate
- 3 – Excellent
Capacity vs Affinity

- **High Capacity**
  - Low Affinity
  - Major Giving Potential
  - Needs Cultivation

- **Major Giving Potential Low**
  - Affinity Low
  - Don’t Waste Resources

- **Low Capacity**
  - Low Affinity

- **High Capacity**
  - High Affinity
  - Major Giving Potential High Priority MG Prospects

- **Low Capacity**
  - High Affinity
  - Good Planned Giving Prospects

- **Low Capacity**
  - High Affinity
Notes on Capacity & Affinity Ratings

• In addition to rating prospects for capacity (wealth) and affinity (to your organization), you can also add in ratings such as:
  – Linkages (to your organization)
  – Likelihood (e.g., is this a good time?)
  – Inclination (very subjective based on solicitation)

• Capacity and Affinity ratings are always *dynamic* and change throughout solicitation.

• Often prospects are given a “general” capacity rating (in the ratings area of the database) and then a “specific” capacity rating for each particular ask.
What do you include in the database?

Everything!!
By everything we mean...

Prospect Information (all should be dated)
- Contact Information (home, work, foundation)
  - Address, Phone, Email, Website (note keep old info)
  - Social media: LinkedIn, Twitter, Facebook, Instagram
- Date & place of birth
- Family information (link records in database)
- Education & designations
- Current & past positions (link records in database)
- Current & past corporate directorships (link records in database)
- Current & past volunteer roles (link records in database)
- Awards & honours
- Corporate overview
- Foundation overview
- Recent & relevant news (highlights, not entire articles)
- Additional hobbies, interests, clubs
- Additional strategic notes for solicitation (link associates and friends)
- Relevant giving (don’t list it all: think large gifts and relevant gifts)
- Wealth indicators (executive compensation, real estate, shareholdings, others)
- Additional linkages/relationships to your organization (e.g., vendors)
- Past activity with your organization
- Affinity rating (range, date, by whom, and reason for rating)
- Capacity rating (range, date, by whom, and reason for rating)
- Assigned giving program
- Assigned solicitor, if assigned (records should be linked)
- Assigned volunteer, if assigned (records should be linked)
- Additional strategic notes & photos

Activity Information
- Prospect Identified By (Researcher? Staff? Volunteer? Date, Comments)
- Research Requested (By whom? Due date? Type? Comments)
- Research Completed (By whom? Type? Comments)

![Image]

AFP
Association of Fundraising Professionals
Greater Toronto Chapter

Tracey Church & Associates
Research + Consulting Services
As review: where are we going with this?

- A charity deserves targeted, relevant, well-timed asks
- Researchers are uniquely skilled to complement a development team to meet their goals with well-matched prospects
- Researchers work strategically with development teams to provide the “right prospects” for the “right programs”, at the “right gift amount”, at the “right time”
- Use your research resources to find: individuals, corporations & foundations that match a charity’s mission & financial goal
- Manage the database to be able to easily add your prospects, rate them, and extract them according to fundraising needs
- Part of a researcher’s worth is steering the fund development team AWAY from those prospects who have neither the capacity NOR the affinity to give to your organization!
Thank You!

Tracey Church, MLIS
Web: www.traceychurchresearch.com
Phone: (519) 933-2277
Email: traceychurch024@gmail.com

THE FABRIC OF FUNDRAISING

CELEBRATING 25 YEARS