

## *Development Audit*

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The Compass Group development audit is an in-depth examination of the elements that are necessary to maximize fundraising potential in support of identified strategic goals and objectives. This examination involves reviewing solicitation materials, analyzing fundraising results and conducting personal and confidential interviews with development staff members, organizational leaders and donors and volunteers as appropriate. In the context of the following five Key Factors of Effectiveness data is collected, analyzed, and reported in a manner that facilitates informed decision making regarding the future of the development operation:

**FUNDRAISING POTENTIAL:** The nonprofit sector has become incredibly competitive. With almost two million nonprofit organizations in the US today, potential contributors are bombarded daily with opportunities to support important and worthwhile causes. Determining how to succeed in this competitive environment requires knowledge of the nonprofit marketplace, identification of core constituencies, and awareness of various fundraising methods.

**FUNDRAISING ENVIRONMENT:** The quality of the fundraising environment is critical to successfully securing private support. A positive fundraising environment is dependent on a strong culture of philanthropy. Several factors can impact the fundraising environment and the quality of the culture of philanthropy including: leadership participation and support, external perceptions, internal perceptions and fundraising structure.

**FUNDRAISING METHODS:** The fundraising methods implemented by an institution should be designed to maximize fundraising potential. The emphasis placed on one or more fundraising method may change over time as an institution matures, during a major fundraising campaign and/or as fundraising priorities evolve.

**FUNDRAISING INFRASTRUCTURE:** Capitalizing on the fundraising potential for a client requires the establishment of an effective and sustainable fundraising infrastructure. This infrastructure must encompass several critical elements including: staffing, planning, tracking & reporting, prospect research & management, database management, volunteers, and constituent relations. Each of these infrastructure elements must be strategically designed to ensure the achievement of the fundraising goals and objectives and they must be implemented appropriately in relation to available resources.

**FUNDRAISING INVESTMENT:** Every fundraising initiative requires an investment of resources. While the goal is to recover that investment through contributions that are received, the need for additional program resources cannot be avoided. Similar to a new business, the enhancement of a fundraising program should be structured as a long-term investment that will produce gradually increasing returns over time.

Effective implementation of the Development Audit will provide the answer to many questions including:

- Do you understand your fundraising potential?
- Is there the potential to increase your fundraising productivity?
- Have you created an environment conducive to effective fundraising?
- Do you have the necessary volunteer and leadership support to maximize fundraising potential?
- How is your development operation perceived externally and internally?
- Are the appropriate methods of fundraising currently being utilized?
- What fundraising methods will maximize your fundraising potential?
- Do you have sufficient staff, resources, and budget to effectively implement the fundraising program necessary to achieve your goals?
- How can your infrastructure be strengthened to improve your fundraising effectiveness and efficiency?
- Are you planning for and accurately tracking and reporting fundraising activities?
- What resources are necessary to advance your fundraising program to the next level?