

JEROLD PANAS,
LINZY
PARTNERS



PREPARING FOR A FEASIBILITY/DEVELOPMENTAL ANALYSIS

The Nineteen Steps to Ensure a Successful Study

PREPARING FOR A FEASIBILITY/DEVELOPMENTAL ANALYSIS*

You are about to undertake one of the most significant phases in your total development program. In order to derive optimal benefits from the F/DA, it is important that the procedures described in this outline be followed carefully.

- i. Ask each Board member to send a list of 10 to 20 men and women he or she thinks should be interviewed for the Study.
See **Exhibit A and B**.
These should be people who (a) are in a position to give generously; or (b) can affect family, foundation, or corporation giving; or (c) if they are not in either of these categories, they may be in some other position of community influence where their support or lack of support will be significant to the campaign. Actually, the list should contain each Board member's assessment of the ten to twenty most influential and affluent men and women of the community.
- ii. When the lists are returned to you, they should be combined and duplicate names eliminated. By this means, you will develop an accurate list of strong community leadership. You may wish to note how many times a name is listed, or prepare a final list and rank the names in the order they were mentioned most frequently.
- iii. Enlist a small group to help you in the selection of names. Be certain to consider for this selection committee people outside your Board if there are those who can be especially helpful in the identification process—trust officers from banks, prominent attorneys, CPAs, and so forth. You want the most knowledgeable people possible on this *ad hoc* committee.
- iv. Take the total unduplicated list of names which has been generated and ask your *ad hoc* committee to determine the 50 to 100 names which seem to them the most important. This is the time to add or delete names for the final list. Make confidential evaluations which will estimate the interviewee's potential for making a gift and/or providing top leadership.
- v. Assign the names of potential interviewees to one of three classifications:
 - those who must be interviewed
 - those who should be interviewed
 - those who could be interviewed if there is extra time

This culled list then becomes the basic group which is interviewed. The names that are eliminated can be used as substitute interviews should some of those within the prime groups not be available.

**Feasibility/Developmental Analysis* is a study concept and process unique to this firm. The name has been Registered.

- vi. Keep all the names which are suggested on file. They will be used later for cultivation. Hopefully, you will end up with as many as 200 to 400 names.
- vii. When you have compiled your roster of priority names, list them on the *Prospect Evaluation Grid*. This is displayed as *Exhibit C*. You should complete a *PEG* for each person to be interviewed.

Fill in as much data as you can with assistance from the ad hoc committee. This background is very helpful to the Study Director. It also will be advantageous to you in future cultivation of these prospects.

Have a small group review the names on the *PEGs* and give each a numerical ranking.

The vertical columns allow you to rank the financial capability of the prospect. There may be some in your interview group who have the capacity to provide a really significant major gift. They should receive the highest evaluation—a 9.

On the horizontal rows, you are to rank the interest or involvement the person has had in your organization—perhaps in the past but more important, in the present. If there is a very high involvement or interest, the person should receive as high a rating as a 9. If there is no involvement and no known interest, that would receive a very low rating—perhaps a 1 or 2.

Mark the *PEG* anyway which suits your purposes best. We have found it most effective to use a yellow highlighting marker to draw in the appropriate block on the *PEG*. This provides a perfect *at-a-glance* visual presentation, and is a good accompaniment to the numerical listing you write on the *PEG*.

For study purposes, you should challenge interviewing anyone who has a rating of 12 or less. That does not necessarily mean that the person should not be interviewed—only that it should raise some serious questions. There may be someone who receives a low score who, for instance, may have great influence. This would not necessarily show up on the *PEG*, but may be any excellent person for interviewing. Use your good judgment in making this type of a determination.

- viii. On the reverse side of the *PEG*, provide all of the information possible regarding the interviewee. The more data and background there is, the more effective the interview. If you have information from your own database, attach the material to the *PEG*.

You will note there is space for our Study Director to provide our own *PEG* ranking. This will help us in segmenting our information for the Study Report. It has nothing to do with the leadership or giving potential of the interviewee. We record that in detail on other forms we use.

Make certain that the name is spelled correctly and in full, and that the address is complete and accurate. Most often, our Study Director sends each person a brief handwritten note of appreciation the evening following the interview.

These sheets should be ready for the Study Director to use during the course of the interviews.

- ix. Punch the *PEGs* and place in three-ring binders. Place them in chronological order—starting with the first interview, then the second, and so on.

In the binder, also include each day's schedule: the date, time, the person's full name, address, and phone number.
- x. An introductory letter should be mailed to potential interviewees. This is *Exhibit D*. We have provided two samples. Prepare the letter to make it appropriate for your situation. Most often, the request for the interview is made by the chief volunteer officer of the organization or someone who knows the person to be interviewed. This responsibility may be divided among your Board members if this will help assure your ability to secure interviews. Who signs the letter is very important in securing the interview.
- xi. You may wish to include with the letter to prospective interviewees a description of what is involved in the interview. This is *Exhibit E*—and if you use it, it should be modified to suit your situation.
- xii. Someone should be designated to keep a Master Schedule of the interviews so that no more than one interview is scheduled for any particular date and time, and to ensure productive and full use of the Study Director's time.
- xiii. The interviews should be scheduled to allow for an adequate and unhurried discussion, and sufficient time afterwards to get to the next person on the schedule. Allow for at least a 45 minute interview, although some may run longer than that. Interviews may be scheduled from 8 AM to 5 PM. Evening and week-end interviews may also be arranged. Very often, an effective interview can be conducted during breakfast, lunch, or dinner. Schedule whatever is most convenient for the interviewee and assures the Study Director a complete schedule.

For optimum results, you should schedule six interviews a day. Less than that does not make effective use of the Study Director. More than six is not particularly desirable either, although we have had many days when we conduct seven and eight interviews. These sessions are exhausting and involve meticulous note-taking. In the evening, the notes are collated, tabulated, and evaluated. More than six interviews a day, over an extended period, will not produce the best results for your Study.
- xiv. The Study Director will conduct the interviews alone. In an unusual situation, if for some very special reason it is necessary to include someone from the institution in the interview, it may be done—but this is almost never desirable.

- xv. The names of key Board members should be included among those to be interviewed. It will not be necessary to interview all of the Board, but it is important to determine how the most influential ones feel about the project. Interviews with Board members should be conducted with only the Board member and our Study Director present so that they will speak with the utmost freedom. It is important to emphasize that anything said in the interview is confidential and, while the person may be quoted, he or she may be certain that the source of any statement will remain in confidence.
- xvi. Whenever distances between appointments are beyond a short walk—say more than four blocks—you are to provide a car and driver for the Study Director to save precious time and ensure maintenance of the interview schedule.
- xvii. In many situations, the firm prepares a case statement to be used for interviewing. If our writer is not involved, you should provide a brief, but convincing statement—stating the basic reasons why you wish to raise funds and any pertinent facts about your project. This statement is used by the Study Director to inform those who are interviewed.
- xviii. As the Study Director completes the interviews, a letter should be sent to the interviewees acknowledging the time and important assistance they have provided to the study project. A sample letter, which you may wish to edit, is included as *Exhibit F*. The letter should be individually typed and signed by the proper person.
- xix. The success and validity of the analysis depends totally on the quality of those who are interviewed—men and women who can make or influence large gifts. Of equal importance is interviewing sufficient sources to guarantee effective coverage. You will lose an opportunity of great consequence if you do not fill the Director's schedule—and with precisely *the right* people.

If you have any questions or if any phase of the F/DA needs amplification, by all means be in touch with us by letter or telephone. The better the preparations before the arrival of the Study Director, the better we can serve you.

JEROLD PANAS, LINZY & PARTNERS
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Chicago, Illinois 60611
(312) 222-1212
(800) 234-7777
FAX: (312) 222-9411

EXHIBIT A

**TO MEMBERS OF THE BOARD OF DIRECTORS
(BOARD OF TRUSTEES AND/OR ADVISORY COMMITTEE, or whatever is
appropriate)**

These are important times in the life of the _____ (Institution) _____. While we are proud of the rich heritage and achievements of our past, it is to the future that we look for our greatest growth.

We have authorized the firm of Jerold Panas, Linzy & Partners to proceed with a Feasibility/Developmental Analysis. They have requested that we develop a list—a very special kind of list—of people in our area who occupy positions of leadership and influence. We need your help with this task.

The enclosed sheet provides twenty spaces for names. Use the reverse side for additional suggestions. Check the appropriate columns. This will be especially helpful later in determining how best to make contacts.

We are interested in "leadership" people. We want your suggestions of the men and women who: i) make things happen in our area; ii) because of their position or their special role are held in high regard and occupy a very special status; iii) have their fingers close to the pulse and heartbeat of our community; iv) because of their position and influence can help establish and determine the future direction of our area and our _____ (Institution) _____. *Most of all, we wish to interview those who are in the greatest position possible to make or influence large gifts.*

Please do not worry about submitting too many names. We need your recommendations of the most prominent and influential people. From all the names we receive, we shall build our list.

It is important that we receive your response no later than _____ (Date*) _____. Thank you so much of for your vital role in this special and important project.

Sincerely,

* Do not allow more than two weeks from receipt of this letter for the response.

EXHIBIT A₂

January 9, 2006

To: Members of the Board of Directors

These are important times in the life of the Bay Area Chapter. While we are proud of the rich heritage and achievements of our past, it is to the future that we look for our greatest growth. This last year has been a momentous one that holds significant implications for what the priorities for that future must be. The purpose of this letter is to solicit your help in addressing a critical priority that has been identified.

With the largest natural disasters in the history of the Red Cross occurring on the international (tsunami) and national (Katrina) fronts within a mere eight months of one another, this last year has shown us that preparedness can no longer be viewed as an adjunct to our strategy, it must become the centerpiece. And preparedness has two critical aspects to it: 1) we must ensure that the communities we serve are as prepared as possible to deal effectively with a major disaster, and 2) we must ensure that we, as the lead disaster response organization, are as prepared as possible to fulfill the role the public and our partners expect of us.

The official launch of *Prepare Bay Area* addresses the first aspect of our preparedness mission. It marks the beginning of the largest community preparedness effort ever attempted in the Bay Area, aimed at making us the most prepared region in the nation. The goal of equipping a million Bay Area residents over the next three years with the knowledge and skills essential to preparing for and responding to a major disaster is aggressive, but achievable. The program's focus on the most vulnerable segments of our population helps ensure that preparedness is available to all Bay Area residents. As a chapter, I think we can feel good about the leadership role we're assuming in preparing our communities.

The second preparedness imperative speaks to the trust which the public places in the Red Cross - to be there when and where we're needed following a disaster. It also speaks to the fact that our partners in response count on us to fulfill our assigned role in order to ensure the overall success of any relief effort. The chapter has been working with its response partners for some time now to determine how we would collectively respond to a catastrophic disaster here in the Bay Area. In light of Katrina, this planning has taken on new significance. The plan addresses such critical issues as how we would manage to shelter and feed up to 300,000 people who might be displaced from their homes in a major disaster.

A key issue which has emerged from that planning is our glaring lack of an effective Disaster Operations Center (DOC), the command center for relief operations that provides a place for disaster relief leaders and volunteers to direct and coordinate activities at various service delivery sites throughout the disaster-affected area. Technical resources to assist in information gathering and dissemination following a disaster would also be housed in the DOC.

In order to ensure our ability to effectively respond following a catastrophic event, a DOC would need to be strategically located, be structurally reinforced to ensure its continued viability following the event itself, be “operationally ready” on a 24-hour basis, and effectively employ state-of-the-art technology. In surveying our current situation relative to these defined requirements, the need to take definitive action becomes apparent.

This major hole in our response capability, together with our need to seek longer-term facilities solutions for chapter operations, formed the basis for the Strategic Presence Committee’s recommendation to employ a consulting firm to develop a case statement supporting the chapter’s needs and to “shop” that statement with influential and affluent members of our community to determine whether the case is understandable and compelling and the degree to which it would be supported financially.

We have contracted with the firm of Panas, Linzy & Partners to proceed with the feasibility study recommended by the Strategic Presence Committee. The firm has requested that we develop a list – a very special kind of list – of people in our area who occupy positions of leadership and influence. We very much need your help with this task.

The enclosed sheet provides twenty spaces for names. Use the reverse side for additional suggestions. Check the appropriate columns. This will be especially helpful later in determining how best to make contacts. Please do not worry about submitting too many names. We need your recommendations of the most prominent and influential people. From all the names we receive, we shall build our list of people to be contacted for interviews.

We are interested in “leadership” people. We want your suggestions of the men and women who: 1) make things happen in our area; 2) because of their position or their unique role are held in high regard and occupy a very elevated status; 3) have their fingers close to the pulse and heartbeat of our community; and, 4) because of their position and influence can help establish and determine the future direction in our area and for ARCBA. *Most of all, we wish to interview those who are in the greatest position possible to make or influence large gifts.*

In order to move expeditiously on this ambitious undertaking, it’s important that we receive your response back no later than Friday, January 20, 2006. Thank you so much for your vital participation in this project that is so critical to our future.

Best regards,

Harold W. Brooks

EXHIBIT C

insert PEG

EXHIBIT D

ON LETTERHEAD OF SIGNER

Dear _____:

You perhaps know that I am chairman of the Task Force to help with the planning for the College of Engineering at Michigan. I accepted the assignment because I feel so strongly that the College has the potential for making a contribution to this country of consequential proportions. I believe we are positioned to do that.

In order to help us prepare for the future, the College has established some priorities that we want to examine, evaluate, and test. To prepare for this review process, we have retained a firm which specializes in this type of a study.

One phase of the analysis includes a visit with a very small group of key and important leaders who are close to the College of Engineering. The purpose of the interview is to assess your knowledge and understanding of the College. We are interested in knowing your evaluation of the priorities, how you rate the impact we are now making, and how you feel about our plans for the future. If you feel you do not know a great deal about us, that's important to hear, also.

We are contacting only a few men and women for these interviews. You are one with whom we especially wish to talk. I do hope this will be possible. Dean Johnson's office will be calling in the next few days to arrange for a time for your visit. On behalf of all those to whom the college means so much and those who will benefit so greatly in the future, I thank you for helping us in this very important endeavor.

Sincerely,

EXHIBIT D₁

Dear _____:

The _____ (Institution) _____ is currently engaged in a complete analysis of its needs and programs to help determine its future growth and direction. To prepare for part of this review process, we have retained a firm which specializes in this type of a study.

One phase of the examination includes a visit with a small group of key and important leaders. The purpose of the interview is to assess community knowledge and understanding of the _____ (Institution) _____. We are interested in knowing, also, how you evaluate our service and how you rate the impact we are making. If you do not know a great deal about us, that's important for us to hear, also.

We are contacting only a few men and women for these interviews. You are one with whom we especially wish to talk. I do hope that this will be possible.

We shall be calling you shortly to make an appointment. I thank you for helping us in this very important endeavor.

Sincerely,

EXHIBIT D₂

(This is an excellent example of one of our letters which was perfectly rewritten to reflect the unique situation of this institution.)

**SOUTHEASTERN
BAPTIST THEOLOGICAL
SEMINARY**

Office of the President
II Timothy 3:17



January 25, 2002

Mr. and Mrs. Matthew Caldwell
160 Club Drive
Simpsonville, SC 29681

Dear Bobbie and Matt:

Southeastern Baptist Theological Seminary is currently engaged in a complete analysis of its needs and programs to help plan for its future growth and direction. While we are grateful to God for His blessings and the achievements of recent years, we believe that we have an unprecedented opportunity to train the next generation of men and women who will literally take the gospel to the ends of the earth. In order to meet such a challenge, we must diligently review and evaluate our entire ministry. To prepare for part of this review process, we have retained a firm that specializes in this type of a study.

One phase of our study includes a personal interview with a small number of key and important leaders. The purpose of the visit is to assess the knowledge and understanding that individuals have of Southeastern Seminary, and whether you believe that we are fulfilling our mission. We are interested in knowing how you evaluate our training of men and women for ministry, and what impact we are making in our churches, schools and mission endeavors. Even if you do not know a great deal about us, that is important for us to know. Your insight is invaluable to us as we plan for the future.

We are contacting only a few men and women for these discussions. You are one with whom we especially wish to visit. I do hope that this will be possible. Your input will be invaluable as we look forward to the future.

Since I will be in the Philippines on a mission trip for the next three weeks, I am asking Dr. Bart Neal or one of his staff to contact you personally to make an appointment. Thank you in advance for your help in this very important endeavor. We believe that this is the beginning of even greater things to come for Southeastern.

Until He Comes,

A handwritten signature in cursive script that reads "Paige Patterson".

Paige Patterson

EXHIBIT D₃



The Mission Society
For United Methodists

P.O. Box 922637
Norcross, Georgia 30070-2637
Phone: 770-446-1381 • Fax: 770-446-3044

Mr. and Mrs. John J. Brown
123 Cherry Street
Lexington, Kentucky 40502

Dear John and Jane:

The **Mission Society for United Methodists** is an exciting place to be these days. We now have 147 missionaries serving in 30 countries. We are in the process of opening a new field in Egypt and praying about the new ministry in another Muslim nation.

Our World Parish Ministries is helping numerous churches capture a heart for missions. Lives are being won to Jesus Christ, and we are privileged to be a part of it. As a result of this, we are considering the feasibility of a campaign to increase the scope and impact of **MSUM's** ministry.

I want to personally invite you, along with a few others to review the enclosed case statement outlining a proposed campaign for **MSUM**. After you receive and review these materials, I would like you to take an hour to confidentially discuss **MSUM's** proposed campaign in a formal interview.

It is important to emphasize two things. First, this is not a meeting to ask you for a gift. Secondly, your comments and views on **MSUM** will be confidential, and the results of the meetings with you and others will be reported anonymously.

We have engaged a firm that specializes in this type of a study to conduct these interviews and then to prepare a report with recommendations. Our office will be calling you to answer any questions you may have to invite your participation in this very important interview process.

I will be very grateful to you for taking your valuable time to advise **MSUM** through this feasibility study as we prepare to undertake a significant step in our development as a major mission agency. Your help will be invaluable to us as we plan for the future of our mission efforts and their impact on the world.

Grace and peace,

Philip R. Granger
President and CEO

EXHIBIT E

LETTER TO BE SENT TO CONFIRM THE VISIT

(After you have made your call and determined that the person is willing to be interviewed, you should send a confirmation letter, a copy of the question & answer piece, and a copy of the case statement. The type of letter you may wish to use as a sample follows.)

Miss Lotta Money
123 Cherry Street
Anytown, Ohio

Dear Lotta:

I am so pleased that we were able to arrange the time for your visit. The session with you is particularly important.

Jerold Panas will be at your home on (Date) , at (Time) . As I mentioned, he would like to have about one hour with you.

I'm sending a copy of our planning document. It describes the (Institution's) vision for the future. It is only a visual-draft— that is why it is especially important that we get your reaction before it is put in final form.

Please review it, mark it up in any way you wish, and indicate any areas that aren't clear.

Thank you so very much. Your counsel and guidance will be immensely valuable in guiding us to the future.

Sincerely,

EXHIBIT F

THE INTERVIEW

WHO WILL BE INTERVIEWED? A small, select group of leaders is being asked to participate in the study. Our Board of Directors nominated a large number of men and women—and a committee honed the list and selected a special roster to be seen. The final group was chosen on the basis of a number of factors. Most of all, it was felt that the combined guidance and counsel of the group will help us measurably in planning our future. It was not necessarily important that all members of our study-universe have a great understanding or knowledge of our organization.

WHAT WILL BE ASKED? A series of questions will be asked that relate to the future of our organization and the area. Each person will be asked the same questions so that we can determine whether there is any consensus. This will enable us to develop a design and plan—and take appropriate action from what we have learned. It is also important for us to know what information and understanding about our organization you do not have.

WHO WILL INTERVIEW ME? We have retained a firm, nationally regarded in planning and development, to conduct the interviews and submit findings and recommendations to our Board of Directors. We are using an outside firm for two reasons: i) To provide absolute confidentiality for those who participate in the interviews, and ii) to ensure objectivity in evaluating the results of the interviews. We shall plan our future with the information developed in this process—so accurate and objective analysis is crucial to our success. The Study Director who will visit with you is professionally trained and experienced, and has been especially chosen for this project by our Board.

WILL I BE ASKED FOR MORE THAN MY OPINIONS? WILL I BE ASKED FOR A GIFT? No. Your opinions, ideas, and guidance will be sought. We shall explore as carefully as possible your perceptions about our organization and the needs of our area. We are interested in knowing, through the interviewer, your thoughts and your attitudes. And yes, you will be asked about giving—but you will not be asked for a gift!

HOW MUCH TIME WILL THE INTERVIEW REQUIRE? Your interview should last about 45 minutes. Some sessions last longer and some take less time. A great deal depends on you, the manner in which the interview develops, and how much time you wish to give. It is entirely up to you.

WILL OTHERS KNOW WHAT I SAID? Your response and comments will be kept in total confidence. No one will ever know what you have said.

WILL I HEAR ABOUT THE RESULTS? When the interviews are completed, a written Report will be presented to our Board. At this time, we shall know of the findings, observations, and recommendations—all based on your interview and the sessions with the other small group of leaders. You will receive a Summary of the findings and it is possible that we shall bring the interview-group together for a brief meeting to review the results and suggested next steps.

THANK YOU SO VERY MUCH FOR YOUR ASSISTANCE. We have spent a great deal of time in meetings and discussions in developing our plans. One of the most significant elements in the entire process are these interviews. We highly value your time and counsel, and are deeply grateful to you.

EXHIBIT F₁

Dear _____:

Thank you for taking time to talk with the Study Director regarding our needs and our future plans. I speak for all of the Staff and Board at _____ (Institution) —we are most grateful to you for your thoughtful consideration and your valuable assistance.

Your counsel and suggestions are most important. As a result of the interviews with you and other leadership people, our consulting firm will prepare a formal study report which will be presented to us in the near future. As you can well understand, the recommendations in the study will have a consequential bearing on our activities in the years ahead.

We hope to share the findings and recommendations with you. We shall be in contact with you soon in that regard. In the meantime, should you have any questions or suggestions for us, please know that I will be pleased to hear from you.

Thank you again for your willingness to assist.

Sincerely,