



Interactive Strategy Model (Version 2.0) for Community Foundations

User Guide

Community Foundation Insights, August 2008

www.cfinsights.org



Interactive Strategy Model for Community Foundations is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

INTERACTIVE STRATEGY MODEL USER GUIDE

CONTENTS

1)	INTRODUCTION TO THE INTERACTIVE STRATEGY MODEL	3
	Why Was the Interactive Strategy Model Developed?	3
	What Is the ISM?	3
	Requirements For Using the ISM	4
	ISM Tool Kit	4
2)	USING THE INTERACTIVE STRATEGY MODEL	5
	Opening the ISM	5
	How Does the ISM Work?	5
	Time Periods of the ISM	6
	Components of the ISM	7
	User Interfaces of the FDTN and Product Pages	9
	Data Parameters	9
	STEP 1: Set Up The Dimensions Of The ISM For Your Foundation	11
	Set Up Products	11
	Set Up Fund Size Tiers	12
	Identify Which Fiscal Year is Year 0	13
	STEP 2: Input Historical Data	14
	ASSETS Input Page	15
	GIFTS-GRANTS Input Page	16
	REVS Input Page	18
	COSTS Input Page	20
	STAFF Input Page	21
	STEP 3: Input Annual Change Factors	23
	Methods for Entering Annual Change Factors	24
	Foundation-level Annual Change Factors	26
	Product-level Annual Change Factors	27
	STEP 4: Review Forecast Results	33
	Summary views of forecast results (User Interfaces)	33
	Detailed calculations of forecast results	33
	Graphs of forecasted results	33
	STEP 5: Make Adjustments and Run Alternate Scenarios	34
	Using the ISM in Future Years	34
	Sharing the Results of the ISM With Others	34
1)	APPENDIX	35
	Detailed List of Activities Included in Each Activity Category	35

1) INTRODUCTION TO THE INTERACTIVE STRATEGY MODEL

Why Was the Interactive Strategy Model Developed?

What will our budget look like five years from now if we increase the average fund size by 50%, reduce the number of funds by 15%, add a new product, and our investment portfolio grows at an annual average of 6%?

What impact will Donor Advised Funds have on the foundation's budget if we grow the number of DAF funds at a rate of 15% per year, we drop DAF pricing 25 basis points and we lower our fund maintenance costs for DAFs by 25%?

Community foundations constantly face important and complex questions like these in their strategic and operational planning. However, they have had no resource that could comprehensively model the integrated future impact of such decisions at both the product and foundation level.

To address this need, FSG Social Impact Advisors (formerly Foundation Strategy Group) leveraged its knowledge from its cost-revenue study and has developed the **Interactive Strategy Model (ISM)**, a dynamic planning tool that enables community foundations to project their costs and revenues forward based on changes in operational drivers.

Development of the Interactive Strategy Model was funded in 2004 by the following organizations, each of which provided invaluable insight and advice throughout the model's development.

- The Council on Foundations
- The Boston Foundation
- The Cleveland Foundation
- The Columbus Foundation
- The Philadelphia Foundation
- The Fiscal and Administrative Officers Group for Community Foundations

FSG updated the ISM in August 2008 and this User Guide reflects the newest version.

What Is the ISM?

The Interactive Strategy Model is a highly structured, quantitative, graphical representation of an organization's operating model. It captures in an interactive computer model the key cost, revenue and asset levers and illustrates how they drive changes in forecasted performance.

The ISM can help foundation management make more informed and effective decisions by focusing attention on key operational drivers and illustrating the link between key metrics and the operational choices that impact performance. In addition, the ISM's ability to experiment with multiple scenarios will enable foundations to more easily test and be prepared for a wide range of environmental and internal changes.

The ISM is designed as a forecasting tool for short and long-term performance, not a detailed budgeting tool. It is also important to note that the model is designed to provide insight on the contributions of each product to a foundation's total performance. It is not designed to produce comprehensive, pro-forma income statements or balance sheets.

Requirements For Using the ISM

Any community foundation can use the ISM. It is designed to be flexible enough to allow for operational variations across organizations, yet it is highly structured so that foundations of all sizes can self-administer the program.

There are several requirements for using the ISM effectively.

1. *Microsoft Excel installed* on your computer (version Excel2000 or later)
2. *Working knowledge of Excel*: users must be able to work within Excel with average proficiency
3. *Historical data*: In order to use the ISM, a foundation must enter detailed historical information for at least the most recently completed fiscal year. Most of this data should be readily available to foundations (e.g., asset balances by product, gifts and grants by products, costs by product). In addition, foundations will need to have their employees complete a very brief survey in which they allocate their time across products and activities and compile the results.
4. *Understanding of assumptions for future changes / growth*: The model depends on the foundation entering assumptions (“change factors”) in order to calculate future performance, so an understanding of the level of expected change is required.

Using the ISM Will Require an Investment of Time

Entering historical data into the ISM will take some time, as will entering the change factors for forecasted years. However, once the historical data is entered, a foundation can use the model to quickly and easily create multiple scenarios as often as it desires.

We strongly recommend that you spend time reading this user guide to become thoroughly familiar with the model before starting to work with the ISM. A good understanding of the model and its components will save you time once you begin forecasting.

Completing the Cost-Revenue Model Is Helpful, But Not Required for the ISM

Foundations that have already completed the cost-revenue model can easily input that data as part of cost input data for the ISM, enabling them to get a further benefit from their investment in the study.

However, completing the cost-revenue model is not a pre-requisite for using the ISM. If they have not completed the cost-revenue model, foundations can simply enter their historical data and the model will calculate it for them, in a manner similar to the cost-revenue methodology (although at a higher level).

ISM Tool Kit

You will need the following tools in order to use the ISM.

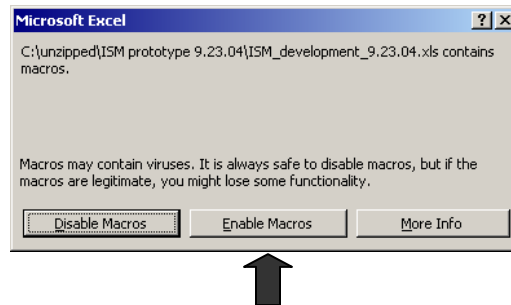
- 1) **Detailed ISM User Guide** (this document)
- 2) **ISM Excel model**
- 3) Staff Survey tools (*see the STAFF Input Page in Step 2 for more information*)
 - a) **ISM Staff Survey form**
 - b) **ISM Staff Survey Instructions**: Memo to staff with instructions for filling out the staff survey
 - c) **ISM Staff Template**: Excel file for aggregating all the completed staff surveys

Each of these documents is available on CF Insights’ web site (www.cfinsights.org). CF Insights, a nonprofit division of Foundation Center, also conducts ISM forecasts for community foundations on a fee basis. If you have questions on the ISM or would like to get more information about hiring CF Insights to conduct an ISM for your foundation, contact [David Rosado](#) or [Aaron Schill](#) of CF Insights.

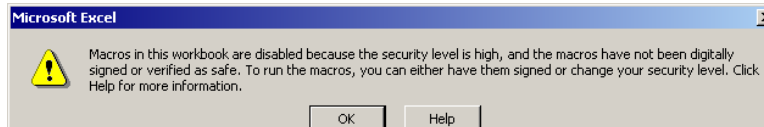
2) USING THE INTERACTIVE STRATEGY MODEL

Opening the ISM

When opening the ISM Excel file, you will receive a prompt saying that the file contains macros (see below). **Select “Enable Macros”** in order to open the file with full functionality. *If you do not select this button, formulas and buttons within the ISM will not work correctly.*



If you receive the following error message when opening the file, it just means that you need to reset your Macro Security settings for Excel to medium. Follow the directions below to reset the security.



To reset your Excel macro security level, follow these steps:

1. When you have Excel open, select “Tools” from the top menu bar
2. Select “Options” from the drop down menu
3. Select the tab marked “Security”
4. Click on the button marked “Macro Security”
5. Select “Medium” and click the “OK” button
6. Click “OK” on the Options menu to close it
7. Close Excel completely
8. Reopen Excel and open the ISM file

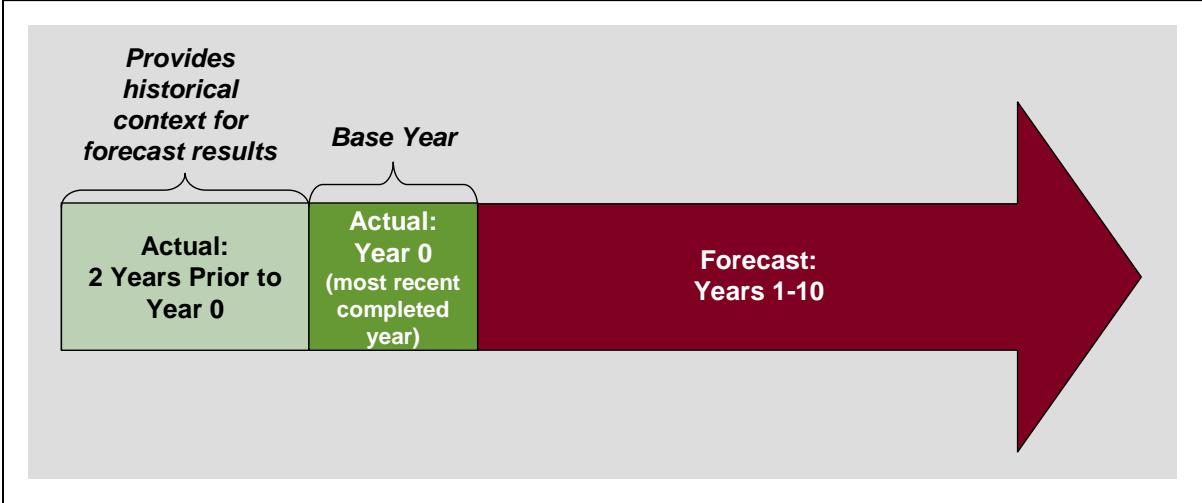
How Does the ISM Work?

In essence, the ISM uses a foundation’s financial data from its most recently completed fiscal year and applies user-selected annual “change factors” or growth rates for key drivers to estimate future performance. A detailed explanation of how the model works follows for your reference.

Time Periods of the ISM

The ISM deals with three distinct time periods, as shown below in Exhibit 1. As the ISM is a strategic planning tool and not a detailed budgeting tool, each time period is broken out into years, not quarters.

Exhibit 1: ISM Time Periods



ACTUAL DATA

The ACTUAL data includes **Year 0**, the most recently completed fiscal year. The other ACTUALS time period includes the five years prior to Year 0. Except for calculating Percentage of Assets Fees, the model does not use these five historical years for calculations. However, they are included in the ISM to show the forecasted years in context and to illustrate changes over time.

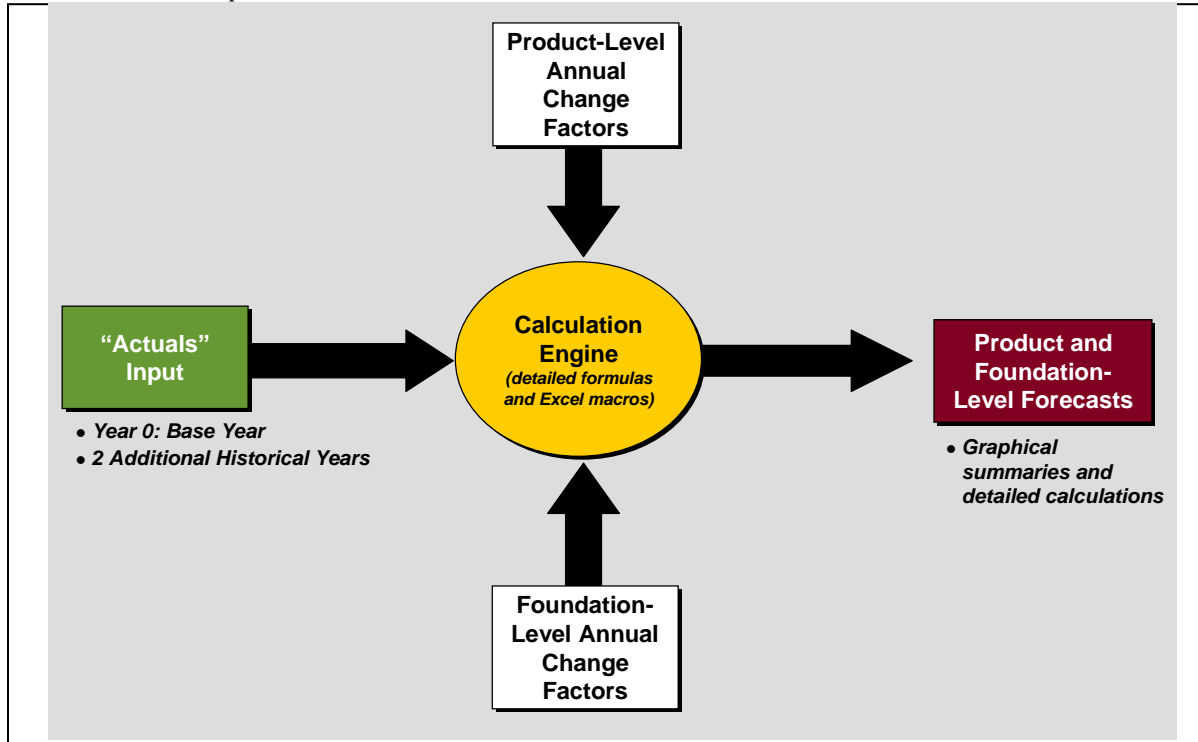
FORECAST data

There are 10 FORECAST years (Years 1-10). The model applies change factors to Year 0 onward to calculate Year 1 and ongoing years

Components of the ISM

As shown below, the ISM forecasts based on historical input and annual change factors. Once the historical data is entered, the model can be run as often as desired. Users can easily alter the annual change factors numerous times in order to quickly test “what if” scenarios.

Exhibit 2: ISM Components



- Input Pages**
(5 pages)

The Input Pages are where the user enters data for Year 0 and the two years prior to Year 0. There are five input pages: ASSETS, GIFTS-GRANTS, COSTS, REVS, and STAFF.
- Foundation Page**
(1 page)

The foundation page (FDTN) is where the user can enter foundation-level annual change factors and can also view summary and detail forecast results at a foundation level.
- Product Pages**
(12 pages)

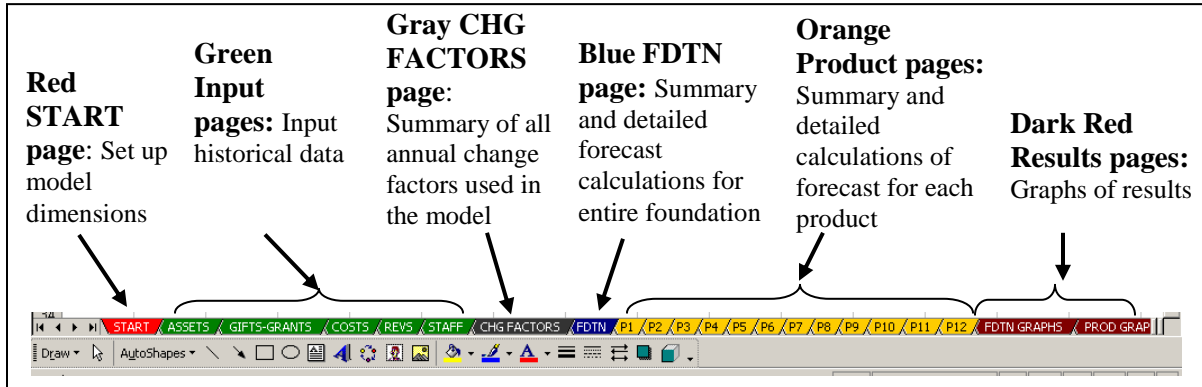
The product pages (P1, P2, etc) are where the user can enter product-specific annual change factors and can also view summary and detail forecast results at a product level.
- Calculation Engine**
(detailed formulas and Excel macros)

The Calculation Engine is a collection of formulas (hidden to the user) which applies the change factors to the BASE YEAR (Year 0 or Year 1) onward in order to calculate forecast years. All calculations of costs, revenues and assets are integrated in the Calculation Engine, yielding a complete and comprehensive picture of the operational impact of changes to key drivers. A full list of the formulas used by the Calculation Engine is included in the Appendix for your reference.
- Results Summary**
(3 pages)

There are two results summaries: a page for foundation-level graphs and a page for product-level graphs. Each of these results summaries includes historical data and forecast data in order to show trends and change over time.

With the exception of the Calculation Engine all of the components of the ISM have pages within Excel, each of which has a color-coded tab at the bottom of the Excel screen. You can easily move between the pages by clicking on the appropriate tabs. These tabs are described below.

Exhibit 3: ISM tabs

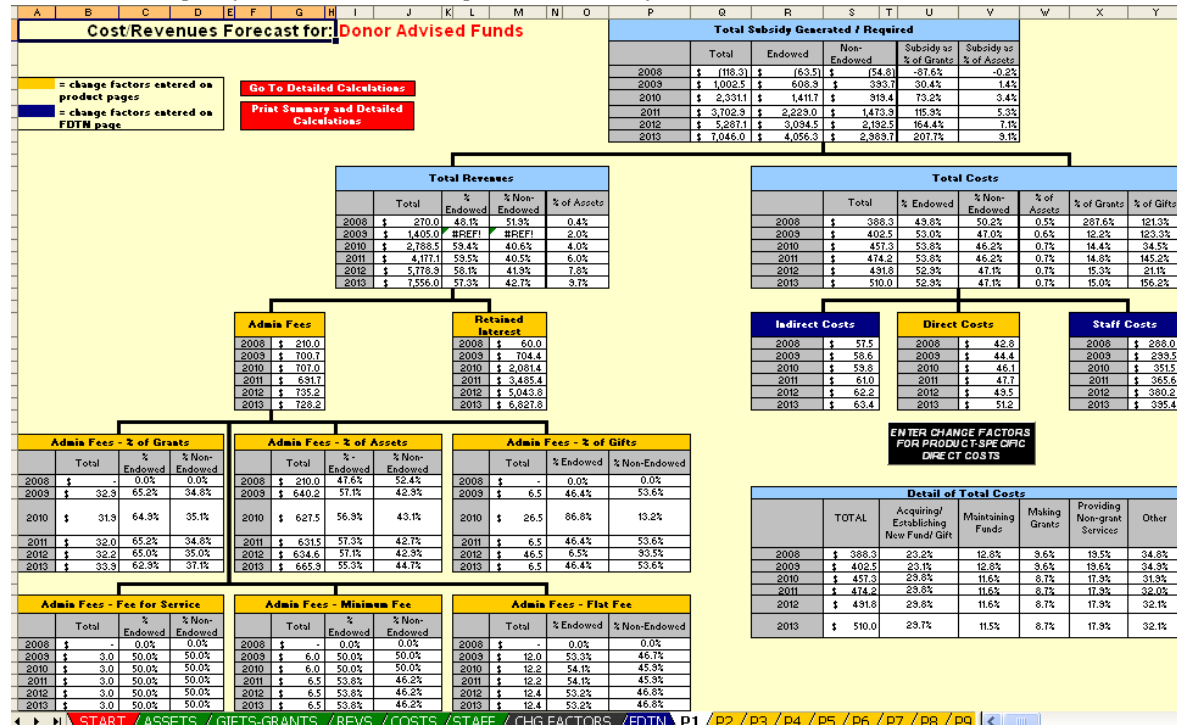


User Interfaces of the FDTN and Product Pages

One of the most unique and beneficial qualities of the ISM is its use of graphical user interfaces on the FDTN and Product pages. Each interface provides a summary view of key drivers and performance at the product or foundation level and enables users to experiment real-time with a variety of changes in order to see how they affect forecasted results. The graphical interface clearly shows which drivers impact each type of cost, revenue and asset category in order to focus decision making.

Each graphical interface has two parts: the top half is costs and revenues and the bottom half is assets.

Exhibit 4: Example of a Product-level Graphical User Interface in the ISM



The user interface has buttons under the items that have change factors. If the user clicks the button, an input form for the change factors for that item will appear. (see *Entering Change Factors for more information*)

Data Parameters

As you use the model, it is important to understand the following data parameters.

Format of Dollar Figures

All dollar figures must be entered in \$'000s (\$K).

Endowed Versus Non-Endowed Funds

The ISM has been built to distinguish between a foundation's endowed and non-endowed funds within each product. Therefore, there are separate input sections for endowed and non-endowed funds (the sum of which equals the total funds for a product), there are separate change factors for endowed and non-

endowed funds, and the forecasts highlight the results for these types of funds separately and in aggregate. For example, the model allows for different investment returns and fee schedules for these two types of funds.

For the purposes of this model, “*endowed funds*” are funds that have a perpetual investment horizon. They usually have a set payout rate/spending policy, and are set up to exist for a longer time period. “*Non-endowed funds*” are funds that do not have a perpetual investment horizon, do not have a set payout rate/spending policy, and could be drawn down to \$0 due to grantmaking within a short time period if the donor or foundation chose to do so. For example, most donor advised funds and designated funds are non-endowed.

If your foundation does not want to distinguish between these two types of funds in the ISM, just enter all of the funds as one type or the other.

Cells are Color Coded According to Use

Input cells are yellow and calculation cells are gray. Most calculation cells are protected to prevent accidental erasing.

STEP 1: Set Up The Dimensions Of The ISM For Your Foundation

Once you are ready to get started with the ISM, the first step is to complete the items on the red START page. There are three set-up sections on the START page. Each is described below.

IMPORTANT: All set up variables on the START page MUST be completed before moving on to the rest of the model.

Set Up Products

Designate which products you will include in the ISM for your foundation by entering the product names into the yellow spaces. These entries will populate the titles throughout the model. If you do not have 12 products that you want to include in the model, just leave these spaces alone.

Exhibit 5: Set up products form

Enter product names in the yellow spaces below	
Product 1	Product 1
Product 2	Product 2
Product 3	Product 3
Product 4	Product 4
Product 5	Product 5
Product 6	Product 6
Product 7	Product 7
Product 8	Product 8
Product 9	Product 9
Product 10	Product 10
Product 11	Product 11
Product 12	Product 12

Example products include Donor Advised Funds, Scholarships, Affiliated Funds, Planned Giving Services, Designated Funds, etc.

Having the flexibility to designate your own products in the ISM enables your foundation to highlight the products or individual funds that you find most useful. For example, if you have a product that has a large fund with conditions unique from the rest of the funds in the product (e.g., different admin fees, different grant or gift growth rates), consider separating this fund into its own product.

Do not include your operating endowment within one of these 12 products.

Set Up Fund Size Tiers

The ISM needs to know the size of funds in each product in order to calculate items like Percentage of Assets fees. In order to provide this information to the model, you will enter historical data by fund size tiers. As each foundation tracks fund sizes differently depending on their asset base and other factors that require visibility into fund sizes (e.g., fee schedules), you must designate the fund size tier breakpoints that you want to use for your foundation. The tier breakpoints that you select will apply to all products in the ISM.

Enter the breakpoints into the yellow cells provided (see below). You will enter the breakpoints in abbreviated form (\$K or \$M) by entering the dollar figure and the abbreviation (K or M). You must also enter the span of the tier (e.g., the span of a tier that is “\$10K to \$100K” would be \$90K).

You must set up all 10 tiers with breakpoints that are appropriate for your foundation. An example of one foundation’s tiers is shown below for reference.

Exhibit 6: Set up fund size tiers form

Enter fund size tier parameters (example tiers are already entered)				Enter span of tier	Note: enter this data in the following format: K for Thousands (e.g., \$100K) M for Millions (e.g., \$10M)
Tier 1	\$10 M	and up		unlimited	
Tier 2	\$5 M	to	\$10 M	\$5 M	
Tier 3	\$1 M	to	\$5 M	\$4 M	
Tier 4	\$500 K	to	\$1 M	\$500 K	
Tier 5	\$250 K	to	\$500 K	\$250 K	
Tier 6	\$100 K	to	\$250 K	\$150 K	
Tier 7	\$50 K	to	\$100 K	\$50 K	
Tier 8	\$25 K	to	\$50 K	\$25 K	
Tier 9	\$10 K	to	\$25 K	\$15 K	
Tier 10	0	to	\$10 K	\$10 K	

When you are selecting your tiers, try to select breakpoints that correspond to items that your foundation wants to track. For example, the fund size that corresponds to the minimum admin fee level would probably be a useful breakpoint. Or, think about having breakpoints that correspond to the breakpoints of your percent of assets fees. The key is to customize these tiers to make them most useful to your foundation.

If you want to break up your funds into fewer than 10 tiers, you can set up the top tiers for fund size levels that are well beyond the fund sizes that your foundation uses. You will then leave these tiers empty in all of the data entry. For example, if you only want to use 7 tiers and your largest fund is \$5M, you can set up the top three tiers with break points of \$6M, \$7M and above \$8M. These top three tiers will have \$0 value throughout the model.

Identify Which Fiscal Year is Year 0

Enter the fiscal year that you are using for Year 0 into the yellow cell. This will populate all the year titles throughout the model.

Exhibit 8: Set up year label form

c. Which fiscal year will you enter for Year 0 ? (e.g., 2008)

2008

STEP 2: Input Historical Data

There are five historical input pages: ASSETS, GIFTS-GRANTS, COSTS, REVS, and STAFF. **All of these input pages must be completed before the model is ready to forecast.**

While the input sections may feel overwhelming at first, keep in mind that you likely have most of the required data on hand (e.g., assets by product, costs, gifts and grants by product). In addition, remember that the historical data only needs to be entered once a year (as a new fiscal year is completed).

Be sure to orient yourself with the items on each input page before starting to input data.

As you enter data into the historical input pages, keep the following in mind:

- **You only have to enter data into the yellow cells (calculation cells are in gray)**
- **All dollars must be entered in \$'000s (\$K)**
- **You will need to break out data by endowed versus non-endowed funds in designated areas** (see explanation of this distinction on page 11)
- **All Year 0 data is required**
- **Historical years (the two years before Year 0) are optional.** However, it is to your benefit to enter this historical data because the graph and detail results will be able to reflect changes over time.

A description of the data input items for each page is listed below for your reference.

ASSETS Input Page

There are two sections of this page. **Fill in only the yellow input cells.**

1) Sum of the Assets of All Products:

a) Do not enter data in this section – it is a sum of the product sections below.

2) Detailed Assets of Each Product

Each product has its own identically formatted section with a green product title row (see below). Scroll down the page to see each product’s section. A description of each input item is listed below for your reference.

ISM Input - ASSETS					
	2006	2007	2008 YEAR 0		
			Total	Total Endowed	Total Non- endowed
P1: Signature Funds and Family Funding Partners					
Total balance of all funds - (enter in K\$)					
All funds > \$30M		\$ 30,000.0	\$ 30,000.0	\$ 18,000.0	\$ 12,000.0
All funds \$20M - \$30M		\$ 20,000.0	\$ 20,000.0	\$ 12,000.0	\$ 8,000.0
All funds \$10M - \$20M		\$ 10,000.0	\$ 10,000.0	\$ 6,000.0	\$ 4,000.0
All funds \$5M - \$10M		\$ 5,000.0	\$ 5,000.0	\$ 3,000.0	\$ 2,000.0
All funds \$3M - \$5M		\$ 3,000.0	\$ 3,000.0	\$ 1,800.0	\$ 1,200.0
All funds \$2M - \$3M		\$ 2,000.0	\$ 2,000.0	\$ 1,200.0	\$ 800.0
All funds \$1M - \$2M		\$ 1,000.0	\$ 1,000.0	\$ 600.0	\$ 400.0
All funds \$500K - \$1M		\$ 500.0	\$ 500.0	\$ 300.0	\$ 200.0
All funds \$50K - \$500K		\$ 50.0	\$ 50.0	\$ 30.0	\$ 20.0
All funds \$0 - \$50K		\$ 25.0	\$ 25.0	\$ 15.0	\$ 10.0
Total		\$ 71,575.0	\$ 71,575.0	\$ 42,945.0	\$ 28,630.0
Total amount endowed		\$ 34,356.0	\$ 42,945.0	\$ 42,945.0	
Total amount non-endowed		\$ 22,904.0	\$ 28,630.0	\$ 28,630.0	
Total		\$ 57,260.0	\$ 71,575.0	\$ 71,575.0	
Total number of funds					
All funds > \$30M		2	2	1	1
All funds \$20M - \$30M		2	2	1	1
All funds \$10M - \$20M		3	3	2	1
All funds \$5M - \$10M		4	4	2	2
All funds \$3M - \$5M		5	5	2	3
All funds \$2M - \$3M		6	6	2	4
All funds \$1M - \$2M		7	7	3	4
All funds \$500K - \$1M		8	8	3	5
All funds \$50K - \$500K		9	9	6	3
All funds \$0 - \$50K		10	10	6	4
Total		56	56	28	28
Total number endowed funds		40	45	28	
Total number non-endowed funds		9	11	28	
Total		49	56	56	

a) *Total balance of all funds \$K:* End of year fund balances for all funds in each tier.

i) For the most recent historical year before Year 0, break out the endowed versus non-endowed funds by tier. For the historical year prior to this, only enter the total for endowed and non-endowed. At the bottom of the tier listings, enter the total breakdown between endowed and non-endowed fund balances for each year.

ii) For Year 0, enter the total fund balance by tier for endowed and non-endowed funds in columns F and G. The total balance of all funds will automatically be calculated in column E.

- b) *Total number of funds:* End of year number of funds in each tier.
 - i) For the most recent historical year before Year 0, break out the endowed versus non-endowed funds by tier. For the historical year prior to this, only enter the total for endowed and non-endowed. At the bottom of the tier listings, enter the total breakdown between endowed and non-endowed funds for each year.
 - ii) For Year 0, enter the total number of funds by tier for endowed and non-endowed funds in columns F and G. The total number of all funds will automatically be calculated in column E.

GIFTS-GRANTS Input Page

There are two sections of this page. **Fill in only the yellow input cells.**

- 1) Sum of the Gifts and Grants for All Products
 - a) Do not enter data in this section – it is a sum of the product sections below.
- 2) Detailed Gifts and Grants for Each Product

Each product has its own identically formatted section with a green product title row (see below). Scroll down the page to see each product’s section. A description of each input item is listed below for your reference.

ISM Input - GIFTS AND GRANTS	2006	2007	2008		
			TEAR 0		
			Total	Total Endowed	Total Non-endowed
P1: Signature Funds and Family Funding Partners					
GIFTS					
<i>Total \$ Value of Gifts</i>					
All funds > \$20M			\$ 23.0	\$ 10.0	\$ 13.0
All funds \$20M - \$30M			\$ 25.0	\$ 11.0	\$ 14.0
All funds \$10M - \$20M			\$ 27.0	\$ 12.0	\$ 15.0
All funds \$5M - \$10M			\$ 29.0	\$ 13.0	\$ 16.0
All funds \$3M - \$5M			\$ 31.0	\$ 14.0	\$ 17.0
All funds \$2M - \$3M			\$ 33.0	\$ 15.0	\$ 18.0
All funds \$1M - \$2M			\$ 35.0	\$ 16.0	\$ 19.0
All funds \$500K - \$1M			\$ 37.0	\$ 17.0	\$ 20.0
All funds \$50K - \$500K			\$ 39.0	\$ 18.0	\$ 21.0
All funds \$0 - \$50K			\$ 41.0	\$ 19.0	\$ 22.0
Total	\$ 1,000.0	\$ 1,000.0	\$ 320.0	\$ 145.0	\$ 175.0
<i>Total Number of Gifts Received</i>					
All funds > \$20M			3	1	2
All funds \$20M - \$30M			5	2	3
All funds \$10M - \$20M			7	3	4
All funds \$5M - \$10M			9	4	5
All funds \$3M - \$5M			11	5	6
All funds \$2M - \$3M			13	6	7
All funds \$1M - \$2M			15	7	8
All funds \$500K - \$1M			17	8	9
All funds \$50K - \$500K			19	9	10
All funds \$0 - \$50K			21	10	11
Total	5	6	120	55	65
GRANTS					
<i>Total \$ value of all grants</i>					
All funds > \$20M			\$ 11.0	\$ 6.0	\$ 5.0
All funds \$20M - \$30M			\$ 11.0	\$ 7.0	\$ 4.0
All funds \$10M - \$20M			\$ 11.0	\$ 8.0	\$ 3.0
All funds \$5M - \$10M			\$ 11.0	\$ 9.0	\$ 2.0
All funds \$3M - \$5M			\$ 11.0	\$ 10.0	\$ 1.0
All funds \$2M - \$3M			\$ 16.0	\$ 11.0	\$ 5.0
All funds \$1M - \$2M			\$ 16.0	\$ 12.0	\$ 4.0
All funds \$500K - \$1M			\$ 16.0	\$ 13.0	\$ 3.0
All funds \$50K - \$500K			\$ 16.0	\$ 14.0	\$ 2.0
All funds \$0 - \$50K			\$ 16.0	\$ 15.0	\$ 1.0
Total	\$ 800.0	\$ 900.0	\$ 135.0	\$ 105.0	\$ 5.0
<i>Total Number of all grants</i>					
All funds > \$20M			3	1	2
All funds \$20M - \$30M			5	2	3
All funds \$10M - \$20M			7	3	4
All funds \$5M - \$10M			9	4	5
All funds \$3M - \$5M			11	5	6
All funds \$2M - \$3M			13	6	7
All funds \$1M - \$2M			15	7	8
All funds \$500K - \$1M			17	8	9
All funds \$50K - \$500K			19	9	10
All funds \$0 - \$50K			21	10	11
Total	4	5	120	55	65

a) Gifts

- i) *Total \$K Value of Gifts Received:* Enter the dollar value of gifts received for this product by each tier of fund size
 - (1) For the historical years before Year 0, enter the total dollar value of gifts for the year.
 - (2) For Year 0, enter the dollar value of gifts by tier for endowed and non-endowed funds in columns G and H. The total dollar value of gifts to all funds will be automatically calculated in column F.
- ii) *Total Number of Gifts Received:* Enter the number of gifts received for this product by each tier of fund size
 - (1) For the historical years before Year 0, enter the total number of gifts for the year.
 - (2) For Year 0, enter the number of gifts by tier for endowed and non-endowed funds in columns G and H. The total number of gifts to all funds will be automatically calculated in column F.
 - (3) Note: if you do not know the number of gifts by fund size, just allocate the total number of gifts across fund size tiers as close as possible.

b) Grants

- i) *Total \$K Value of Grants Received:* Enter the dollar value of gifts received for this product by each tier of fund size
 - (1) For the historical years before Year 0, enter the total dollar value of grants for the year.
 - (2) For Year 0, enter the dollar value of grants by tier for endowed and non-endowed funds in columns G and H. The total dollar value of grants to all funds will be automatically calculated in column F.
- ii) *Total Number of Grants Received:* Enter the number of gifts received for this product by each tier of fund size
 - (1) For the historical years before Year 0, enter the total number of grants for the year.
 - (2) For Year 0, enter the number of grants by tier for endowed and non-endowed funds in columns G and H. The total number of grants to all funds will be automatically calculated in column F.
 - (3) Note: if you do not know the number of grants by fund size, just allocate the total number of grants across fund size tiers as close as possible.

REVS Input Page

There are two sections of this page. **Fill in only the yellow input cells.**

- 1) Sum of the revenues from all products
 - a) Do not enter data in this section – it is a sum of the product sections below.
- 2) Detailed revenues from all products

Each product has its own identically formatted section with a green product title row. Scroll down the page to see each product’s section. Revenues include both admin fees (numerous types described below) as well as interest earned on the funds that may be retained by the foundation as a “fee.”

ISM Input - REVENUES		2008				
		2006	2007	Endowed	Non-endowed	Total
P1: Signature Funds and Family Funding Partners						
ADMIN FEES						
% of asset fee			\$ 100.0	\$ 110.0	\$ 210.0	
Minimum fee			\$ -	\$ -	\$ -	
% of gifts			\$ -	\$ -	\$ -	
% of grants			\$ -	\$ -	\$ -	
Fee-for-service			\$ -	\$ -	\$ -	
Flat Fee			\$ -	\$ -	\$ -	
TOTAL ADMIN FEES			\$ 100.0	\$ 110.0	\$ 210.0	
Endowed	\$ 90.0	\$ 80.0				
Non-Endowed	\$ 90.0	\$ 80.0				
Total	\$ 180.0	\$ 160.0	\$ -	\$ -	\$ -	
RETAINED INTEREST						
Endowed	\$ 10.00	\$ 11.00				
Non-Endowed	\$ 10.00	\$ 11.00				
Total	\$ 20.00	\$ 22.00	\$ 30.00	\$ 30.00		
TOTAL REVENUES	\$ 200.0	\$ 182.0	\$ 130.0	\$ 140.0	\$ 210.0	
P2: Donor Advised Funds						
ADMIN FEES						
% of asset fee			\$ 100.0	\$ 110.0	\$ 210.0	
Minimum fee			\$ -	\$ -	\$ -	
% of gifts			\$ -	\$ -	\$ -	
% of grants			\$ -	\$ -	\$ -	
Fee-for-service			\$ -	\$ -	\$ -	
Flat Fee			\$ -	\$ -	\$ -	
TOTAL ADMIN FEES			\$ 100.0	\$ 110.0	\$ 210.0	
Endowed	\$ 90.0	\$ 80.0				
Non-Endowed	\$ 90.0	\$ 80.0				
Total	\$ 180.0	\$ 160.0				
RETAINED INTEREST						
Endowed	\$ 10.00	\$ 11.00				

None of the admin fees are mutually exclusive; it is possible to have all types of admin fees apply to a product. If your foundation does not use one or more of the types of admin fees shown as options, simply leave that section blank and just fill in the type of fund that does apply for that product.

For all types of fees, enter data in the following manner:

- a) For the historical years before Year 0, enter the total dollar value collected in fees (for all fee types) from endowed and non-endowed funds.
- b) For Year 0, enter the dollar value collected for each fee type. Enter them separately for endowed and non-endowed funds.

Definitions of fee types:

- c) *Percentage of Assets Fee*: Admin fee based on a set percentage of the fund's balance (usually in a tiered structured). Applies to every fund in the product.
- d) *Minimum Fee*: Minimum fee charged for all funds. If a fund does not have a sufficient balance to achieve this minimum fee via percentage of assets fees (if percentage of assets fees are in force), then the minimum fee will be charged and no percentage of assets fees will be charged for these funds (to avoid double counting).
- e) *Percentage of Gifts*: Fee charged for gifts made from a fund. Charged as a set percentage of the dollar amount of the gift.
- f) *Percentage of Grants*: Fee charged for grants made from a fund. Charged as a set percentage of the dollar amount of the grant.
- g) *Fee-for-Service*: Fee charged for specific services rendered by the foundation for the fund/donor. The model assumes that each service has the same charge so use an average if your foundation has a variety of fees/services.
- h) *Flat Fee*: Fee charged to every fund in the product, regardless of other admin fees or activity. The model assumes that the same fee is charged per fund so use an average if necessary.

For retained interest, enter the amount retained by the foundation for all endowed and non-endowed funds.

COSTS Input Page

There are two sections of this page. **Fill in only the yellow input cells.**

1) Indirect Costs

- a) *Definition:* Any occupancy, technology or other costs which result from keeping the foundation infrastructure running. Does NOT include staff costs or direct costs (see below).
- b) For the historical years before Year 0, enter the total amount of indirect cost per year
- c) For Year 0, enter the amount of indirect cost by category (occupancy, technology, other)

INDIRECT COSTS (K\$)			
Type	ACTUAL		
	2006	2007	2008 YEAR 0
Occupancy			\$200.0
Technology			\$60.0
Other			\$75.0
Total	\$280.0	\$300.0	\$335.0

2) Direct Costs

- a) *Definition:* Any cost resulting from conducting the business of the foundation (e.g., marketing) that does NOT include staff costs or indirect costs.
- b) There are three sections for Direct Cost:
 - i) *TOTAL NON-STAFF DIRECT COSTS \$K:* do not enter any input in this section – it is a total of General Non-Staff Direct Costs and Product-Specific Direct Costs

TOTAL NON-STAFF DIRECT COSTS \$K			
Direct Cost Type	ACTUAL		
	2006	2007	2008 YEAR 0
General Direct Costs	\$0.0	\$0.0	\$92.0
Product-Specific Direct Costs	\$6.0	\$9.0	\$110.0
TOTAL DIRECT COSTS \$K	\$6.0	\$9.0	\$202.0

- ii) *GENERAL NON-STAFF DIRECT COSTS \$K:* If you are not able to attribute a direct cost to a specific product, enter it in this section and the model will allocate it across products for you.
 - (a) For the historical years before Year 0, enter the total amount of this cost for the year
 - (b) For Year 0, enter this cost by activity category*
 - (c) *Note: A detailed list of the types of activities included within each of the five activity categories (to help you understand what is in each activity category) is included in the appendix.

GENERAL NON-STAFF DIRECT COSTS \$K							
Direct Cost Type	ACTUAL					FORECAST	
	1998	1999	2000	2001	2002	2003 YEAR 0	2004 YEAR 1
Acquiring/ establishing a new fund or acquiring a new gift							
Maintaining funds							
Making grants							
Providing non-grant services to the nonprofit community							
Other							
Total						\$0.0	\$0.0

iii) **PRODUCT-SPECIFIC NON-STAFF DIRECT COSTS:** If you completed a Cost-Revenue Study for the most recently completed fiscal year, simply enter the results of the Study in this section. Just take the totals for each of the five activity categories for all products. Make sure that the order of products is the same in the ISM as in the Study that you conducted.

If you did not complete a Cost-Revenue Study for the year that you are using as your base year, you will need to assign as much of your direct costs to specific products and activity categories as possible.

- (a) For the historical years before Year 0, enter the total amount of this cost for the year in the section provided
- (b) For Year 0, enter this cost by activity category* and product in the detail section provided
- (c) *Note: A detailed list of the types of activities included within each of the five activity categories (to help you understand what is in each activity category) is included in the appendix.

Enter historical data here

TOTAL PRODUCT-SPECIFIC NON-STAFF DIRECT			
Direct Cost Type	ACTUAL		
	2006	2007	2008 YEAR 0
Total	\$ 6.0	\$ 9.0	\$110.0

Enter Year 0 data here

DETAIL: PRODUCT-SPECIFIC DIRECT COSTS \$K YEAR 0													
Direct Cost Type	ACTUAL												
	2008 YEAR 0												
	Signature Funds and	Donor Advised	Scholarship Programs	Designated Funds and	Planned Giving Funds	Community Responsive	Field of Interest and	Community Initiatives and TMF	Investment Partners	Consulting Services (incl	TMF Programs	Supporting Organizations	Total
Acquiring/ establishing a new fund or acquiring a new gift	\$4.0	\$4.0	\$10.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$18.0
Maintaining funds	\$3.0	\$3.0	\$12.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$18.0
Making grants	\$5.0	\$5.0	\$14.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$24.0
Providing non-grant services to the nonprofit community	\$6.0	\$6.0	\$16.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$28.0
Other	\$2.0	\$2.0	\$18.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$22.0
Total	\$20.0	\$20.0	\$70.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$110.0

STAFF Input Page

Staff Cost

Staff cost includes salary, benefits, training and all other personnel expenses. As the majority of most community foundations' costs are staff costs, this is an important input for the model.

How the ISM Forecasts FTEs and Staff Cost

The ISM is built to forecast the number of Full Time Equivalent employees (FTEs) and the overall staff cost for your foundation. To do this, the model distinguishes between *fixed* employees and *variable* employees. Fixed employees are staff members who have roles that stay static no matter the number of funds, gifts or grants (e.g., CFO). Variable employees are staff members whose roles require additional FTEs when there is an increase in number of funds, gifts or grants (e.g., fund administrators).

You determine which employees are variable and which are fixed. If you want to have control over some of your foundation's FTEs and don't want the model to calculate them for you, simply enter them as fixed FTEs.

The model assumes that the number of *fixed* FTEs in future years stays the same as in the BASE YEAR (Year 0). However, you have the option of entering additional fixed employees in the first six years of the forecast via the annual change factors.

The ISM calculates the number of *variable* FTEs required given the volume level of funds, gifts and grants in each forecast year. It does this by determining how many funds or gifts or grants each variable

FTE handled on average in the BASE YEAR and applies this “productivity factor” going forward. As a result, the model assumes that every variable employee was working at 100% capacity in the BASE YEAR (Year 0).

Inputting Staff Data

The ISM’s STAFF page is the only input section that requires data that your foundation likely does not have readily available. The data input required in this section includes a breakout of staff time, FTEs and personnel cost by activity and product. In order to calculate this information for your foundation, you will need to have each of your foundation’s employees complete a brief survey allocating their time across activity categories and products.

Please thoroughly familiarize yourself with the following process for collecting and calculating the surveys using the tools provided.

Note: If your foundation has recently completed the Cost-Revenue Model and you still have the individual staff surveys, you can skip the “Collect Staff Surveys” section and go directly to the “Calculate STAFF Input” section. (Although the ISM’s staff survey is much shorter than the version in the Cost-Revenue Model, you can use the sub-totals for the five activity categories in the Cost-Revenue model staff surveys.)

Gather required tools

- 1) Download the following files from the ISM toolkit on the CF Insights web site
 - a) **ISM Staff Survey** (excel file)
 - b) **ISM Staff Survey Instructions** (word file)
 - c) **ISM Staff Template** (excel file)

Collect Staff Surveys

- 1) Assign a person to be responsible for coordinating the distribution, collection and calculation of staff surveys
- 2) Open **ISM Staff Survey** and **ISM Staff Survey Instructions**
- 3) Prepare the **ISM Staff Survey** for your foundation
 - a) Enter the product names you are using the ISM into the blue cells of this file (replace the entries of “Product 1”, “Product 2”, etc)
 - b) Save this survey on your computer
- 4) Review the **ISM Staff Survey Instructions** document to become familiar with the content
- 5) Tailor the **ISM Staff Survey Instructions** as necessary for your foundation (e.g., let them know to whom they should return the completed surveys)
- 6) Email the revised **ISM Staff Survey** and the **ISM Staff Survey Instructions** document to each of your foundation’s employees, letting them know who at the foundation to contact if they have questions when filling out the survey. Give them a deadline for returning the completed **ISM Staff Surveys** to you.
- 7) Collect all surveys from all employees. If they do not return completed surveys in excel form, enter their written responses into an excel survey for them. The facilitator is responsible for checking to make sure that all surveys are completely filled out. If a person did not allocate the total time for a category across products, allocate it for them using the following allocation rules:
 - Acquiring/ establishing a new fund or acquiring a new gift: # of gifts for each product
 - Maintaining funds: # of funds for each product
 - Making grants: # of grants for each product
 - Providing non-grant services to the nonprofit community: # of funds for each product
 - Other: # of funds for each product

Calculate STAFF input

- 1) Review the **ISM Staff Template** excel file. This template has been provided to help you total all of your staff surveys.
 - a) **Instructions page:** This page provides instructions for how to use the template
 - b) **Totals page:** This page automatically totals all of the staff surveys. Once you have entered all of the staff surveys on the numbered pages (see below), copy the results from the Totals page into the appropriate sections of the STAFF input tab of the ISM. (Note: when pasting into the STAFF tab, be sure to select “Paste Special” from the Edit menu and then select “Values”)
 - c) **Numbered pages (1-50):** You will assign one of these pages to each of your employees and enter their survey data (see Instructions page for details). The template then allocates each staff member’s FTE amount and personnel cost across activities and products according to their responses on the survey. **ONLY** enter data into the yellow cells
- i) Note: As we do not know how many employees your foundation has, this template provides tabs for up to 50 employees. There are instructions in the ISM Staff Template instructions page for what to do if you have more than 50 employees.

STEP 3: Input Annual Change Factors

Once you have completed entering the historical data on the green tabbed pages, you are ready to start forecasting the future using “annual change factors”. The ISM has been built with a wide variety of change factors for your use. Having these detailed change factors provides greater flexibility and accuracy in your forecasting efforts. However, this flexibility means that it will take some time to enter the change factors, at least the first time you use the model. Later, as you change specific factors, the process will be much shorter.

As you enter the annual change factors, keep the following in mind:

- 1) **Annual change factors can be in one of three forms:** growth factors (e.g., 3% growth rate for staff costs), rates (e.g., investment return rate for Year 3), or fee rates (e.g., \$500 minimum fee)
- 2) **You will enter unique change factors for each of the first five forecast years.** You will enter one change factor for years 6-10 that will apply to each of these last five years.
- 3) **Change factors can be negative** (e.g., negative investment return, negative growth rate)
- 4) **All change factors that are percentages must be entered in decimals** (e.g., enter 5% as 0.05)
- 5) **All change factors that are dollar amounts (e.g., minimum fee) must be entered in \$K**
- 6) **You can enter 0 for the change factor.** The model will interpret this as a zero rate (e.g., 0%)
- 7) **If you do not enter anything for a change factor,** the model will assume this rate is zero

Methods for Entering Annual Change Factors

There are two methods for entering and changing annual change factors:

1. **METHOD 1:** Enter the change factors on the gray **CHG FACTORS** page. This page is a summary of all the change factors for the foundation and for each product.
2. **METHOD 2:** Enter the change factors on the **FDTN and Product pages** via pre-formatted input forms. These forms can be accessed via buttons on the summary pages (see Exhibit 9 below). If there is a change factor related to an item, it will have a button beneath it. *Any changes you make to the change factors via input forms will be reflected on the CHG FACTORS page.*

Exhibit 9: Input Buttons for Product-level Assets

Assets Forecast for: Donor Advised Funds

= change factors entered on product pages

= change factors entered on FDTN page

	Total				Endowed Funds				Non-Endowed Funds			
	Total \$K	# of Funds	Avg Fund Size	Breakeven Fund Size	Total \$K	# of Funds	Avg Fund Size	Breakeven Fund Size	Total \$K	# of Funds	Avg Fund Size	Breakeven Fund Size
2008	\$ 71,575.0	56	\$ 1,276.1	\$ 2,371.8	\$ 42,945.0	28	\$ 1,533.8	\$ 2,977.8	\$ 28,630.0	28	\$ 1,022.8	\$ 1,817.6
2009	\$ 69,303.3	60	\$ 1,155.1	\$ 864.6	\$ 41,363.6	32	\$ 1,292.7	\$ 689.9	\$ 27,919.7	29	\$ 967.1	\$ 629.4
2010	\$ 69,457.7	61	\$ 1,138.7	\$ 737.0	\$ 41,683.1	33	\$ 1,263.1	\$ 755.3	\$ 27,774.6	28	\$ 991.9	\$ 710.3
2011	\$ 69,958.1	61	\$ 1,146.9	\$ 786.8	\$ 41,784.3	33	\$ 1,266.2	\$ 813.4	\$ 28,173.8	28	\$ 1,006.2	\$ 749.6
2012	\$ 74,149.2	62	\$ 1,196.0	\$ 800.1	\$ 42,697.9	33	\$ 1,293.9	\$ 848.8	\$ 31,451.3	29	\$ 1,084.3	\$ 744.8
2013	\$ 77,579.8	62	\$ 1,251.3	\$ 876.4	\$ 44,460.8	33	\$ 1,347.3	\$ 900.1	\$ 33,119.0	29	\$ 1,142.0	\$ 845.9

Gifts						Investment Return		Grants			Total Admin Fees		
Total						Total		Total			Total		
Total \$K	# of Gifts	% of Assets	% of Total \$K	% of Total # of Gifts	% of Total # of Gifts	\$K	Total	% Endowed	% Non-Endowed	Total	% Endowed	% Non-Endowed	
2008	\$ 320.0	120	0.4%	45.3%	54.7%	n/a	\$ 135.0	77.8%	22.2%	\$ 210.0	47.6%	52.4%	
2009	\$ 326.8	121	0.5%	46.4%	53.6%	\$ 1,394.8	\$ 3,292.5	65.2%	34.8%	\$ 707.0	57.2%	42.8%	
2010	\$ 1,326.6	122	1.9%	88.8%	46.7%	\$ 2,720.8	\$ 3,186.0	64.9%	35.1%	\$ 707.0	58.2%	41.8%	
2011	\$ 326.8	122	0.5%	48.4%	46.7%	\$ 4,060.7	\$ 3,195.1	66.2%	34.8%	\$ 691.7	57.4%	42.6%	
2012	\$ 2,326.8	123	3.3%	6.5%	46.3%	\$ 5,542.6	\$ 3,216.2	65.0%	35.0%	\$ 735.2	54.1%	45.9%	
2013	\$ 326.8	123	0.4%	46.4%	46.3%	\$ 7,225.2	\$ 3,392.9	62.9%	37.1%	\$ 728.2	55.5%	44.5%	

Click one of these buttons to bring up the desired change factor input form

ENTER GIFT ANNUAL CHANGE FACTORS FOR ENDED FUNDS

ENTER GIFT ANNUAL CHANGE FACTORS FOR NON-ENDED FUNDS

ENTER GRANTS ANNUAL CHANGE FACTORS

See Costs/Revenues Section Above for Admin Fees Change Factors

Exhibit 10: Example Change Factor Input Form - Product-level Grants

Annual Change Factors for Grants X

Please enter percentages as decimals (e.g., Enter 5.5% as 0.055)

	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	OK	Cancel
--	--------	--------	--------	--------	--------	------------	----	--------

Endowed Funds

Grant payout rate (grants as a % of total assets)

Annual growth rate of # of grants

Non-Endowed Funds

Annual growth rate of the \$ value of grants

Annual growth rate of # of grants

Current change factors are shown in the input cells - Make any changes desired and click OK

Click on the X to close the form

Click on "OK" when you are done entering new change factors

Please note that there are different buttons available on the FDTN page than the product pages. This is because only the items that have foundation-level change factors have buttons on the FDTN page. These buttons are located under the boxes with dark blue title bars. All boxes with orange title bars have buttons only on the product pages.

Both methods of entering annual change factors provide the same functionality to the model. However, each is particularly useful in different situations.

- **When to use the CHG FACTORS summary page:**
 - *The first time that you input annual change factors* – it may be easier to enter all the change factors in one place at one time rather than enter them separately on each product page via the buttons. Having them all in one place facilitates easy copy and pasting of similar information for multiple products.
 - *When you want to see or print a summary of all the assumptions used to generate a scenario* – you can view and print the CHG FACTORS page to see a summary of all the factors used to generate the current forecast.
- **When to use the input forms (via buttons):**
 - *When you want to change specific annual change factors and view real time results at a product or foundation level* – the summary pages are very useful for altering specific change factors and then viewing the results. This is especially valuable for scenario planning.

Before attempting to enter annual change factors, review the list of possible change factors for both the foundation and product levels.

Tip: the first time you enter the change factors for items with multiple tiers or categories, enter the same change factor for all tiers/categories. This will speed up the initial input time. You can then view the results and specifically change the few rates that you wish to adjust.

Tip: you can move open forms to another part of the screen in order to view the new calculations by clicking on the form and dragging it to another part of the screen.

Foundation-level Annual Change Factors

Please familiarize yourself with the foundation-level change factors. They are shown below as they appear in the CHG FACTORS page. A description of each change factor follows if you have questions.

Annual Change Factors - Foundation-Level						
	2009	2010	2011	2012	2013	2014 - 2018
INTEREST RATE						
Interest rate earned on funds for products that the foundation retains interest on						
INVESTMENT RETURN						
Rate of investment return for all invested funds of the foundation						
NON-PRODUCT-SPECIFIC DIRECT COST - ANNUAL GROWTH RATE						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						
INDIRECT COST - ANNUAL GROWTH RATE						
Occupancy						
Technology						
Other						
STAFF COST - GENERAL ANNUAL GROWTH RATE (e.g. cost of living increase)						
Annual growth rate for total staff cost (applied to all existing FTES)						
ADDTL FDTN LEVEL FIXED EMPLOYEES - FTES (enter only for the first year)						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						
ADDTL FDTN LEVEL FIXED EMPLOYEES - STAFF COSTS (enter only for the first year)						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						

ANNUAL CHANGE FACTOR	DESCRIPTION
INVESTMENT RETURN	
Rate of investment return earned on all funds for all products	Estimated annual percentage rate of return
NON-PRODUCT-SPECIFIC DIRECT COST - ANNUAL GROWTH RATE	
Acquiring/ establishing a new fund or acquiring a new gift	Annual growth rate for general, non-product specific direct costs for acquiring/ establishing a new fund or acquiring a new gift
Maintaining funds	Annual growth rate for general, non-product specific direct costs for maintaining funds
Making grants	Annual growth rate for general, non-product specific direct costs for making grants
Providing non-grant services to the nonprofit community	Annual growth rate for general, non-product specific direct costs for providing non-grant services to the nonprofit community
Other	Annual growth rate for general, non-product specific direct costs for other activities
INDIRECT COST – ANNUAL GROWTH RATE	
Occupancy	Annual growth rate for occupancy costs
Technology	Annual growth rate for technology costs
Other	Annual growth rate for all other indirect costs
STAFF COST – ANNUAL GROWTH RATE	
Annual growth rate for staff cost (applied to all FTES)	Annual growth rate for total staff cost for each employee. This growth rate will be applied to the staff costs of both fixed and variable employees.

ADDITIONAL FIXED EMPLOYEES - FTES	
Acquiring/ establishing a new fund or acquiring a new gift	For each of the items at left: <ul style="list-style-type: none"> ▪ For each year, the number of ADDITIONAL “fixed” FTEs for this cost category IN THAT YEAR (only enter a new FTE once, the model will incorporate the FTE going forward). If this annual change factor is left blank, the number of fixed FTEs will remain at the number entered for Year 0 ▪ Note: You can only add additional FTEs through Year 6. If you enter an item in the Year 6 column, these FTEs will only be added to Year 6. No FTEs will be added in Years 7-10.
Maintaining funds	
Making grants	
Providing non-grant services to the nonprofit community	
Other	
ADDITIONAL FIXED EMPLOYEES – STAFF COSTS	
Acquiring/ establishing a new fund or acquiring a new gift	For each of the items at left: <ul style="list-style-type: none"> ▪ For each year, the ADDITIONAL staff cost for new “fixed” FTEs for this cost category IN THAT YEAR (only enter it once, the model will incorporate the cost of this new FTE going forward). If this annual change factor is left blank, the staff cost for fixed FTEs will be calculated as Year 0 fixed staff costs times the annual growth rate for staff costs ▪ Note: You can only add additional FTEs through Year 6. If you enter staff cost in the Year 6 column, this cost will only be added to Year 6.
Maintaining funds	
Making grants	
Providing non-grant services to the nonprofit community	
Other	

Product-level Annual Change Factors
--

Please familiarize yourself with the product-level change factors. They are shown below as they appear in the CHG FACTORS page (the same format for each product). A description of each change factor follows if you have questions.

P4: Designated Funds and Agency Endowment Funds						
	2009	2010	2011	2012	2013	2014 - 2018
Admin Fees for Endowed Funds	ADMIN FEES FOR ENDOWED FUNDS (Fee schedule, not growth rates)					
	% of asset fee per portion of fund size					
	LEVEL 10: Any additional \$ (Total >\$30M)					
	LEVEL 9: Next \$M (Total = \$30M)					
	LEVEL 8: Next \$10M (Total = \$20M)					
	LEVEL 7: Next \$5M (Total = \$10M)					
	LEVEL 6: Next \$2M (Total = \$5M)					
	LEVEL 5: Next \$1M (Total = \$3M)					
	LEVEL 4: Next \$1M (Total = \$2M)					
	LEVEL 3: Next \$500K (Total = \$1M)					
	LEVEL 2: Next \$450K (Total = \$500K)					
	LEVEL 1: First \$50K (Total = \$50K)					
	Minimum fee					
	Minimum fee					
	Approximate % of funds to which the minimum fee applies					
% of gifts						
% of gift \$ value						
% of grants						
% of grant \$ value						
Fee-for-service						
Fee per service						
Number of services performed						
Flat Fee						
Flat Fee per fund						
Admin Fees for Non-Endowed Funds	ADMIN FEES FOR NON-ENDOWED FUNDS (Fee schedule, not growth rates)					
	% of asset fee per portion of fund size					
	LEVEL 10: Any additional \$ (Total >\$30M)					
	LEVEL 9: Next \$M (Total = \$30M)					
	LEVEL 8: Next \$10M (Total = \$20M)					
	LEVEL 7: Next \$5M (Total = \$10M)					
	LEVEL 6: Next \$2M (Total = \$5M)					
	LEVEL 5: Next \$1M (Total = \$3M)					
	LEVEL 4: Next \$1M (Total = \$2M)					
	LEVEL 3: Next \$500K (Total = \$1M)					
	LEVEL 2: Next \$450K (Total = \$500K)					
	LEVEL 1: First \$50K (Total = \$50K)					
	Minimum fee					
	Minimum fee					
	Approximate % of funds to which the minimum fee applies					
% of gifts						
% of gift \$ value						
% of grants						
% of grant \$ value						
Fee-for-service						
Fee per service						
Number of services performed						
Flat Fee						
Flat Fee per fund						
Interest rate for retained interest	RETAINED INTEREST					
	Interest rate earned on funds IF the foundation retains the interest					

Note: there are identically formatted sections of admin fees for endowed and non-endowed funds. These sections are shown only once in the descriptions below since they are formatted the same. If your foundation has the same fees for both types of funds, simply copy and paste your entries for endowed funds into the non-endowed funds section.

ANNUAL CHANGE FACTOR	DESCRIPTION
ADMIN FEES (Fee schedule, not growth rates)	
% of asset fee per portion of fund size	
Level 1	Annual % of Asset Fee for this level of funds (NOT A GROWTH RATE). NOTE: these levels are not the same as the fund size tiers.
Level 2	Same as above
Level 3	Same as above
Level 4	Same as above
Level 5	Same as above
Level 6	Same as above

ANNUAL CHANGE FACTOR	DESCRIPTION
Level 7	Same as above
Level 8	Same as above
Level 9	Same as above
Level 10	Same as above
Level 11	Same as above
Level 12	Same as above
3 year rolling average	
5 year rolling average	
Minimum Fee	
Minimum fee	Annual minimum fee amount (IN \$K) per fund
% of Funds to which the minimum fee applies	Annual estimated % of funds to which the minimum fee will apply
% of gifts	
Fee % per gift	Annual % of gift amounts that will be charged as a fee
% of grants	
Fee % per grant	Annual % of grant amounts that will be charged as a fee
Fee-for-service	
Fee per service	Average fee charged per service
# of services performed	Total number of services to be performed per year (Note: the total service fees will be allocated across fund size tiers based on number of funds)
Flat fee	
Flat fee per fund	Annual fee charged for each fund in this product
RETAINED INTEREST	
Interest rate	Estimated annual rate of interest earned and retained by the foundation on this product's funds (if applicable)

P4: Designated Funds and Agency Endowment Funds						
	2009	2010	2011	2012	2013	2014 - 2018
PRODUCT-SPECIFIC DIRECT COST - ANNUAL GROWTH RATE						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						
NEW STAFF						
New FTEs (enter the number of additions or subtractions of FTEs in the first year in which they are anticipated to occur)						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						
Salary expenses for new FTEs (enter the salary of additions or subtractions of FTEs in the first year in which they are anticipated to occur)						
Acquiring/ establishing a new fund or acquiring a new gift						
Maintaining funds						
Making grants						
Providing non-grant services to the nonprofit community						
Other						

ANNUAL CHANGE FACTOR	DESCRIPTION
PRODUCT SPECIFIC DIRECT COST – ANNUAL GROWTH RATE	
Acquiring/ establishing a new fund or acquiring a new gift	Annual growth rate for product specific direct costs for acquiring/ establishing a new fund or acquiring a new gift
Maintaining funds	Annual growth rate for specific direct costs for maintaining funds
Making grants	Annual growth rate for specific direct costs for making grants
Providing non-grant services	Annual growth rate for product specific direct costs for providing non-grant

to the nonprofit community	services to the nonprofit community
Other	Annual growth rate for product specific direct costs for other activities
NEW STAFF FTEs– product specific	
Acquiring/ establishing a new fund or acquiring a new gift	<p>For each of the items at left:</p> <ul style="list-style-type: none"> ▪ For each year, the number of ADDITIONAL “fixed” FTEs for this cost category IN THAT YEAR (only enter a new FTE once, the model will incorporate the FTE going forward). If this annual change factor is left blank, the number of fixed FTEs for this product will remain at the number entered for Year 0 ▪ Note: You can only add additional FTEs through Year 6. If you enter an item in the Year 6 column, these FTEs will only be added to Year 6. No FTEs will be added in Years 7-10.
Maintaining funds	
Making grants	
Providing non-grant services to the nonprofit community	
Other	
NEW STAFF SALARY COSTS– product specific	
Acquiring/ establishing a new fund or acquiring a new gift	<p>For each of the items at left:</p> <ul style="list-style-type: none"> ▪ For each year, the ADDITIONAL staff cost for new “fixed” FTEs for this cost category IN THAT YEAR (only enter it once, the model will incorporate the cost of this new FTE going forward). If this annual change factor is left blank, the staff cost for fixed FTEs will be calculated as Year 0 fixed staff costs times the annual growth rate for staff costs ▪ Note: You can only add additional FTEs through Year 6. If you enter staff cost in the Year 6 column, this cost will only be added to Year 6.

	2009	2010	2011	2012	2013	2014 - 2018
GRANTS						
Endowed Funds						
Payout Rate						
Annual growth rate for number of grants						
Non-Endowed Funds						
Effective Payout Rate						
Annual growth rate for number of grants						
GIFTS - ENDOWED FUNDS						
Large, unusual gifts						
Anticipated large, unusual gifts (actual \$, not growth rate)						
Number of large, unusual gifts (actual #, not growth rate)						
Growth rate of \$ value of and # of gifts to the following:						
All funds > \$30M						
All funds \$20M - \$30M						
All funds \$10M - \$20M						
All funds \$5M - \$10M						
All funds \$3M - \$5M						
All funds \$2M - \$3M						
All funds \$1M - \$2M						
All funds \$500K - \$1M						
All funds \$50K - \$500K						
All funds \$0 - \$50K						
Growth rate of # of funds in each of the following tiers						
All funds > \$30M						
All funds \$20M - \$30M						
All funds \$10M - \$20M						
All funds \$5M - \$10M						
All funds \$3M - \$5M						
All funds \$2M - \$3M						
All funds \$1M - \$2M						
All funds \$500K - \$1M						
All funds \$50K - \$500K						
All funds \$0 - \$50K						
GIFTS - NON-ENDOWED FUNDS						
Large, unusual gifts						
Anticipated large, unusual gifts (actual \$, not growth rate)						
Number of large, unusual gifts (actual #, not growth rate)						
Growth rate of \$ value of and # of gifts to the following:						
All funds > \$30M						
All funds \$20M - \$30M						
All funds \$10M - \$20M						
All funds \$5M - \$10M						
All funds \$3M - \$5M						
All funds \$2M - \$3M						
All funds \$1M - \$2M						
All funds \$500K - \$1M						
All funds \$50K - \$500K						
All funds \$0 - \$50K						
Growth rate of # of funds in each of the following tiers						
All funds > \$30M						
All funds \$20M - \$30M						
All funds \$10M - \$20M						
All funds \$5M - \$10M						
All funds \$3M - \$5M						
All funds \$2M - \$3M						
All funds \$1M - \$2M						
All funds \$500K - \$1M						
All funds \$50K - \$500K						
All funds \$0 - \$50K						

ANNUAL CHANGE FACTOR	DESCRIPTION
GRANTS	
Endowed Funds	
Payout Rate	For each year, the estimated rate of grant payout rate for all endowed funds in this product (grants / assets). For endowed funds, this is usually a set spending policy
Annual growth rate for number of grants	Annual growth rate for number of grants from endowed funds
Non-Endowed Funds	
Effective Payout Rate	For each year, the estimated rate of grant payout rate for all non-endowed funds in this product (grants / assets). There usually is no set spending policy, but you can

	estimate the effective payout rate given past trends
Annual growth rate for number of grants	Annual growth rate for number of grants from endowed funds
GIFTS	
Note: The ISM breaks up gifts into two categories: 1) large, unusual gifts (like bequests) and 2) all other gifts. The ISM calculates these separately and allows you to enter different forecast information for each because attempting to assign a growth rate to the total may result in skewed forecasts.	
Large, unusual gifts	
Anticipated large, unusual gifts (actual \$, not growth rate)	In order to avoid having skewed gift growth rates due to large, unusual, one-time gifts, enter the estimated dollar value (\$K) of such gifts per year in this change factor (DO NOT ENTER A GROWTH FACTOR, ENTER ACTUAL DOLLARS) NOTE: You can not enter any large gifts for Years 7-10. Any large gift that you enter in Year 6 will only apply to Year 6
Number of large, unusual gifts (actual #, not growth rate)	Enter the number of such gifts (note: the model assumes that all such gifts create new funds instead of adding to existing funds) (DO NOT ENTER A GROWTH FACTOR, ENTER ACTUAL NUMBER OF FUNDS) NOTE: You can not enter any large gifts for Years 7-10. Any large gift that you enter in Year 6 will only apply to Year 6
Growth rate of \$ value of and # of gifts to the following:	
Fund tier 1 (<i>the ISM will show the tiers you selected on the START page</i>)	Annual growth rate for the dollar value and number of gifts for this fund size tier <ul style="list-style-type: none"> ▪ These gifts include gifts to existing and new funds ▪ These gifts do not include large, unusual gifts <i>Note:</i> the same growth rate will be applied to both the dollar value of gifts and the number of gifts. <i>Tip:</i> It's especially useful to be able to enter such change factors by tier if you are focusing donor outreach efforts for certain size funds and hope to have higher growth rates for certain fund sizes.
Fund tier 2	Same as above
Fund tier 3	Same as above
Fund tier 4	Same as above
Fund tier 5	Same as above
Fund tier 6	Same as above
Fund tier 7	Same as above
Fund tier 8	Same as above
Fund tier 9	Same as above
Fund tier 10	Same as above
Growth rate funds in each of the following tiers	
Fund tier 1 (<i>the ISM will show the tiers you selected on the START page</i>)	Annual growth rate for the total number of funds. (This is included in the gift section because new funds are started by new gifts.)
Fund tier 2	Same as above
Fund tier 3	Same as above
Fund tier 4	Same as above
Fund tier 5	Same as above
Fund tier 6	Same as above
Fund tier 7	Same as above
Fund tier 8	Same as above
Fund tier 9	Same as above
Fund tier 10	Same as above

STEP 4: Review Forecast Results

Once you have entered the historical information and the change factors, you can view the forecast results in several ways.

Summary views of forecast results (User Interfaces)

- The user interfaces for the foundation and products provide a graphical summary view of the forecast results and key drivers for Year 0 and the first 5 forecasted years
- If a cell in the summary view shows “#####”, the column is sized too narrowly for your data. Simply enlarge the width of the cell slightly to view your results.
- Navigation
 - To move from the Summary view to the detailed calculations for the foundation or product (depending on which page you’re viewing), click on the red button at the top of the page that says “Go to Detailed Calculations”
- Printing
 - To print the summary views, simply select File, Print while viewing the summary view. It is already formatted for printing.
 - To print both the summary view and the detailed calculations, click on the red button at the top of the page that says “Print Summary and Detailed Calculations”

Detailed calculations of forecast results

- The detailed calculations show all line items by year
- Navigation
 - To move from the detailed calculations to the summary view, either click on the red button at the top of the detailed calculations section which says “Go to Summary” or navigate in the excel worksheet to cell A1.
- Printing
 - To print the detailed calculations, click on the red button at the top of the related Summary page that says “Print Summary and Detailed Calculations”

Note: As you review the forecast for dollar value per fund size tier and number of funds per fund size tier, be aware that as the ISM does not require individual fund data, it can not anticipate when a specific individual fund will change tier designations, either due to a large gift or due to large grantmaking. Therefore, the model does not incorporate this movement of funds within its calculations. The implications for the results should not be significant – the percentage of assets fees for these funds that should have moved will be estimated slightly differently than they would otherwise.

Graphs of forecasted results

- FDTN Graphs tab: This tab has graphs of foundation-level information from your forecast.
- PROD Graphs: This tab has four high-level graphs for each product
- Printing graphs on these two pages
 - To print the entire page, just select print from the file menu. The page is already formatted for printing.
 - To print one graph, click on the graph, select File, Print, and then on the print form select “Selected Chart”. Click ok

STEP 5: Make Adjustments and Run Alternate Scenarios

Once you have reviewed the forecast results, you may decide to change specific annual change factors in order to test alternate scenarios. The input forms (accessible via buttons on the summary pages) are very useful for doing this. After clicking OK on the form, you can immediately see the changes in the forecast in the summary view.

If you want to save alternate scenarios for future reference, simply save each one as a different file name.

Using the ISM in Future Years

The ISM uses your most recently completed fiscal year for the basis of its calculations. When your foundation completes another fiscal year, you can still use the model and leverage the historical data you have already entered. Simply follow these steps:

- 1) Update the START page set-up sections as necessary (at least the fiscal year designation)
- 2) For the ASSETS, GIFTS-GRANTS, and REVS input pages, copy the Year 0 and the four historical years prior to Year 0 over one column (replacing the old data in the column that was five years prior to Year 0). Enter new Year 0 data. Enter new Year 1 data if you are using Year 1 as your BASE YEAR.
- 3) For the COSTS page, copy the Year 0 and the four historical years prior to Year 0 over one column (replacing the old data in the column that was five years prior to Year 0). Enter new Year 0 data. Enter new Year 1 data if you are using Year 1 as your BASE YEAR.
 - a) For the product-specific direct cost detail, replace the old Year 0 data with the new Year 0 data. Be sure to enter the old Year 0 totals into the spaces provided for the historical data (year prior to year 0).
- 4) For the STAFF page, have each employee fill out the staff survey and complete the process of calculating staff cost, FTE and % of time for the new Year 0. If you feel that they way your staff spends their time has not changed significantly and the number of FTEs has not changed, you may decide to use the old Year 0 staff data. Enter new Year 1 data if you are using Year 1 as your BASE YEAR.
- 5) Update the change factors
- 6) View results

Sharing the Results of the ISM With Others

The file size of the ISM is large due to its numerous formulas and macros. Therefore, if you are going to email the ISM to others in your organization, you should probably zip the file.

If you want to copy one of the ISM's graphs into Power Point for a presentation, click on the desired graph in the ISM, click on the destination slide in Power Point and select "File", "Print Special", and select "Picture", and click "OK".

1) APPENDIX

Detailed List of Activities Included in Each Activity Category

This list of activities comes directly from the Cost-Revenue Model. The five activity categories used in the ISM are the five sub-total categories of the Cost-Revenue Model.

Acquiring / Establishing a New Fund or Acquiring a New Gift	Descriptions
Researching and developing relationships with donor prospects	<i>Proactive and responsive interaction to develop trust, build relationships, and educate them about the Foundation.</i>
Building awareness of the Foundation and creating desired perceptions among potential donors	<i>Includes positioning, marketing campaign, advertising, public relations targeted to donors, etc.</i>
Proactively maintaining relationships with current donors	<i>Proactively providing information regarding additional ways for donors to accomplish their charitable goals while enhancing relationship with the Foundation.</i>
Developing relationships with and providing information to Professional Advisors	<i>Developing professional advisor network through proactive contacts and presentations in order to build trust and educate them about the Foundation. This includes responding to inquires, distributing materials, and providing professional development opportunities through Advisor newsletter, Planned Giving Design Center, etc.</i>
Establishing new investment relationships/alliances	<i>Merrill Lynch, etc.</i>
Planning and holding events or educational programs for donors or potential donors	<i>Includes lunches, award events, educational sessions, donor site visits/ donor tours, etc.</i>
Creating and sending marketing materials to donors and potential donors	
Establishing deferred gifts	<i>Including CGAs, Pooled Income Fund, Insurance, CRT, CLT, etc.</i>
Setting up a new fund, including acknowledgement correspondence	<i>Includes preparing new fund checklist, letter of directions, and fund file and mailing welcome letter</i>
Processing standard gifts, including gift receipt	<i>Includes MC/Visa gifts</i>
Processing matching gifts or grants	<i>Includes corporate match</i>
Processing stock gifts	<i>Publicly traded stocks, mutual funds, closely held stock, etc.</i>
Processing non-liquid assets	<i>Includes gift acceptance committee, due diligence, etc for gifts of real estate, personal property, etc.</i>
Processing pledges	<i>Sending reminders and maintaining pledge system including providing reports to fund reps.</i>
Processing gift reports	
Processing memorials/honorariums	<i>Includes preparing letters and other reports</i>
Maintaining professional advisor, potential donor and active top prospect files and electronic and paper records	
Creating and maintaining electronic or paper records of gifts	<i>Includes activity not associated with specifics listed above</i>
Reporting to the Board of Trustees on issues related to gift or fund acquisition	<i>Includes preparation of reports, meeting preparation related to acquiring/establishing new gifts or funds</i>

Maintaining Funds	Descriptions
Responding to donor inquiries / requests regarding current funds (reactive)	<i>Excludes any responsive maintenance with intent of new gift or donor engagement. Includes changing fund, payout options.</i>
Providing support services for planned/deferred gifts	<i>Including CRT, CLT, Gift Annuities, Insurance, etc.</i>
Producing and sending fund statements	<i>Includes quarterly fund statements, quarterly donor report, specialized fund statements, audit confirmation replies, etc.</i>
Reconciling nonpooled investments	<i>Separate trusts</i>
Reconciling pooled investments	
Conducting asset transfers and annual rebalancing calculations	
Maintaining fund files and electronic and paper records	<i>Includes entering data and researching fund transactions</i>
Calculating spending policy	<i>Includes preparing written communications to fund reps and making general ledger entries to record annual amount</i>
Calculating administrative fees	
Participating in annual fund representative meetings	
Holding and selling illiquid assets	
Implementing and maintaining additional services for donors or funds	<i>Web based account information (including uploading fund statements), grant opportunities, donor investment options, etc</i>
Monitoring investment managers' performance and practices	
Developing and monitoring Foundation budgets	
Providing general accounting for the Foundation	<i>AP, misc. general ledger entries, flex accounts, checking account reconciliation, fixed assets, etc.</i>
Producing financial statements and related audit activity	<i>Includes Foundation and Supporting Organizations. Includes all activity completed in preparation for auditors</i>
Processing and filing tax reports for the Foundation	<i>Includes state and federal exemption reports for the Foundation, vendor 1099s, etc.</i>
Serving as a Supporting Organization board member or meeting participant	
Working with the Foundation Board, Investment Committee, and investment consultant to manage investment activity	<i>Includes meeting preparation, preparation of analysis and financial reports related to maintaining funds</i>
Making Grants	Descriptions
Providing general information to potential grantees	<i>Reaching out to potential grantees, sending letters, advertising funding availability, holding grant information sessions, finding potential scholarship recipients, responding to inquiries, providing pre-grant technical assistance, etc. - ALL PRE-GRANT</i>
Providing grantmaking opportunities or advice to donors or potential donors	<i>Responding to donors' inquiries or pro-actively providing information to donors</i>
Managing or administering advisory committee processes	<i>Includes recruiting members, scheduling meetings, reviewing agendas, attending meetings, and all other pre-and post-meeting work for scholarships, agency endowments, responsive grantmaking, etc.</i>
Providing special RFP processes	

Conducting grant review	<i>ALL PRE-GRANT ACTIVITIES: Including logging in proposals, verifying information, reading applications, making site visits, creating review documentation, writing up recommendations. Includes all scholarship review, including applications for renewal.</i>
Meeting with the Foundation Board or program committee	<i>Includes meeting preparation related to making grants</i>
Meeting with or providing general support to current grantees	<i>Providing post-grant technical assistance, workshops, management services, site visits, etc. - ALL POST-GRANT</i>
Processing grants	<i>Includes converting recommendation to grant, determining 501c(3) status, closing out proposal file, generating award letters, etc.</i>
Issuing grant payments	<i>Includes income checks, bank transfers and issuing checks</i>
Monitoring and evaluating grants	<i>Includes processing progress report, conducting evaluation, reviewing findings, etc. - ALL POST-GRANT</i>
Maintaining files and database records, including entering data and researching grant transactions	
Designing and updating grant processes	<i>Reviewing grant priorities and philosophies, writing grant guidelines, establishing grant policies, etc.</i>
Calculating and maintaining unrestricted/FOI grant budget and cashflow	
Processing rush grant payments	<i>Includes preparing grant check, managing cash flow, making entries, etc</i>
Processing returned grants	<i>All steps related to returned grants and scholarships including investments and general ledger entries</i>
Assessing, issuing, supporting and monitoring Program Related Investments (PRIs)	
Convening other funders	
Providing Non-Grant Services to the Nonprofit Community	<i>Descriptions</i>
Holding and attending events or convening constituencies in the community	<i>Hosting or attending community events as representatives of the Foundation. Excludes donor events, donor tours, grant information sessions.</i>
Defining and participating in community initiatives	<i>Includes work both internal and external to the Foundation</i>
Conducting or producing research	
Providing leadership through serving on external committees	
Providing capacity building services to nonprofit agencies	<i>Technical assistance, problem solving to organizations experiencing difficulties. Consulting and assistance to nonprofits facing merger possibilities, etc.</i>
Supporting endowment building efforts of nonprofit agencies	<i>Services provided to nonprofit agencies to help build planned giving programs and establish a long term funding strategy</i>
Providing fundraising or fiscal agent services	<i>Includes set up, brochures, events, gift receipt, compliance, financial reports, etc.</i>
Participating in philanthropic associations/organizations/Board committees, including attending and presenting at conferences	<i>Council on Foundations, Regional Association of Grantmakers, affinity groups, etc.</i>

Other Staff Activities	Descriptions
Providing management and supervision of staff	<i>Includes performance reviews, goal setting by supervisors</i>
Receiving or providing professional development	<i>Includes training, annual goal setting, attending external workshops, etc.</i>
Attending internal staff or committee meetings	<i>Includes general staff communications, including all staff meetings, etc.</i>
Providing general administrative support, including scheduling meetings	
Contributing to projects that enhance the Foundation's organizational effectiveness	<i>Includes strategic planning</i>
Contributing to projects focused on new product/ service development	<i>Includes national involvement with Merrill Lynch partnership, etc.</i>
Completing administrative reports	<i>Includes time reporting, expense reimbursements, etc.</i>
Responding to field wide surveys	<i>COF surveys, etc</i>
Working with the Foundation's legal counsel	
Managing Foundation Board relationships and processes, including correspondence	
Managing Foundation Board legal documentation	<i>Includes corporate minutes</i>
Preparing for and attending Foundation Board or committee meetings	<i>Includes preparation of Board Books. Excludes time already allocated to Board in previous sections.</i>
Developing, implementing, and maintaining Foundation policies	<i>Officers meetings, task forces, etc.</i>
Maintaining Foundation statistics	
Providing office services or facilities management services including reception	<i>Includes security, purchasing, office equipment, greeting visitors, answering phones, distributing mail, etc.</i>
Participating in or providing HR Administration / Personnel processes and services	<i>Includes recruitment, compensation, benefits administration, payroll, W2s, etc.</i>
Establishing or maintaining risk management programs	<i>Includes following changes to state and federal policies, tax compliance</i>
Building general awareness of the Foundation in the community	<i>Includes public relations - responding to media contacts about the Foundation, grantmaking, or community initiatives</i>
Creating Annual Report	<i>Includes writing, editing, publishing, and generating data</i>
Maintaining website	<i>Includes creation of new content and upgrading functionality.</i>
Maintaining information systems	<i>Includes virus definitions, MIS inventory, planning for future system upgrades</i>
Implementing technology enhancements	<i>Includes implementing new applications, technology upgrades, etc.</i>
Providing information systems user support	<i>Includes troubleshooting phone, fax, desktop and printer problems, assisting external users (e.g. website users)</i>