

Fundraising and Administrative Costs: Benchmarking and Best Practices

This questionnaire is part of a three-year national study of nonprofit fundraising and administrative costs. The study is being conducted by the **Center on Philanthropy at Indiana University** and the **Center on Nonprofits and Philanthropy at the Urban Institute**. Your participation in the study is very important! Your responses, along with the responses of hundreds of other nonprofit organizations, will provide information that will help managers run their organizations better, as well as provide policy makers with the context for understanding fundraising and administrative costs.

In study trials, organizations were able to complete the questionnaire in 20-45 minutes. **All organizations that participate in the study will receive a free copy of the project report and a donation of \$50.**

All information collected from this survey will be kept **confidential**. That is, your name and your organization's name will **never** be used in any report. The information you provide will be combined with answers from other organizations to produce group statistics for our project reports.

Please send your completed questionnaire to:

Indiana University
Center for Survey Research
1022 E Third St
Bloomington, IN 47405

If you have any questions about this study, please call our toll-free study hotline 1-800-555-5555, or email us at csr@indiana.edu with your questions.

Please answer all questions. Provide estimates if you don't have exact figures.
If necessary, please consult with others in your organization.

SECTION 1: ORGANIZATIONAL INFORMATION

1. What was the ending date of your organization's most recently completed fiscal year? _____ / _____
Month Year

2. On a typical day in your organization's most recently completed fiscal year, approximately how many people were on your organization's payroll? _____ Number of employees

3. How many **staff members or consultants** does your organization employ whose **primary responsibility is development or fundraising**? Development / Fundraising Staff
_____ Full time paid staff

Please include currently open positions that your organization intends to fill.

_____ Part time paid staff

_____ Number of consultants (both on- and off-site)

4a. How many volunteers actively raise funds for your organization? Include board members and representatives of support organizations that are active fundraisers. _____ Number of volunteers

4b. Approximately what percentage of the funds raised for your organization are raised through the efforts of these volunteers? Please estimate. _____ %

5. On a scale from 1 to 5, how involved are the following types of people in your organization's **fundraising efforts**? Not at all Involved Extremely Involved

Board members	1	2	3	4	5
Other volunteers	1	2	3	4	5
Executive director	1	2	3	4	5
Development / fundraising staff	1	2	3	4	5
Other staff	1	2	3	4	5

- 6a. How does your organization classify writing expenses for **grant proposals** submitted to **foundations**?
Please check all that apply.
- Not Applicable
 Program service expense
 Fundraising expense
 Management and general expense
 Other _____
- 6b. How does your organization classify writing expenses for **grant proposals** submitted to **government**?
Please check all that apply.
- Not Applicable
 Program service expense
 Fundraising expense
 Management and general expense
 Other _____
- 6c. How does your organization classify writing expenses for **contract proposals** submitted to **government**?
Please check all that apply.
- Not Applicable
 Program service expense
 Fundraising expense
 Management and general expense
 Other _____

SECTION 2: FUNDRAISING AND FINANCIAL RELATIONSHIPS

- 7a. Is your organization the **headquarters** or **main office of an umbrella** organization (for example, a parent or headquarters organization with incorporated chapters, affiliates, or subordinate organizations?) Yes
 No
- 7b. Is your organization a **member of an umbrella** organization (that is, an affiliate or chapter of a parent or headquarters organization, NOT a member of a membership organization)? Yes
 No
8. Are your organization's finances reported in a **consolidated statement** — a financial report that combines your organization's financial activities with another organization's financial activities? Yes
 No

- 9a. Does your organization regularly receive money from **federated fundraising campaigns**, such as the United Way or Combined Federal Campaign? Yes
 No
- 9b. Does your organization regularly receive money from an separately **incorporated support organization**, such as an alumni association, an auxiliary organization, or a trust? Yes
 No
- 9c. Does your organization regularly receive money from a **parent organization**, such as a national office or local hospital or university with which your organization has close ties? Yes
 No
- 9d. Does your organization regularly receive money from a **community or civic association**, such as a booster club, a church, or a fraternal organization? Yes
 No
- 9e. **If you answered YES for any of a, b, c or d**, please estimate the percentage of your total revenue you receive from all of these types of sources: _____ %
10. Does your organization feel pressures from the following types of entities to limit its overhead, fundraising, or administrative expenses?
- | | | |
|--|---|--|
| a. Private foundations or purchasers | <input type="checkbox"/> Yes
<input type="checkbox"/> No | <input type="checkbox"/> Unsure
<input type="checkbox"/> Not Applicable |
| b. Government agencies and grantmakers | <input type="checkbox"/> Yes
<input type="checkbox"/> No | <input type="checkbox"/> Unsure
<input type="checkbox"/> Not Applicable |
| c. Federated campaigns | <input type="checkbox"/> Yes
<input type="checkbox"/> No | <input type="checkbox"/> Unsure
<input type="checkbox"/> Not Applicable |
| d. Watchdog groups, such as the Better Business Bureau or National Charities Information Bureau (BBB Wise Giving Alliance) | <input type="checkbox"/> Yes
<input type="checkbox"/> No | <input type="checkbox"/> Unsure
<input type="checkbox"/> Not Applicable |
| e. Individual donors or volunteers | <input type="checkbox"/> Yes
<input type="checkbox"/> No | <input type="checkbox"/> Unsure
<input type="checkbox"/> Not Applicable |
11. In the past 12 months, did your organization trade or purchase donor or mailing lists for the purpose of fundraising? Yes
 No
12. Does your organization regularly share space, staff, or other resources with an **affiliated nonprofit organization** or **partially or fully owned for-profit subsidiary**? Yes
 No

SECTION 3: CONTRIBUTION REVENUE AND FUNDRAISING EXPENSES

13. In the last fiscal year, what was the total **value** of the **grants and contributions** your organization received from the following sources?

Include both **restricted and unrestricted** contributions.
Do not include the value of **in-kind** gifts, donated services and facilities.
For donated **securities**, use the market value at the time of the gift.

Please provide an **estimate** for each line if you do not have exact figures.
Please provide the grand total even if you cannot provide an estimate for the individual lines.

\$ _____ Individuals
\$ _____ Businesses, including corporate foundations
\$ _____ Private and community foundations (excluding corporate foundations)
Other - please specify:
\$ _____
\$ _____

\$ _____ **Total Grants and Contributions from Private Sources**
\$ _____ **Total Grants and Contributions from Government Sources**: federal, state and local
\$ _____ **Grand Total** of Grants and Contributions from **all sources**

14a. Does your organization provide a total value of **in-kind gifts and donated services or facilities** on an audited financial statement? Yes No

14b. If YES, what was the total **value of in-kind gifts and donated services or facilities** reported on your organization's most recent audited financial statement? \$ _____

15. What percentage of fundraising efforts by unpaid **volunteers** was reported on your organization's financial statements last year? _____ %

Definition: A **Professional Fundraiser** is a person or firm outside of your organization who is paid to *actively solicit gifts*. This includes professional or commercial solicitors.

16a. Did your organization contract with a **professional fundraiser** in the most recently completed fiscal year? Yes
 No (Skip to question 17)

16b. **How many active contracts** with professional fundraisers did your organization have in the most recently completed fiscal year? _____ Number of contracts

16c. Were the contracts paid on a **fixed fee** or a **commission** basis? Please check all that apply.
 Fixed fee
 Commission
 Other - Please specify:

16d. How does your organization report professional fundraiser fees or commissions on its financial statements? Please check all that apply.
 Fundraising expense
 General or administrative
 Program expense
 Other - Please specify:

16e. When reporting **income generated by professional fundraisers** on its financial statements, does your organization report **net proceeds, gross income, or both**?
 Net proceeds
 Gross income
 Both

Definition: **Fundraising Counsel** is a person or firm outside of your organization who is hired to *advise* specifically on fundraising.

17a. Did your organization contract with **fundraising counsel** in the most recently completed fiscal year? Yes No
(If no, skip to question 18)

17b. How does your organization report fundraising counsel expenses on its financial statements? Please check all that apply.
 Fundraising expense
 General or administrative
 Program expense
 Other - Please specify:

18a. Many organizations combine educational campaigns (or other program activities) with fundraising appeals. Does your organization combine program and fundraising activities? Yes No (Skip to question 19)

18b. For these 'joint cost' activities, does your organization allocate portions of the costs to both programs *and* fundraising? Yes No Unsure

SECTION 4: ACCOUNTING

19a. What software does your organization use to track **fundraising revenue**?

- We don't use software to track revenue.
- Database software (e.g., Access or Dbase)
- Commercial fundraising software (e.g., ASP or Blackbaud)
- Spreadsheet software (e.g., Excel or Lotus 1-2-3)
- Other - Please specify:

19b. Does your organization **track revenue by fundraising method**, such as direct mail, special events, or grant writing?

- Yes
- No
- Unsure

20a. When an invoice or bill is entered into your organization's accounting system, is it coded by **functional expense**, such as *program services, management and general, or fundraising*?

- Yes
- No

20b. Does your organization **track expenses by fundraising method**, such as direct mail, special events, or grant writing?

- Yes
- No
- Unsure

21. Does your organization separately report the following expenses on its annual financial statements?

- a. Program service expenses (either as a total, or by individual program) Yes No No expenses to report
- b. Fundraising expenses Yes No No expenses to report
- c. Management and general expenses Yes No No expenses to report
- d. Membership development Yes No No expenses to report

22a. Does your organization track **staff time** by functional expense, such as *program services, fundraising, or management and general*, for each payroll period? Yes No

22b. Please **estimate** the **percentage of time**, if any, that the following staff dedicate to programs, management and general, and fundraising.

	Program Services	Management and General	Fundraising	Other Activities	Total
Executive director or CEO					100%
Other executive/administrative staff					100%
Finance/accounting staff					100%
Development/fundraising staff					100%
Communications/PR staff					100%
Program staff					100%

22c. Does your organization **track staff time by fundraising method**, such as direct mail, special events, or grant writing? Yes No Unsure

23a. Were your financial statements audited by an independent CPA last year? Yes No (Skip to question 24)

23b. Did the same person or firm that performed your organization's most recent audit also complete the same year's IRS Form 990? Yes No Unsure

This is the hard page! However, this information will provide a much more informative report on fundraising costs in the nonprofit sector. If you can provide this information, please do so; if not, please pass it on to the most appropriate person in your organization.

24. Please provide revenues, expenses, and number of contributions/grants for each of your fundraising methods for your *most recently completed fiscal year*. **If you do not have exact figures, please provide your best estimates.**

Method	Does your organization use this method?			Total Revenue from this method	Total Expenses for this method	Number of contributions or grants from this method
	Yes	No	Not Sure			
• Direct Mail:						
{ Targeted to prospective donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
{ Targeted to current/lapsed donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
— OR —						
Not targeted by donor status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Telephone solicitation:						
{ Targeted to prospective donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
{ Targeted to current/lapsed donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
— OR —						
Not targeted by donor status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• E-mail solicitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Web page advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Foundation grant/proposal writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Government grant or contract proposal writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Federated fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Capital campaigns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Major gift solicitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Planned giving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Solicitation at/from congregations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Door-to-door solicitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	
• Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$	\$	

SECTION 6: CONTACT INFORMATION

25. In case we need to contact you to answer questions about this questionnaire, please provide the following contact information. Although we would like to have this information, providing it is optional.

Organization Name

Preferred Mailing Address

Name of Person Completing this Survey Title

Telephone: () _____

26. If it isn't clear from your title, which of the following positions best describes your role in the organization?

- | | |
|--|--|
| <input type="checkbox"/> Executive / chief operating officer | <input type="checkbox"/> Other executive or administrative staff |
| <input type="checkbox"/> Development / fundraising director | <input type="checkbox"/> Other development or fundraising staff |
| <input type="checkbox"/> Financial officer / accounting director | <input type="checkbox"/> Other accounting staff |
| <input type="checkbox"/> Program staff | <input type="checkbox"/> Board member |
| <input type="checkbox"/> Outside consultant | <input type="checkbox"/> Other volunteer or alumnus |
| <input type="checkbox"/> Other — Please specify _____ | |

27. Would you be interested in participating in annual benchmarking surveys that will provide you with data comparing your performance with other organizations of your size and in your industry? Yes No

28. Please list any comments you have on the survey or special circumstances specific to your organization:

Thank you very much for participating in this important study.

Please mail your completed
Fundraising and Administrative Costs:
Benchmarking and Best Practices survey to the

Center for Survey Research
1022 E Third St
Bloomington, IN 47405



THE URBAN INSTITUTE
Center on Nonprofits and
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The Center on Philanthropy
at Indiana University
Indiana University - Purdue University Indianapolis