

Growing Pains Panel Presentation - FAOG

September 10, 2019 | David Rosado



CF INSIGHTS

by **Candid.**

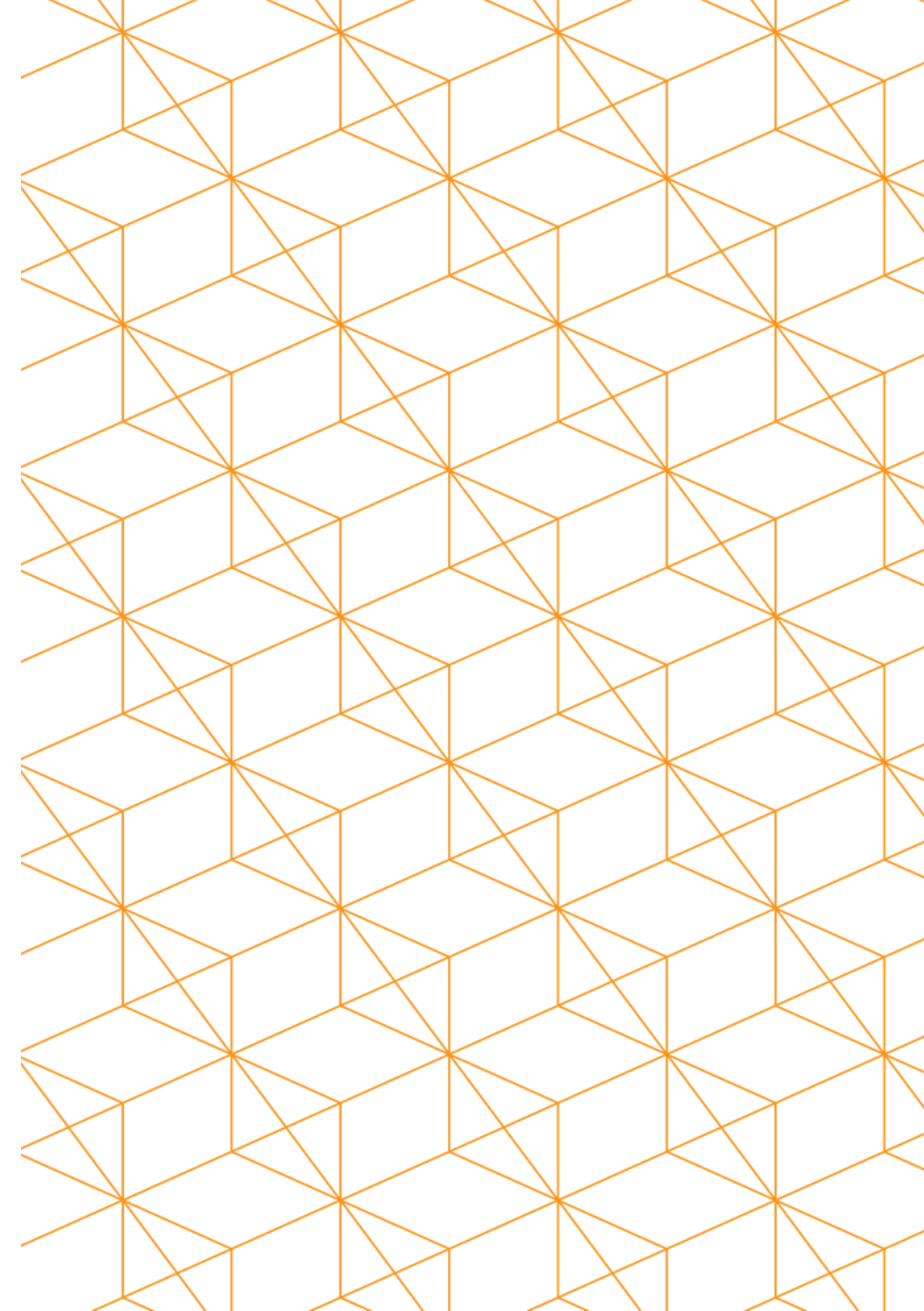


CF INSIGHTS
by **Candid.**

What if *EACH* community foundation could know what *ALL* community foundations collectively know?

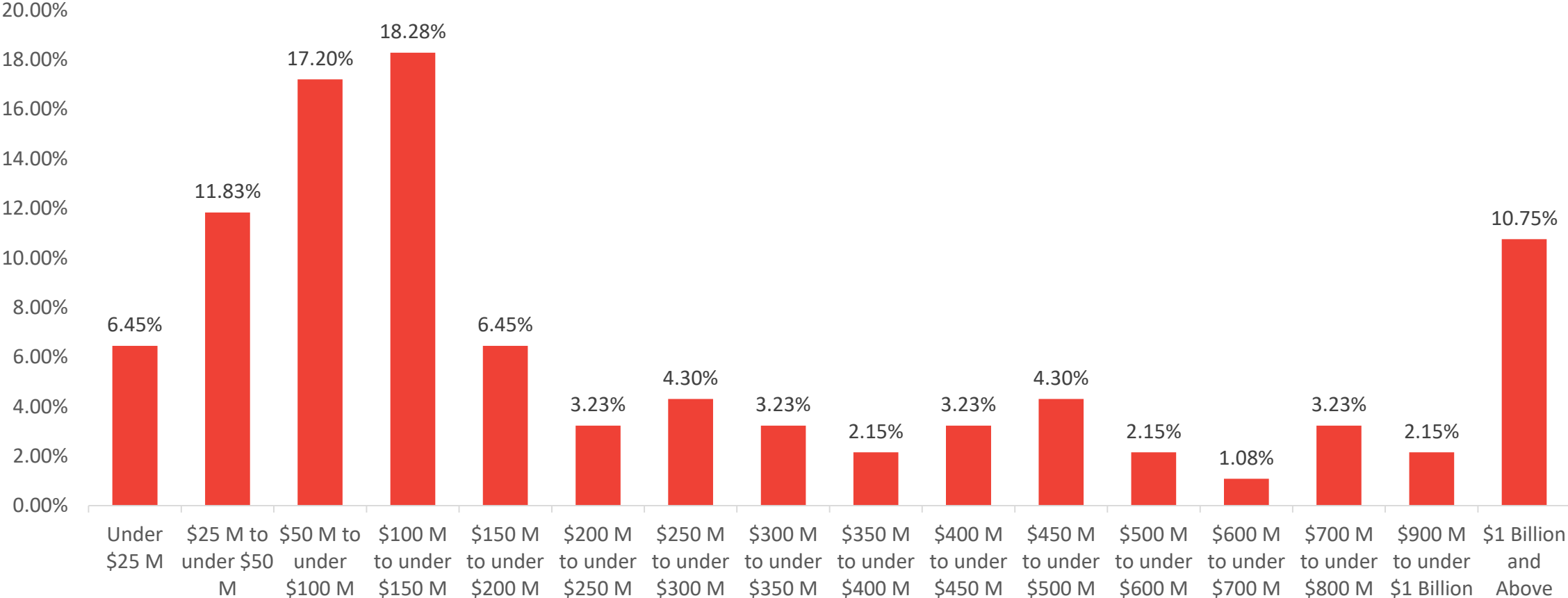
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- 1. Results of FAOG survey of members**
2. Appendix



Sample – 93 responses

Respondents in Each Asset Size Range



Number of full-time equivalents (FTEs)

Asset Size Range	Min	25th %	Median	75th %	Max	Mode	No. of Responses
<\$25M	2	2	2	3	4	2	6
\$25M-\$50M	4	4	5	7	10	5	11
\$50M-\$100M	4	5	5	10	11-15	5	16
\$100M-\$250M	5	10	11-15	16-20	21-25	11-15	26
\$250M-\$500M	10	11-15	16-20	26-30	31-40	11-15	16
\$500M-\$1B	16-20	21-25	41-49	50 and above	50 and above	50 and above	8
>\$1B	31-40	41-49	50 and above	50 and above	50 and above	50 and above	10

Number of funds

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	51-75	76-100	<i>151-200</i>	151-200	151-200	151-200	6
\$25M-\$50M	101-150	201-250	<i>251-300</i>	251-300	401-500	251-300	11
\$50M-\$100M	25-50	201-250	<i>301-400</i>	401-500	601-700	301-400	16
\$100M-\$250M	201-250	401-500	<i>501-600</i>	701-800	Over 1000	601-700	26
\$250M-\$500M	251-300	601-700	<i>801-900</i>	Over 1000	Over 1000	Over 1000	16
\$500M-\$1B	801-900	Over 1000	<i>Over 1000</i>	Over 1000	Over 1000	Over 1000	8
>\$1B	901-1000	Over 1000	<i>Over 1000</i>	Over 1000	Over 1000	Over 1000	10

Number of gifts processed annually

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	<100	101 - 250	<i>101 - 250</i>	501 - 750	1501 - 2000	101 - 250	6
\$25M-\$50M	251 - 500	751 - 1000	<i>1001 - 1500</i>	1501 - 2000	1501 - 2000	1001 - 1500	11
\$50M-\$100M	101 - 250	751 - 1000	<i>1001 - 1500</i>	1501 - 2000	7501 - 10,000	1001 - 1500	16
\$100M-\$250M	251 - 500	1001 - 1500	<i>2001 - 3000</i>	2001 - 3000	7501 - 10,000	2001 - 3000	26
\$250M-\$500M	101 - 250	1501 - 2000	<i>3001 - 4000</i>	4001 - 5000	over 10,000	2001 - 3000	16
\$500M-\$1B	1001 - 1500	1501 - 2000	<i>3001 - 4000</i>	over 10K	over 10,000	2001 - 3000	8
>\$1B	751 - 1000	1501 - 2000	<i>2001 - 3000</i>	5001 - 7500	over 10,000	2001 - 3000	10

Number of grants processed annually

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	<50	101 - 250	<i>101 - 250</i>	101 - 250	101 - 250	101 - 250	6
\$25M-\$50M	251 - 500	251 - 500	<i>251 - 500</i>	501 - 750	751 - 1000	251 - 500	11
\$50M-\$100M	50 - <100	251 - 500	<i>751 - 1000</i>	1001 - 1500	1001 - 1500	751 - 1000	16
\$100M-\$250M	501 - 750	751 - 1000	<i>1001 - 1500</i>	2001 - 3000	Over 5000	1001 - 1500	26
\$250M-\$500M	1001 - 1500	1501 - 2000	<i>2001 - 3000</i>	4001 - 5000	Over 5000	2001 - 3000	16
\$500M-\$1B	2001 - 3000	4001 - 5000	<i>Over 5000</i>	Over 5000	Over 5000	Over 5000	8
>\$1B	1501 - 2000	4001 - 5000	<i>Over 5000</i>	Over 5000	Over 5000	Over 5000	10

Total administrative budget

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	<\$250K	<\$250K	\$250K - <\$500K	\$500K - <\$750K	\$750K - <\$1M	<\$250K	6
\$25M-\$50M	\$250K - <\$500K	\$250K - <\$500K	\$500K - <\$750K	\$500K - <\$750K	\$500K - <\$750K	\$500K - <\$750K	11
\$50M-\$100M	\$250K - <\$500K	\$500K - <\$750K	\$750K - <\$1M	\$1M - <\$1.5M	\$1.5M - <\$3M	\$750K - <\$1M	16
\$100M-\$250M	\$500K - <\$750K	\$1M - <\$1.5M	\$1.5M - <\$3M	\$1.5M - <\$3M	\$3M - <\$5M	\$1.5M - <\$3M	26
\$250M-\$500M	\$1M - <\$1.5M	\$1.5M - <\$3M	\$1.5M - <\$3M	\$3M - <\$5M	\$5M - <\$7.5M	\$1.5M - <\$3M	16
\$500M-\$1B	\$1.5M - <\$3M	\$1.5M - <\$3M	\$5M - <\$7.5M	\$7.5M - <\$10M	\$7.5M - <\$10M	\$7.5M - <\$10M	8
>\$1B	\$250K - <\$500K	\$5M - <\$7.5M	>\$10M	>\$10M	>\$10M	>\$10M	10

FTEs and funds

FTE Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
1-3	51-75	76-100	<i>151-200</i>	151-200	151-200	151-200	5
4-5	25-50	151-200	<i>201-250</i>	301-400	801-900	201-250	13
6-10	201-250	251-300	<i>301-400</i>	601-700	901-1000	301-400	21
11-15	201-250	301-400	<i>401-500</i>	801-900	Over 1000	401-500	17
16-20	401-500	501-600	<i>801-900</i>	901-1000	Over 1000	801-900	9
21-25	301-400	501-600	<i>801-900</i>	901-1000	Over 1000	801-900	6
26-30	501-600	601-700	<i>901-1000</i>	Over 1000	Over 1000	Over 1000	4
31-50	301-400	801-900	<i>Over 1000</i>	Over 1000	Over 1000	Over 1000	7
>50	Over 1000	Over 1000	<i>Over 1000</i>	Over 1000	Over 1000	Over 1000	11

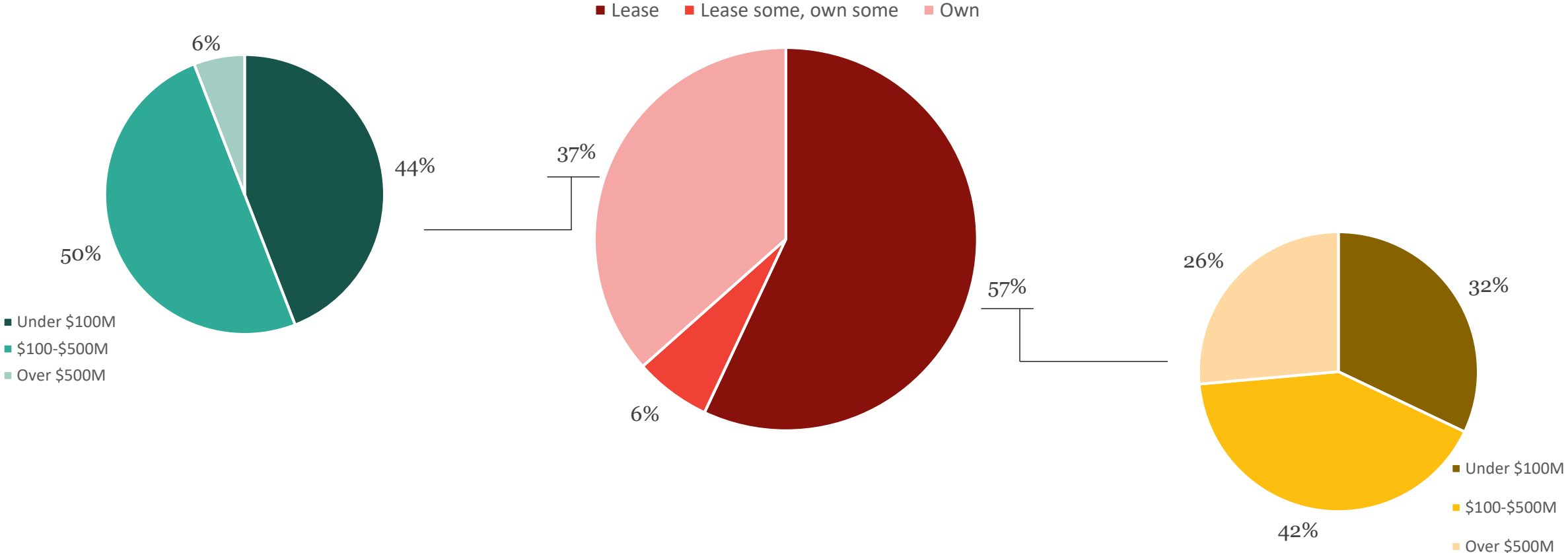
FTEs and gift transactions

FTE Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
1-3	101 - 250	101 - 250	<i>101 - 250</i>	751 - 1000	1501 - 2000	25-50	5
4-5	Under 100	501 - 750	<i>1001 - 1500</i>	1001 - 1500	2001 - 3000	151-200	13
6-10	501 - 750	1001 - 1500	<i>1501 - 2000</i>	2001 - 3000	7501 - 10000	151-200	21
11-15	101 - 250	751 - 1000	<i>1501 - 2000</i>	2001 - 3000	5001 - 7500	201-250	17
16-20	751 - 1000	1501 - 2000	<i>3001 - 4000</i>	4001 - 5000	over 10000	251-300	9
21-25	1501 - 2000	2001 - 3000	<i>4001 - 5000</i>	5001 - 7500	7501 - 10000	251-300	6
26-30	2001 - 3000	2001 - 3000	<i>3001 - 4000</i>	7501 - 10000	over 10000	251-300	4
31-50	751 - 1000	1001 - 1500	<i>2001 - 3000</i>	4001 - 5000	5001 - 7500	251-300	7
>50	751 - 1000	1501 - 2000	<i>2001 - 3000</i>	5001 - 7500	over 10000	251-300	11

FTEs and grant transactions

FTE Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
1-3	Under 100	101 - 250	<i>251 - 500</i>	251 - 500	251 - 500	51-75	5
4-5	101 - 250	501 - 750	<i>501 - 750</i>	1001 - 1500	1501 - 2000	76-100	13
6-10	501 - 750	751 - 1000	<i>1001 - 1500</i>	1501 - 2000	3001 - 4000	201-250	21
11-15	501 - 750	1001 - 1500	<i>1501 - 2000</i>	3001 - 4000	7501 - 10000	301-400	17
16-20	1501 - 2000	1501 - 2000	<i>3001 - 4000</i>	5001 - 7500	7501 - 10000	301-400	9
21-25	751 - 1000	1501 - 2000	<i>4001 - 5000</i>	7501 - 10000	7501 - 10000	401-500	6
26-30	2001 - 3000	3001 - 4000	<i>7501 - 10000</i>	7501 - 10000	7501 - 10000	601-700	4
31-50	3001 - 4000	4001 - 5000	<i>5001 - 7500</i>	7501 - 10000	7501 - 10000	601-700	7
>50	2001 - 3000	5001 - 7500	<i>7501 - 10000</i>	7501 - 10000	7501 - 10000	601-700	11

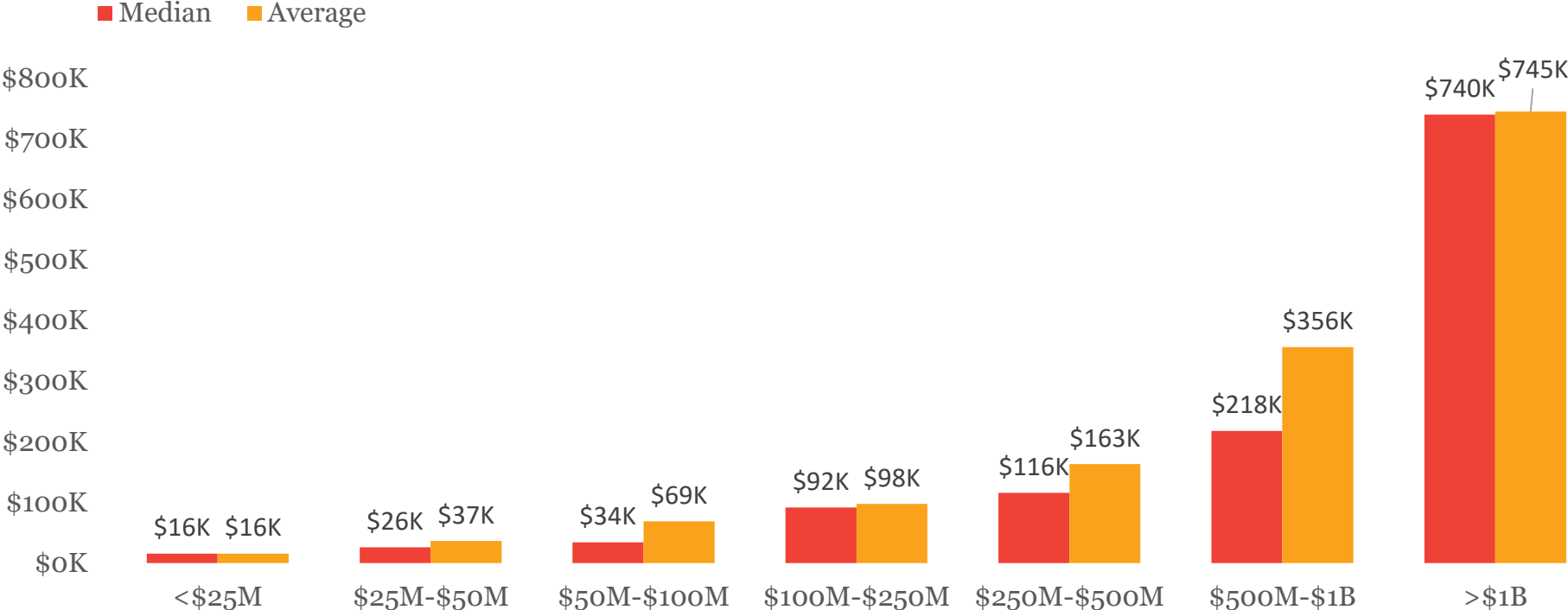
Does your community foundation lease or own office space?



If lease, what is the current lease cost?

\$95K median

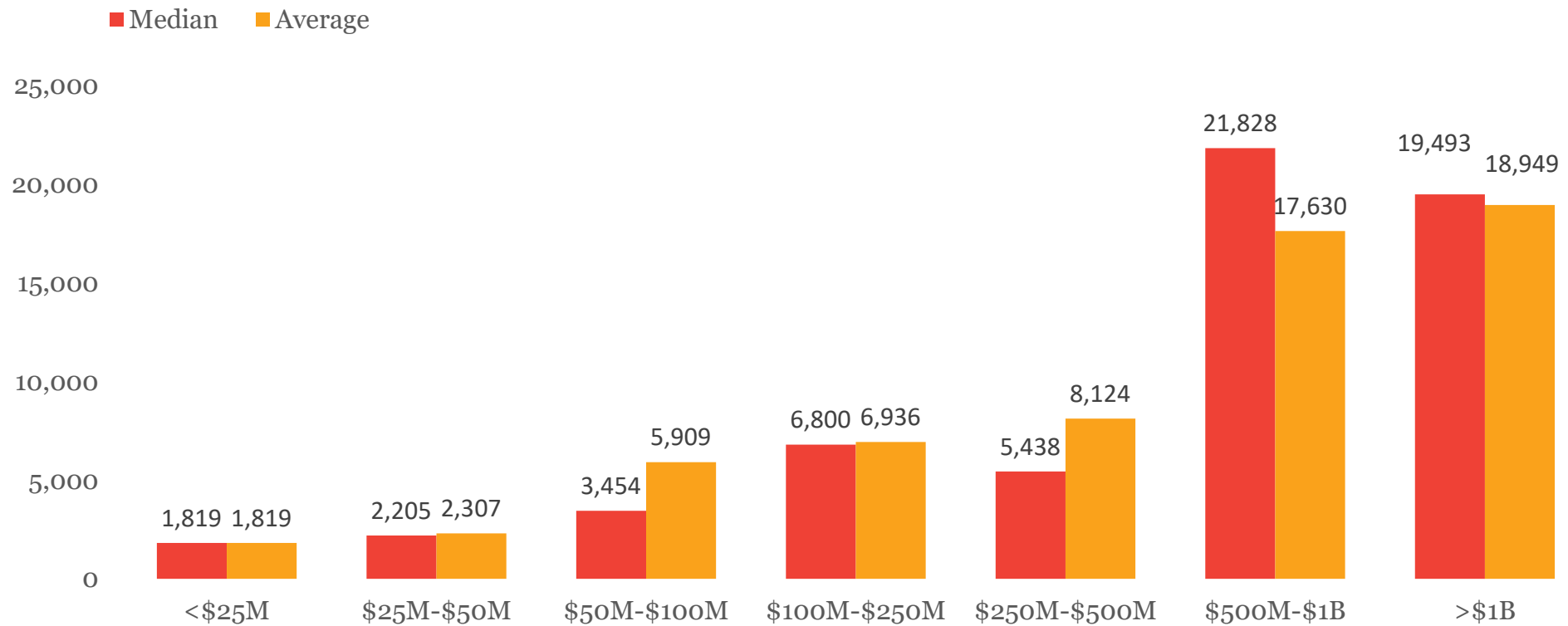
\$228K on average (n=53)



If lease, what is the total square footage?

5,346 median

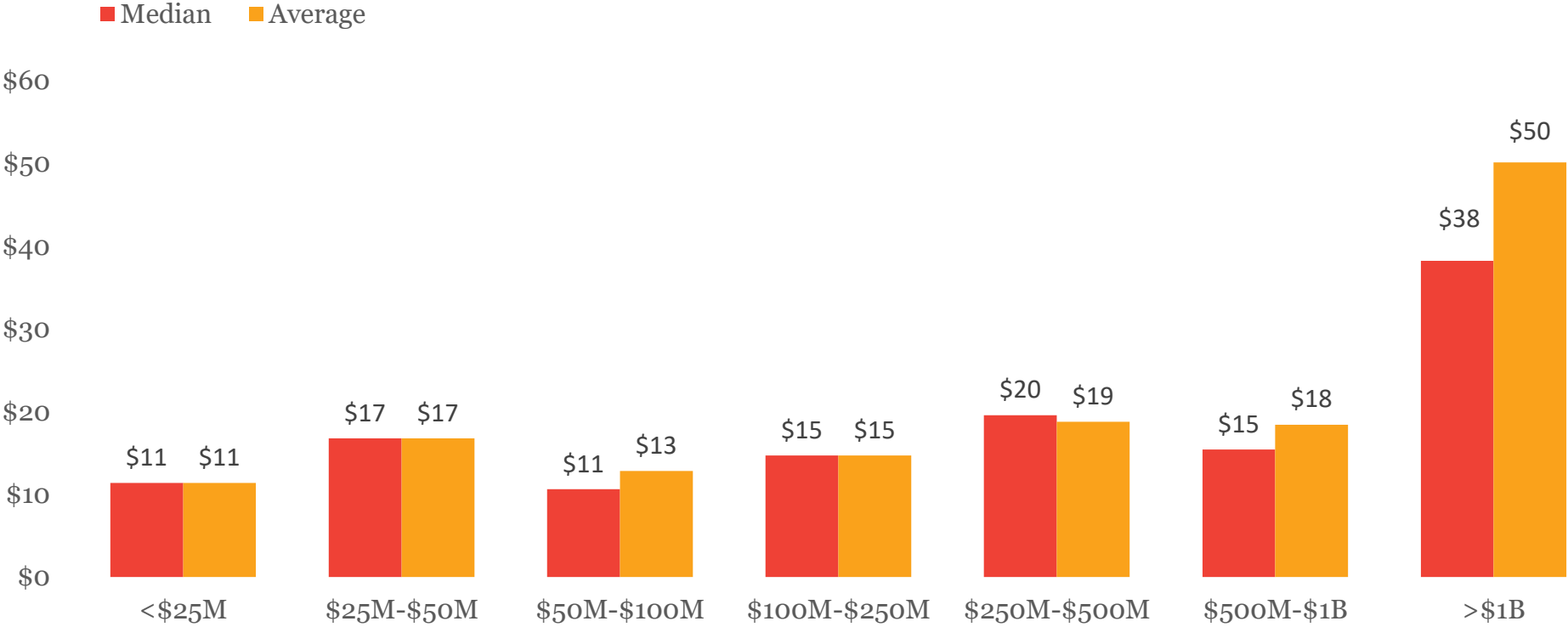
9,013 on average (n=53)



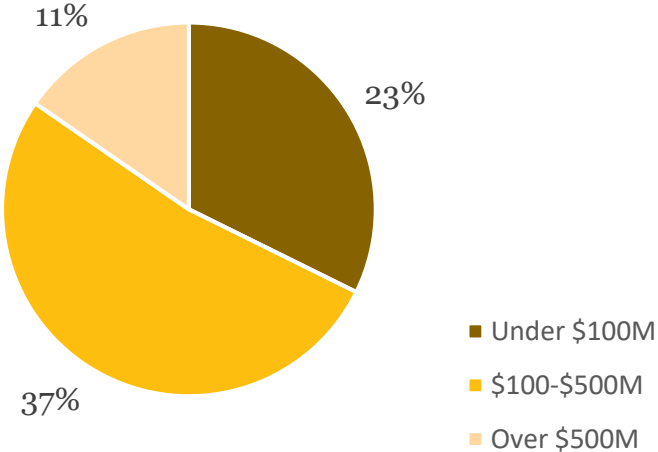
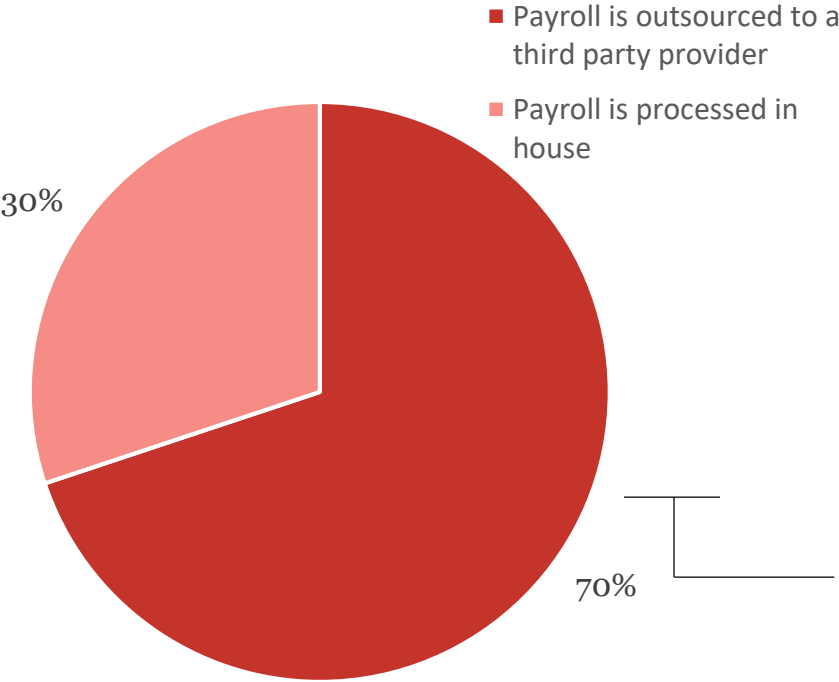
If lease, what is the total cost per square foot?

\$16 median

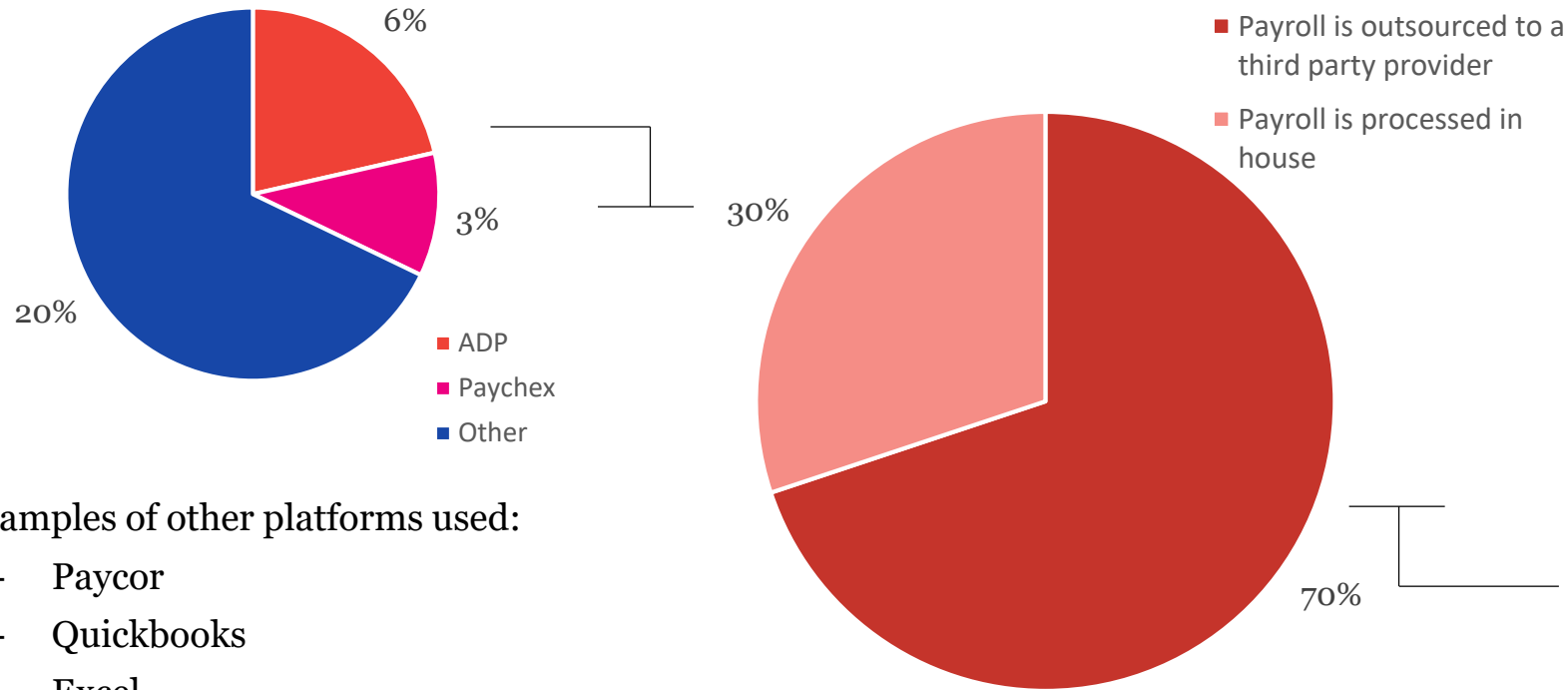
\$21 average (n=52)



Where is payroll processed?

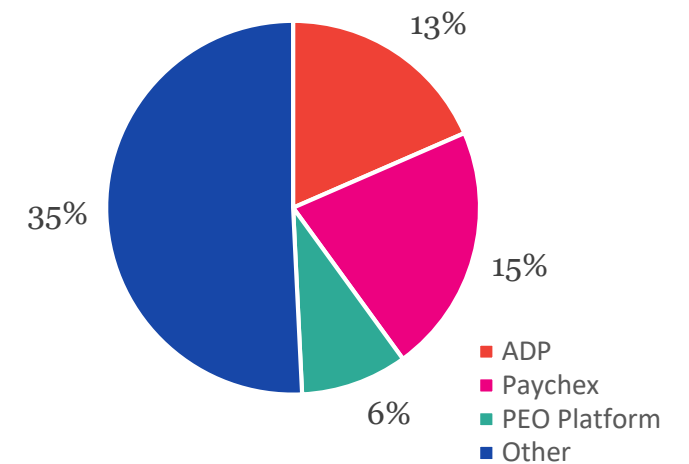


Where is payroll processed and what platforms do you use?



- Examples of other platforms used:

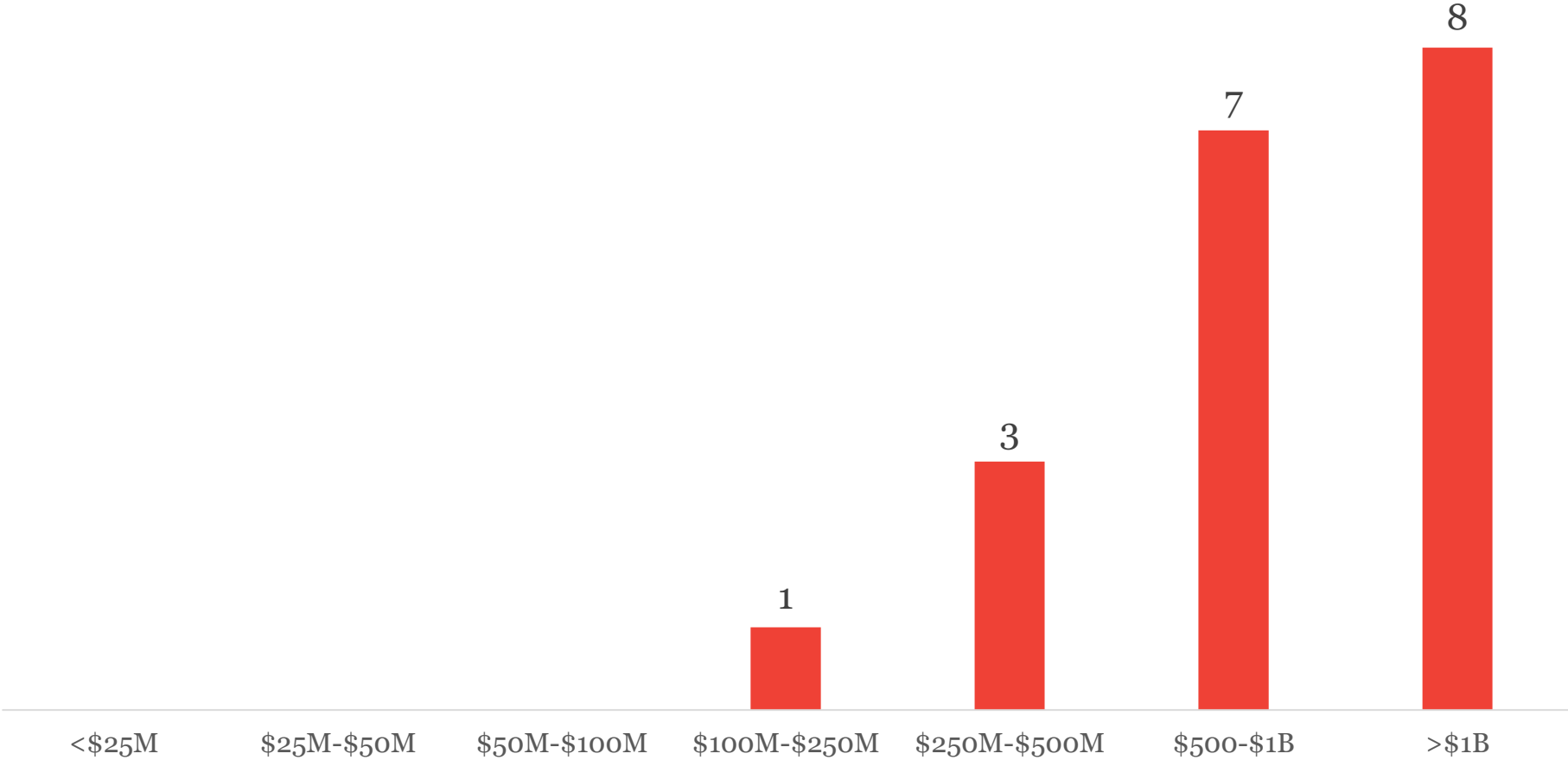
- Paycor
- Quickbooks
- Excel
- Blackbaud
- Intuit
- PEARL



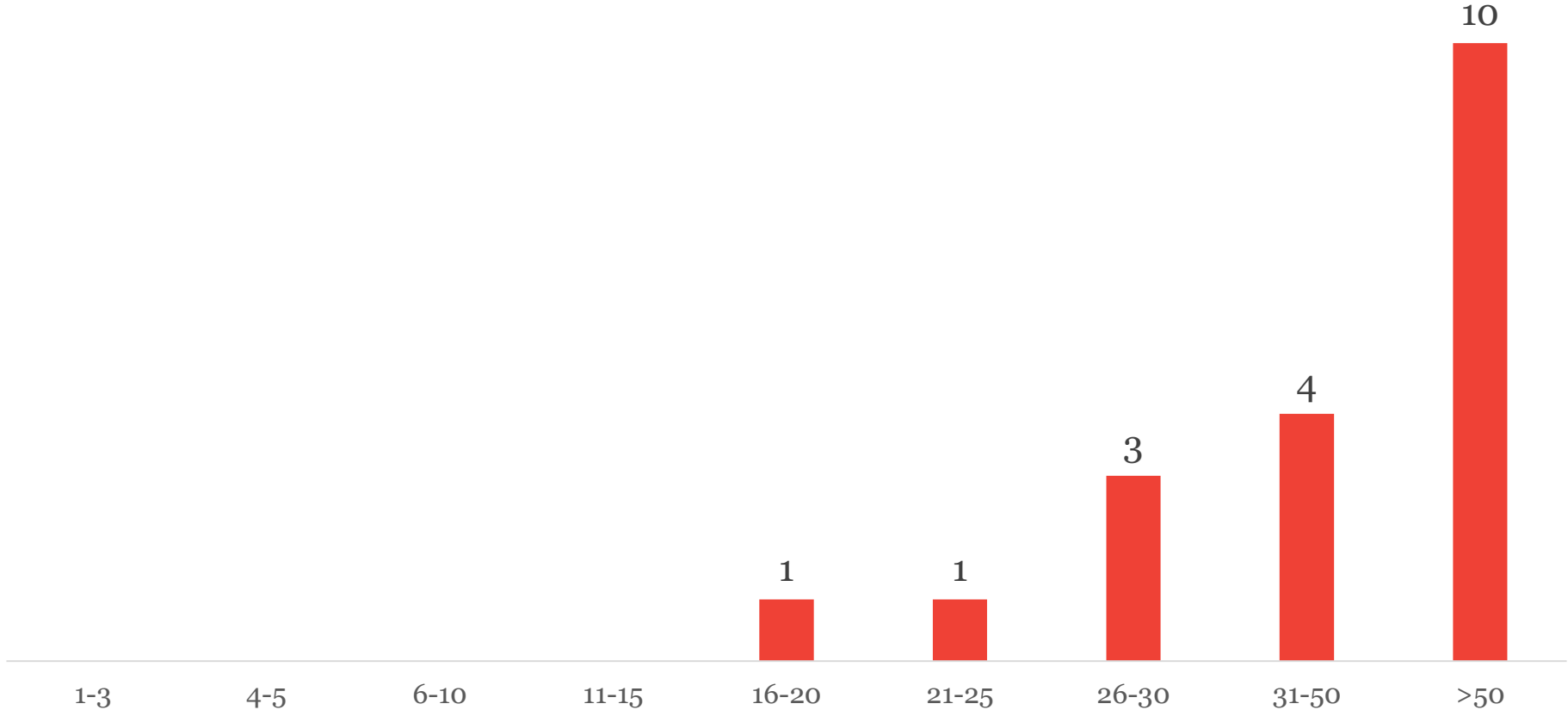
Number of FTEs with HR Responsibilities

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	.1 to .25	.1 to .25	.1 to .25	.1 to .25	.1 to .25	.1 to .25	6
\$25M-\$50M	.1 to .25	.1 to .25	.1 to .25	.25 - .50	.75-1.00	.1 to .25	11
\$50M-\$100M	.1 to .25	.1 to .25	.1 to .25	.25 - .50	More than 2	.1 to .25	16
\$100M-\$250M	.1 to .25	.1 to .25	.25 - .50	.5 - .75	.75-1.00	.1 to .25	26
\$250M-\$500M	.1 to .25	.1 to .25	.25 - .50	.75-1.00	1.25 - 2	.1 to .25	16
\$500M-\$1B	.1 to .25	.5 - .75	1.25 - 2	1.25 - 2	1.25 - 2	1.25 - 2	8
>\$1B	.1 to .25	.5 - .75	More than 2	More than 2	More than 2	More than 2	10

of respondents with HR Director by asset size



of respondents with HR Director by FTE total



Number of investment pools

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	1	1	2	2	2	1	6
\$25M-\$50M	1	1	2	2	5	2	11
\$50M-\$100M	1	2	4	6-10	more than 20	1	16
\$100M-\$250M	1	3	4	6-10	6-10	6-10	26
\$250M-\$500M	1	2	4	5	more than 20	4	16
\$500M-\$1B	2	3	6-10	more than 20	more than 20	more than 20	8
>\$1B	2	4	5	11-20	more than 20	4	10

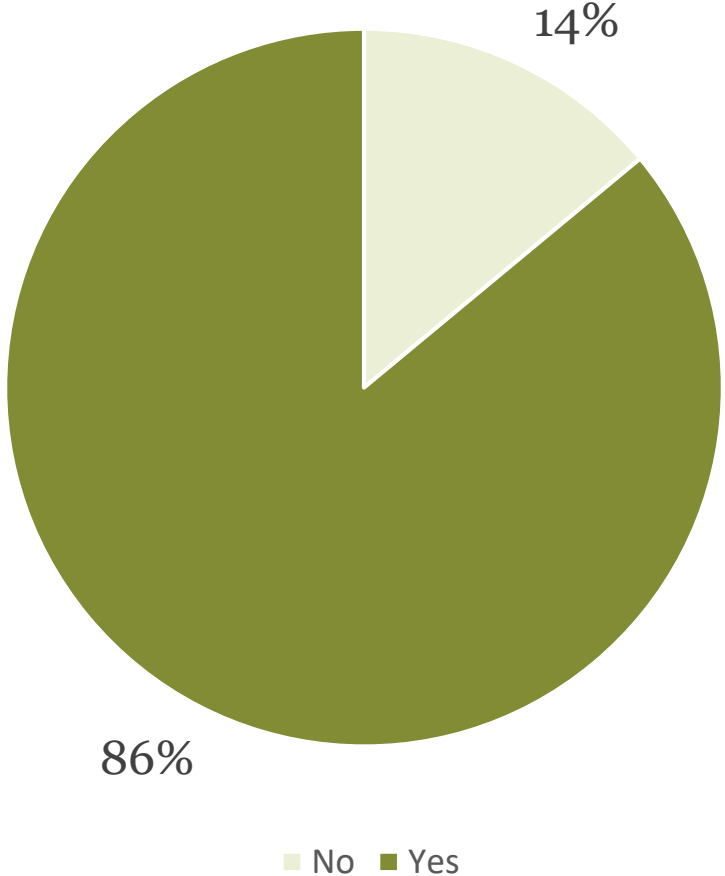
Number of FTEs with investment management oversight responsibilities

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	less than .5	less than .5	<i>less than .5</i>	1	2	less than .5	6
\$25M-\$50M	less than .5	less than .5	<i>less than .5</i>	1	1	less than .5	11
\$50M-\$100M	less than .5	less than .5	<i>less than .5</i>	1	2	less than .5	16
\$100M-\$250M	less than .5	less than .5	<i>.5 to less than 1</i>	1	2	<i>.5 to less than 1</i>	26
\$250M-\$500M	less than .5	less than .5	<i>1</i>	1	3	1	16
\$500M-\$1B	<i>.5 to less than 1</i>	1	<i>2</i>	3	3	3	8
>\$1B	less than .5	1	<i>3</i>	more than 3	more than 3	more than 3	10

Number of FTEs dedicated to technology

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	less than .5	less than .5	<i>less than .5</i>	less than .5	less than .5	less than .5	5
\$25M-\$50M	less than .5	less than .5	<i>less than .5</i>	.5 to less than 1	1	less than .5	11
\$50M-\$100M	less than .5	less than .5	<i>less than .5</i>	1	2	less than .5	16
\$100M-\$250M	less than .5	less than .5	<i>less than .5</i>	.5 to less than 1	1	less than .5	25
\$250M-\$500M	less than .5	less than .5	<i>.5 to less than 1</i>	1	1	less than .5	16
\$500M-\$1B	less than .5	.5 to less than 1	2	3	more than 3	2	8
>\$1B	1	2	2	more than 3	more than 3	2	10

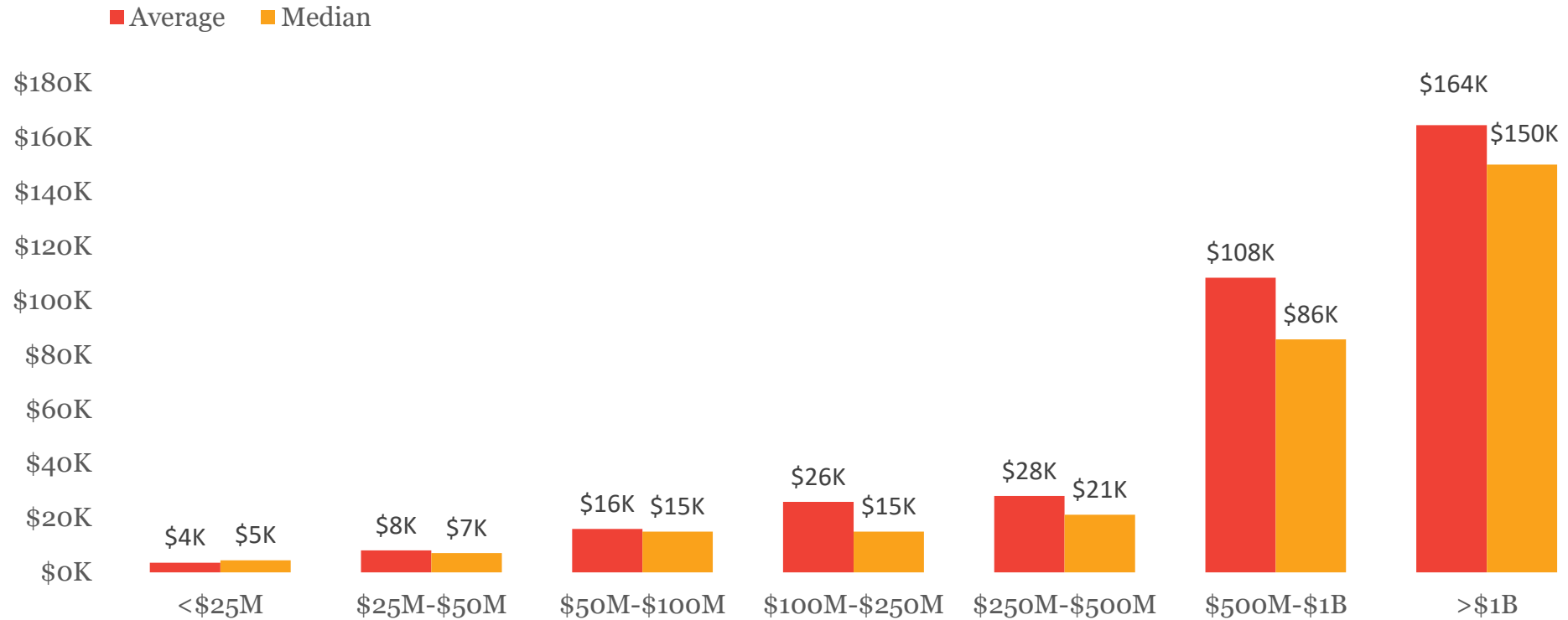
Does your foundation outsource IT?



Annual Cost of Outsourced IT

\$15K median

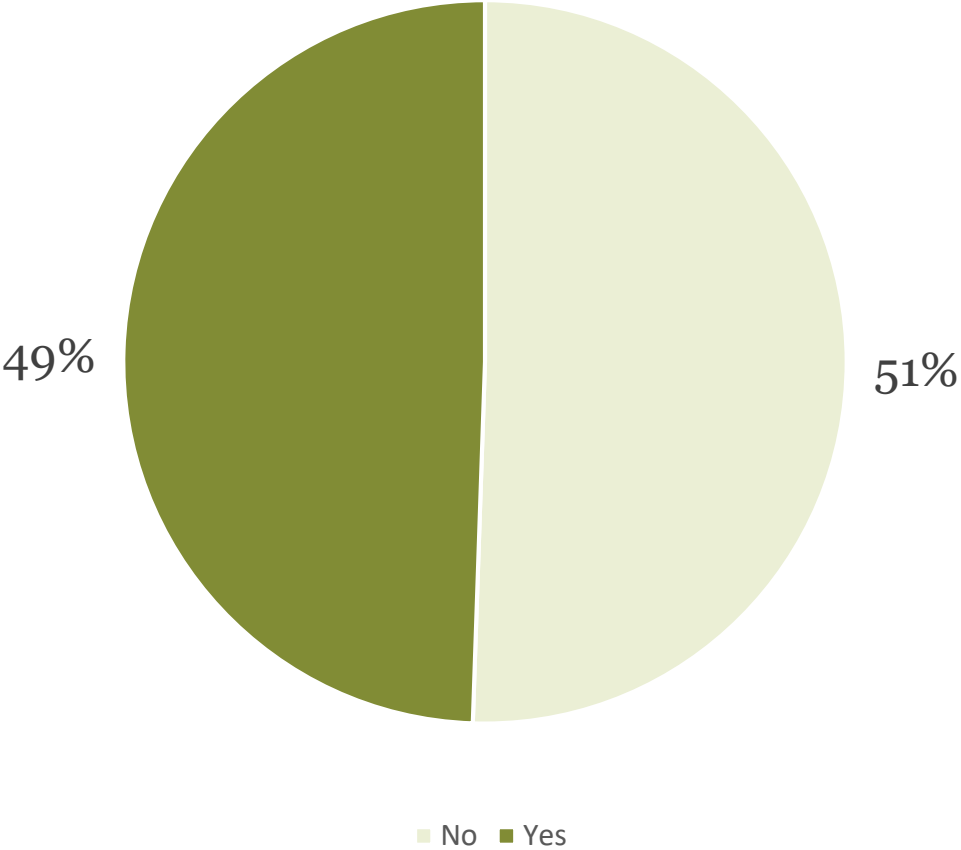
\$38K on average (n=75)



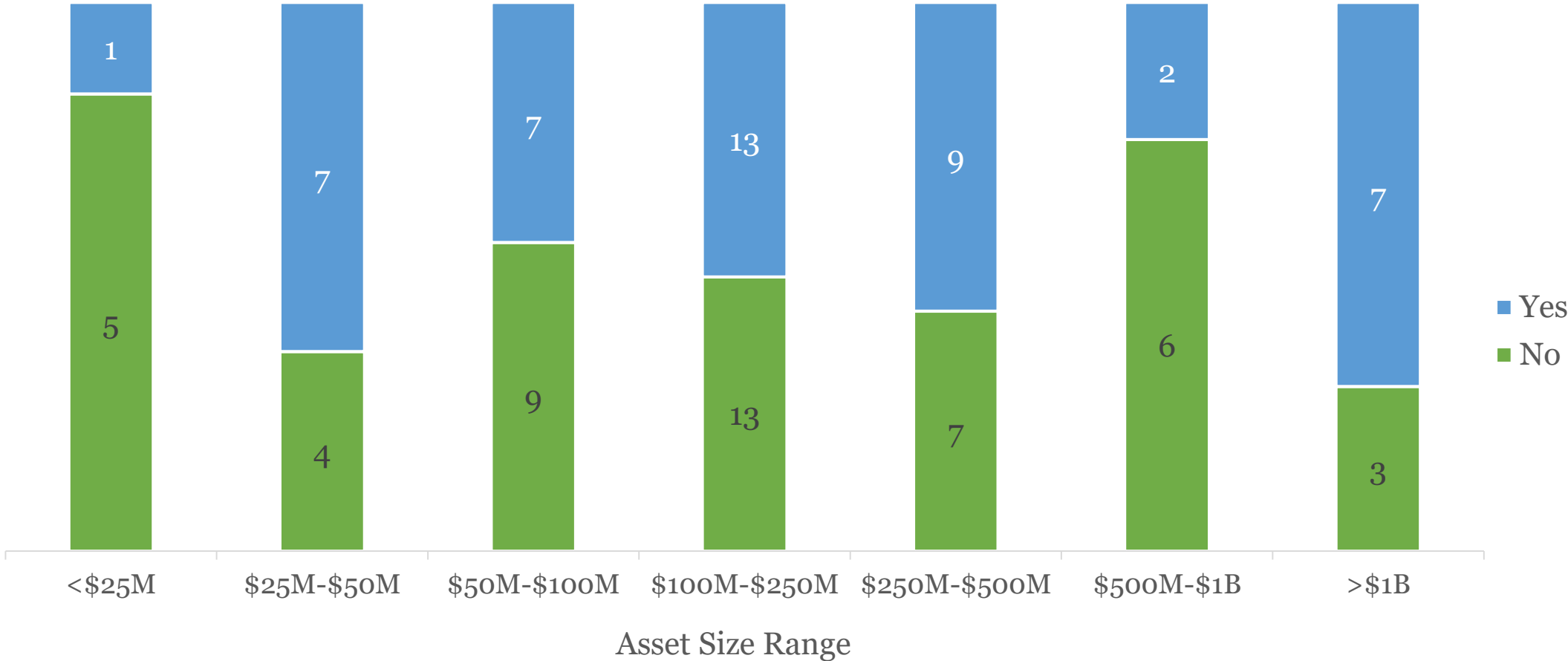
Annual amount spent on all ongoing technology

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	Less than \$50,000	Less than \$50,000	<i>Less than \$50,000</i>	Less than \$50,000	Less than \$50,000	Less than \$50,000	6
\$25M-\$50M	Less than \$50,000	Less than \$50,000	<i>Less than \$50,000</i>	Less than \$50,000	\$50,000 - \$74,999	Less than \$50,000	11
\$50M-\$100M	Less than \$50,000	Less than \$50,000	<i>\$50,000 - \$74,999</i>	\$50,000 - \$74,999	\$100,000 - \$149,999	Less than \$50,000	16
\$100M-\$250M	Less than \$50,000	\$50,000 - \$74,999	<i>\$75,000 - \$99,999</i>	\$100,000 - \$149,999	\$150,000 - \$199,999	\$100,000 - \$149,999	26
\$250M-\$500M	Less than \$50,000	\$50,000 - \$74,999	<i>\$100,000 - \$149,999</i>	\$150,000 - \$199,999	\$200,000 - \$299,999	\$150,000 - \$199,999	16
\$500M-\$1B	\$150,000 - \$199,999	\$200,000 - \$299,999	<i>\$300,000 and greater</i>	\$300,000 and greater	\$300,000 and greater	\$300,000 and greater	8
>\$1B	\$100,000 - \$149,999	\$300,000 and greater	<i>\$300,000 and greater</i>	\$300,000 and greater	\$300,000 and greater	\$300,000 and greater	10

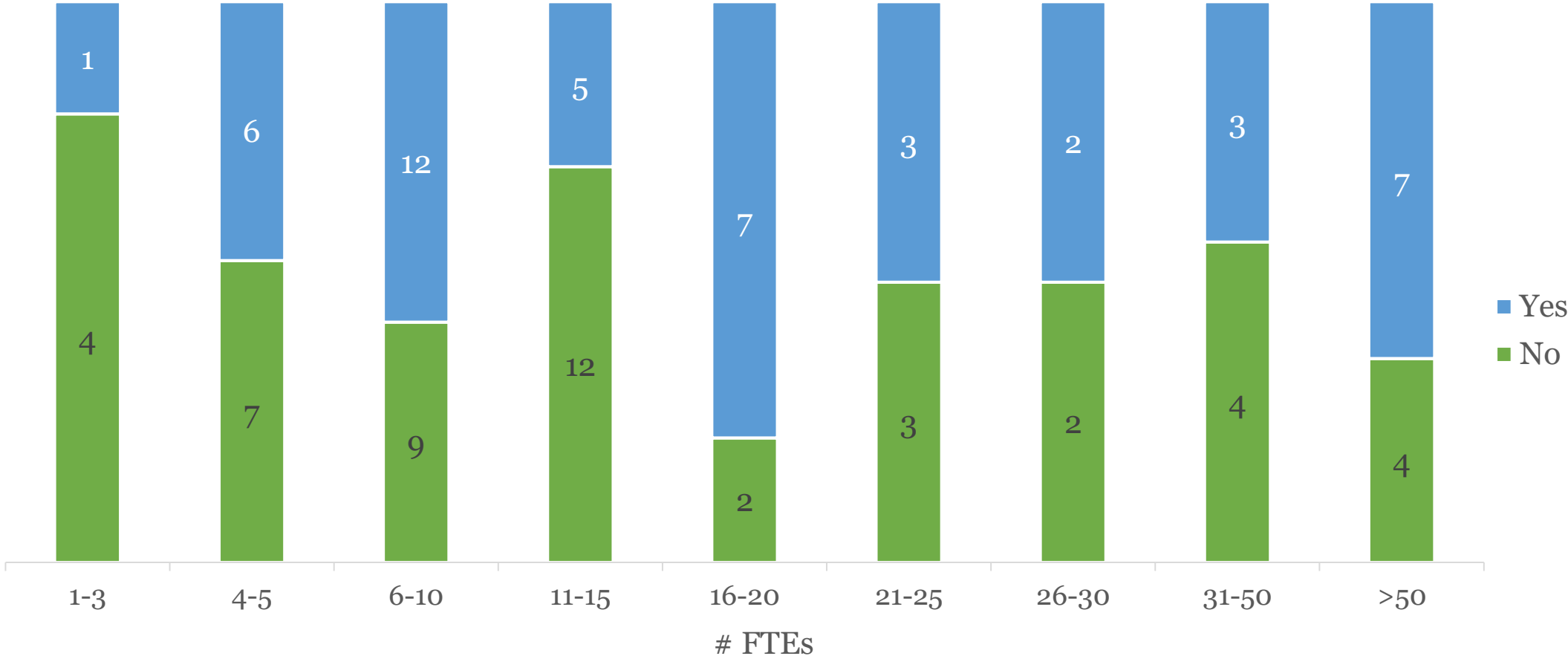
Does your foundation have an Office Manager?



Does your foundation have an Office Manager?

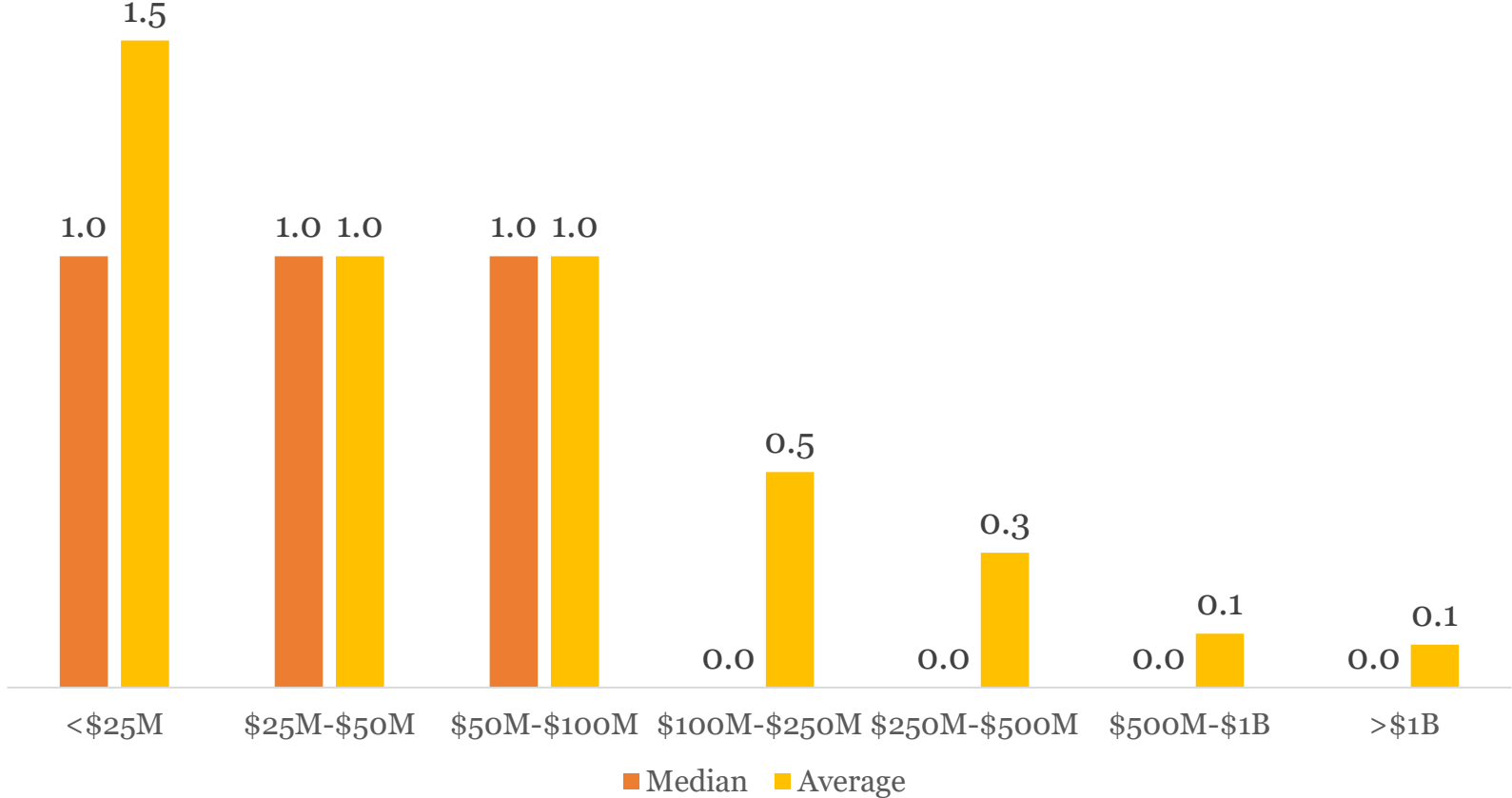


Does your foundation have an Office Manager?



How many hats does your CEO wear?*

**(in addition to their core responsibilities)*

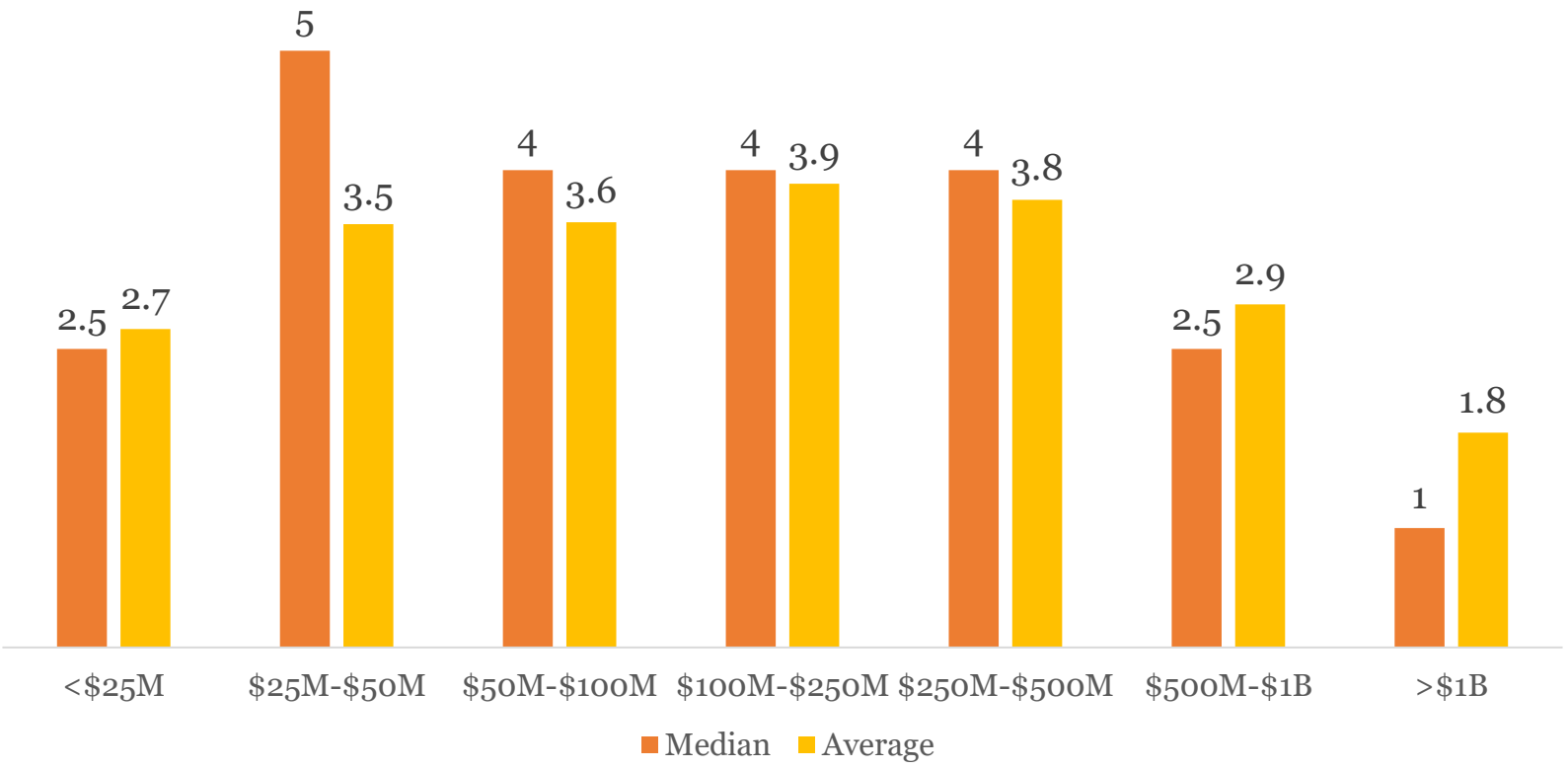


- List of roles:
- HR and/or payroll
 - Investment management oversight
 - Technology oversight
 - Office Manager

Max	3	2	4	2	2	1	1
Min	1	0	0	0	0	0	0

How many hats does your CFO wear ?*

*(in addition to their core responsibilities)



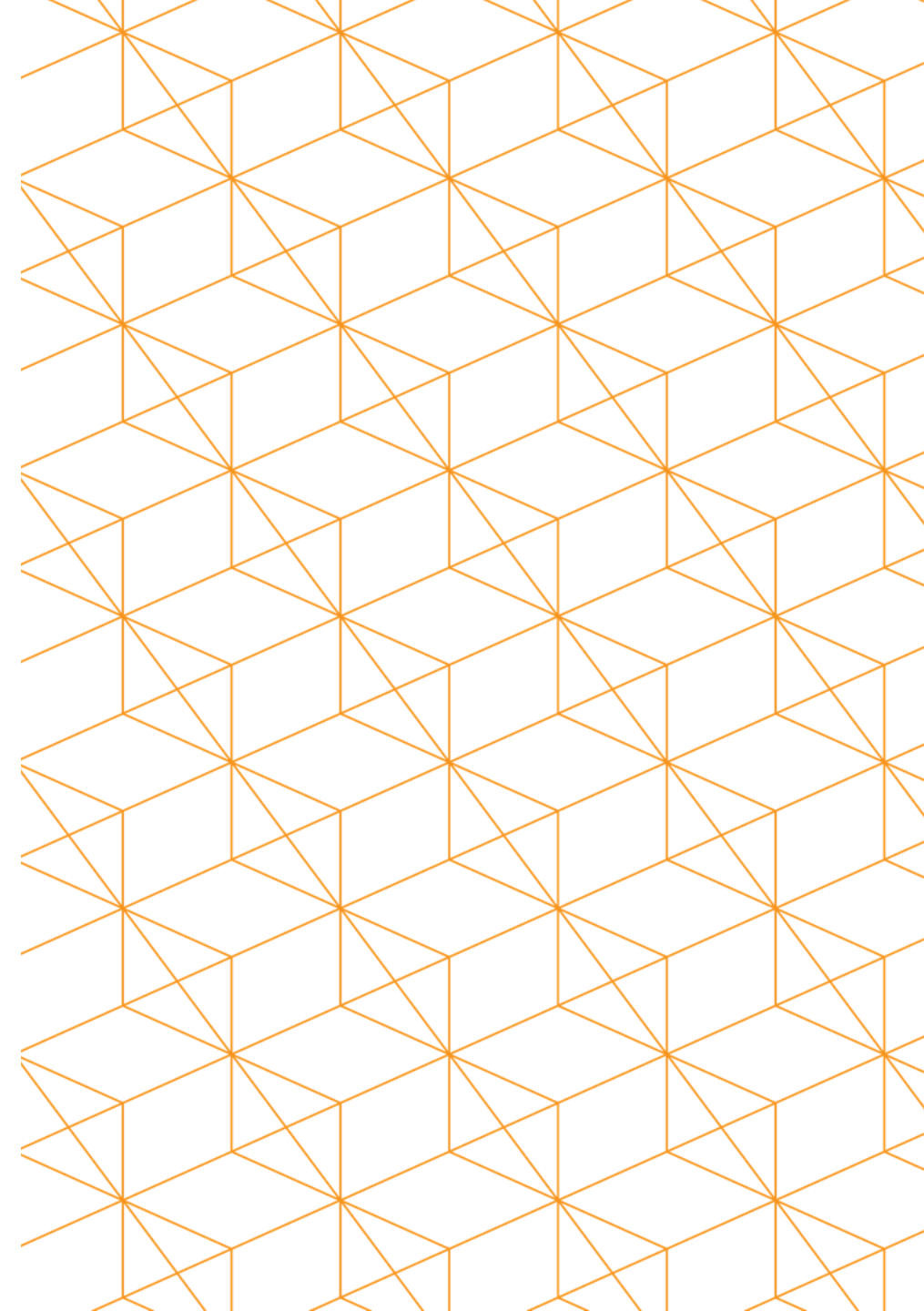
List of roles:

- HR and/or payroll
- Payables
- Gifts and other deposits
- Bank and/or investment accounts
- Journal entry and/or monthly financial statements
- Investment management oversight
- Technology oversight
- Office Manager

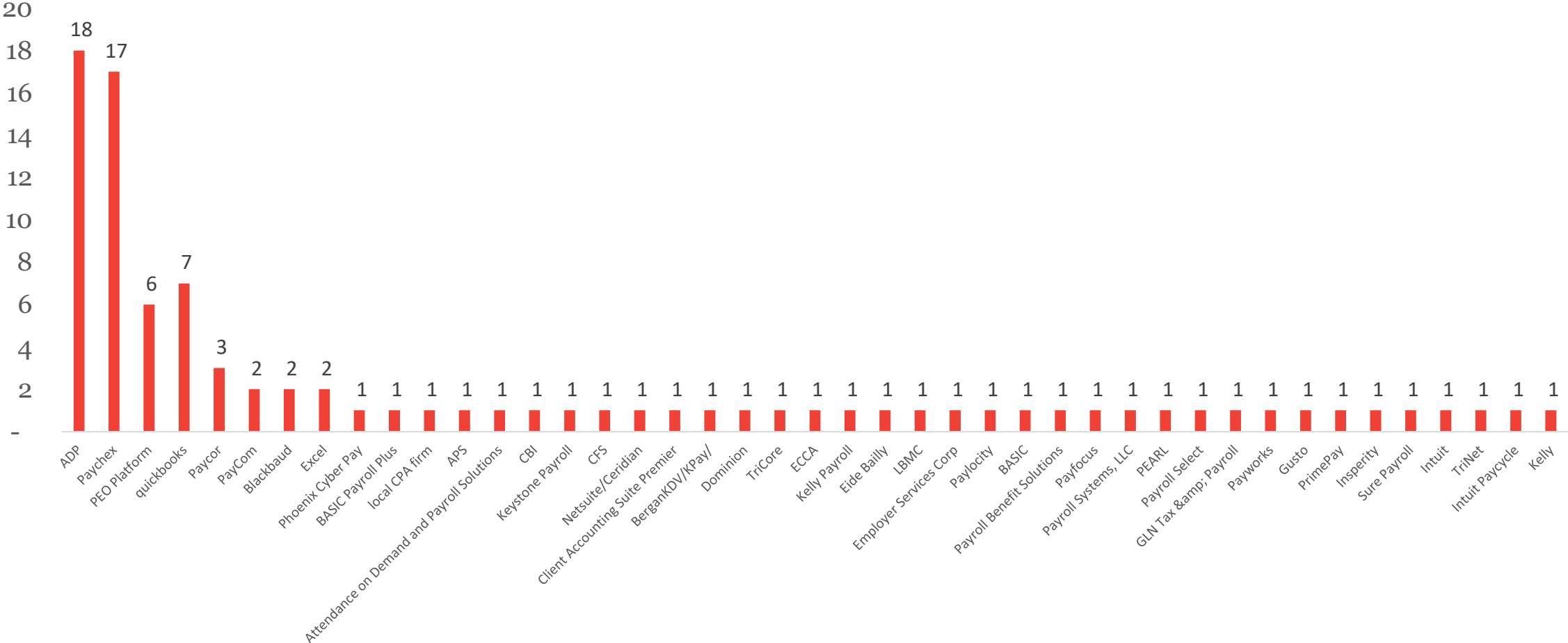
Max	6	6	6	6	6	8	5
Min	0	0	0	0	1	1	0

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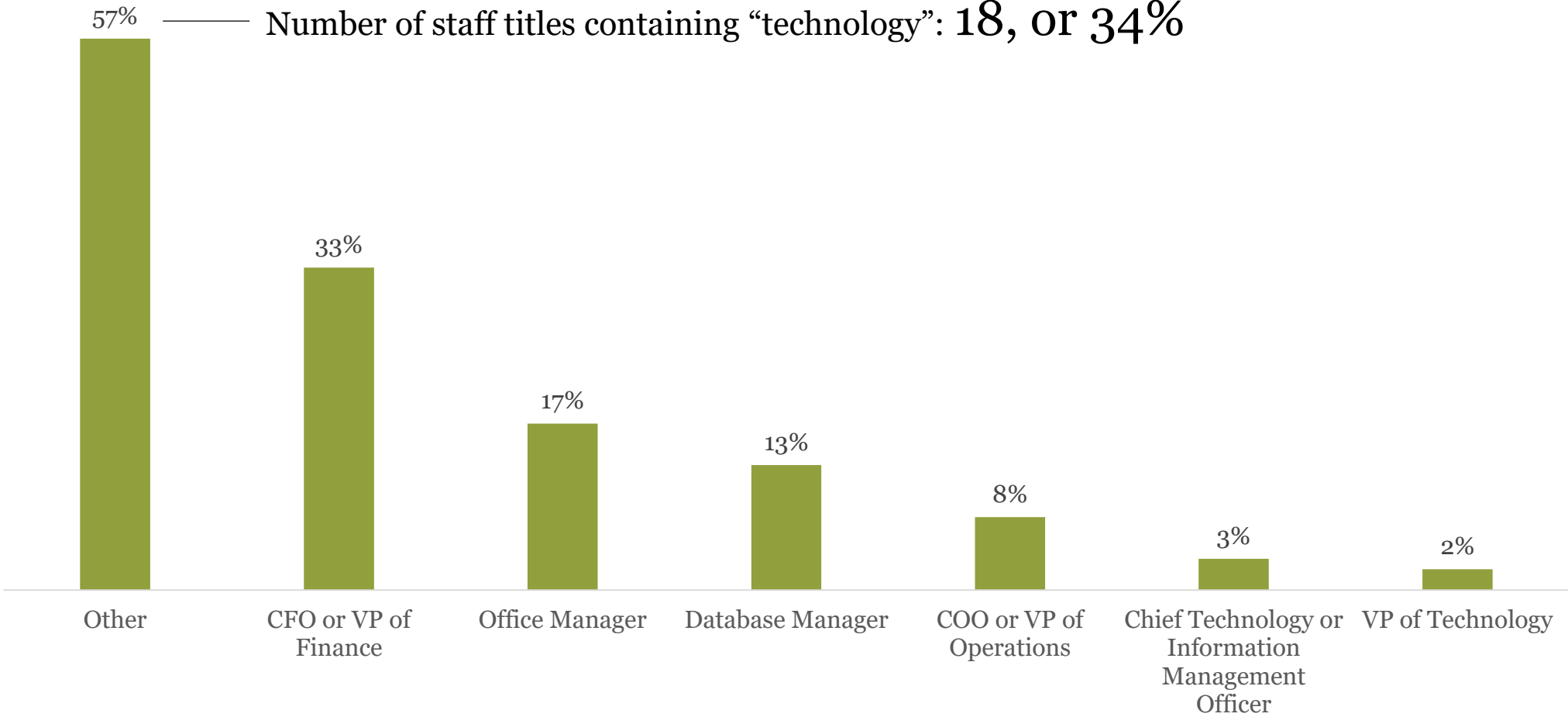
1. Results of FAOG survey of members
- 2. Appendix**



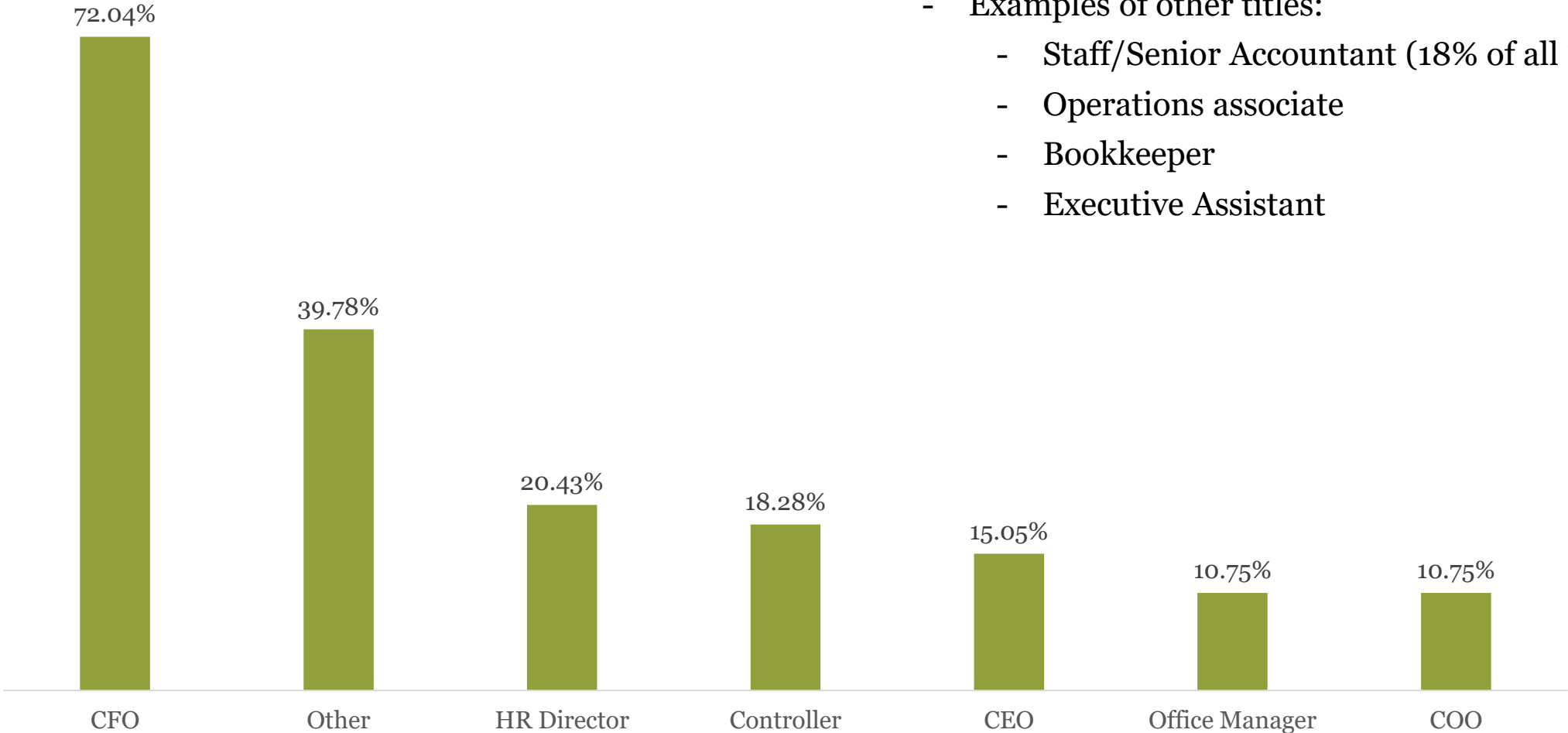
What payroll platforms do you use?



Individuals with technology oversight responsibilities

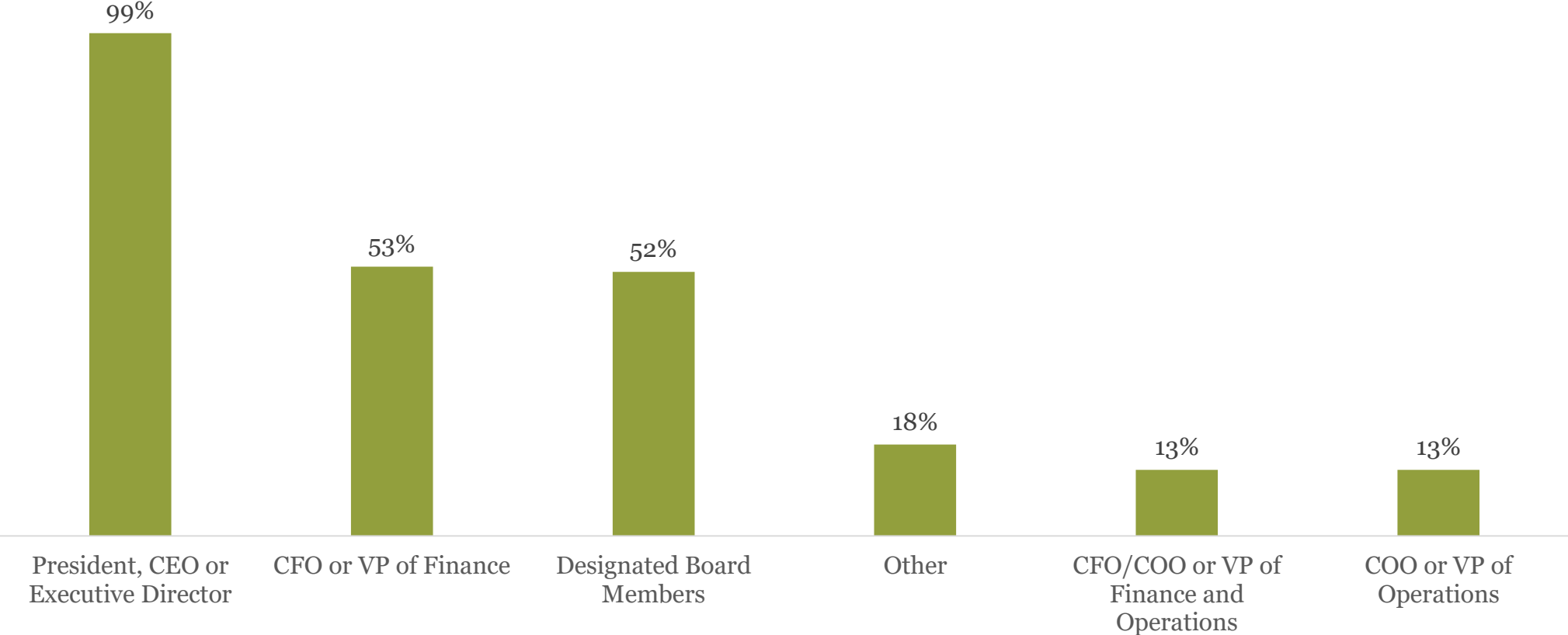


Title of staff with HR/payroll responsibilities



- Examples of other titles:
 - Staff/Senior Accountant (18% of all “other)
 - Operations associate
 - Bookkeeper
 - Executive Assistant

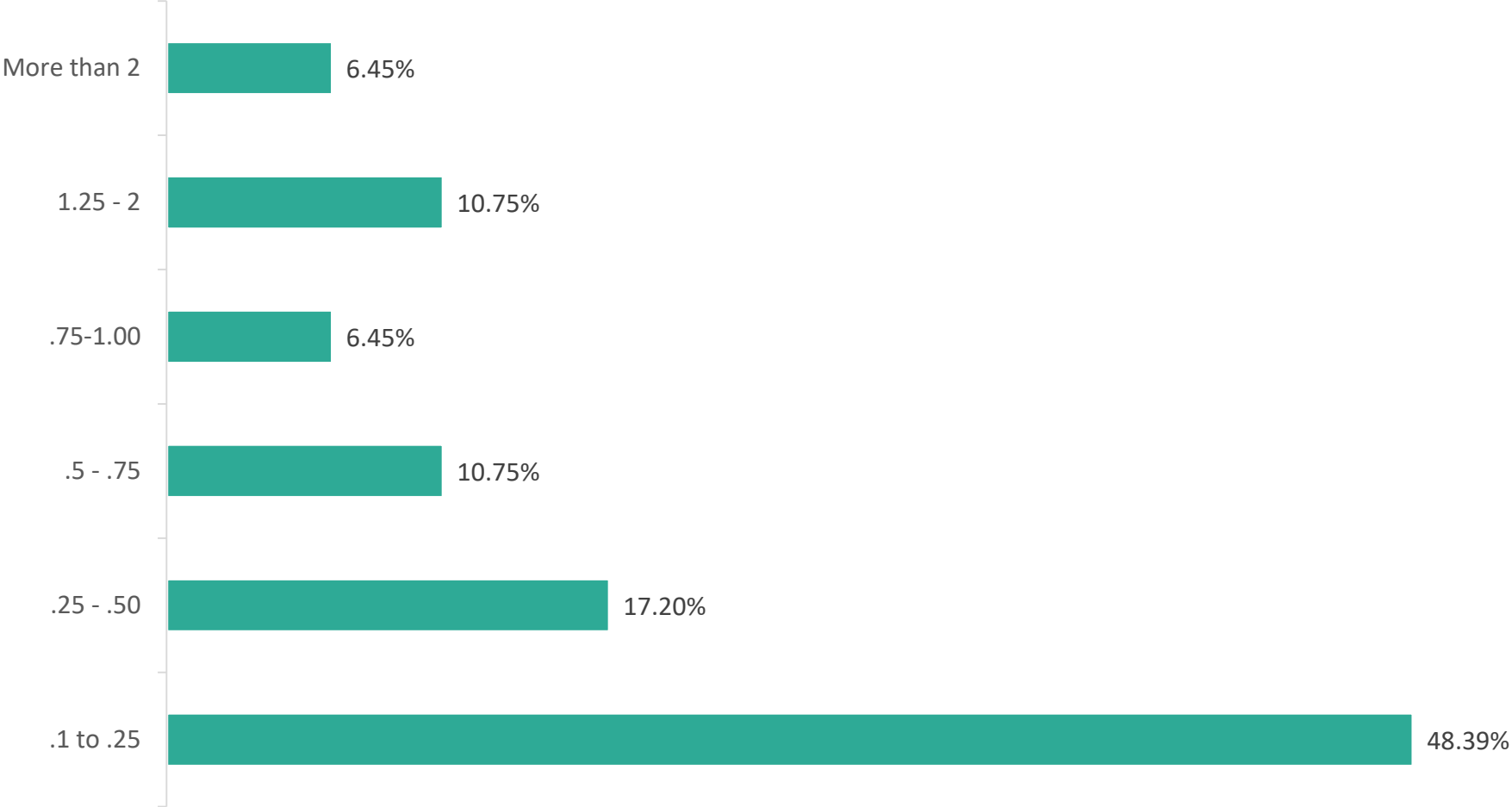
Individuals with authority - sign checks and/or initiate withdrawals or transfers



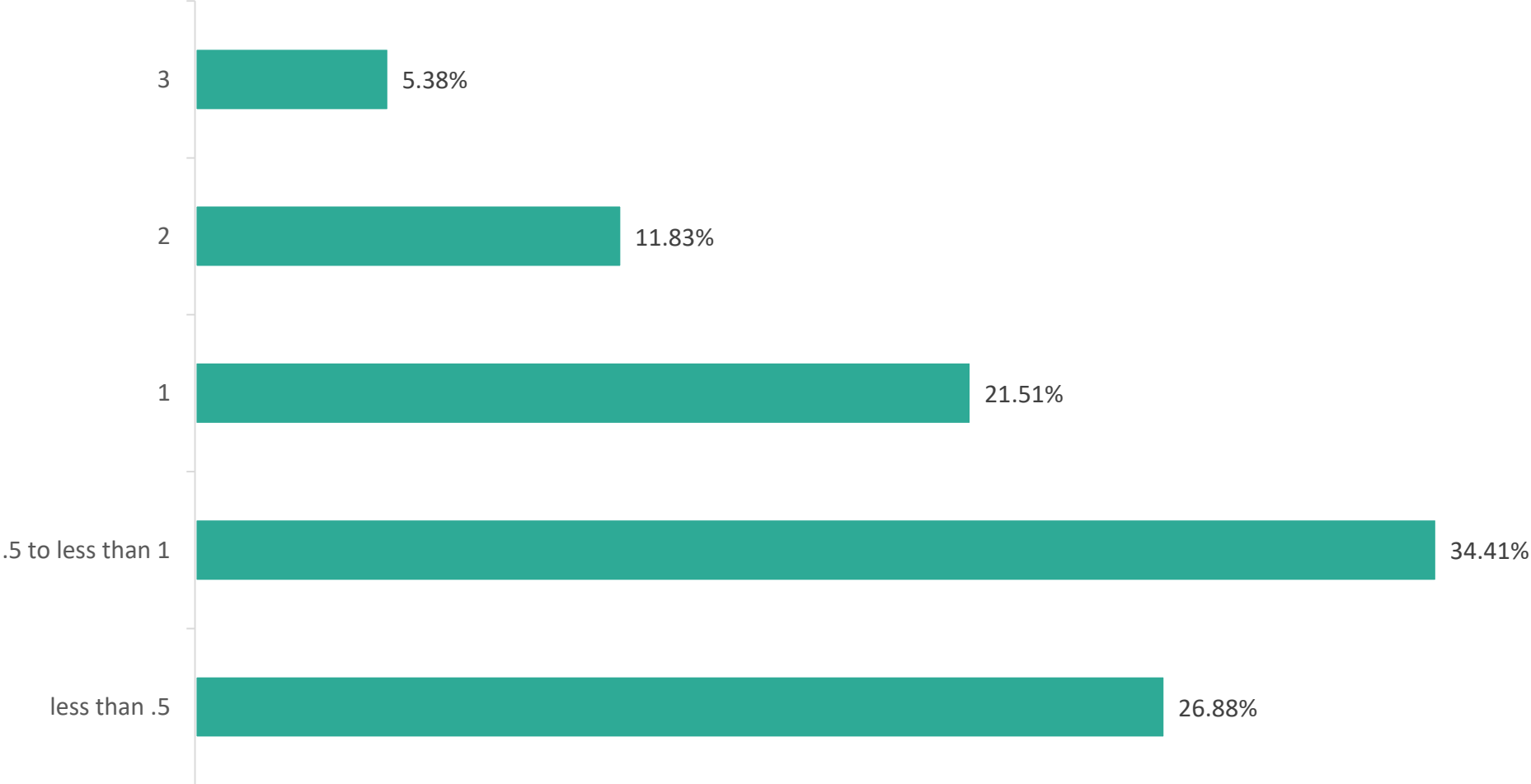
Number of bank accounts reconciled monthly

Asset Size Range	Min	25 th %	Median	75 th %	Max	Mode	No. of Responses
<\$25M	1	2	2	5-10	more than 10	2	6
\$25M-\$50M	1	2	4	5-10	5-10	5-10	11
\$50M-\$100M	1	3	4	5-10	5-10	5-10	16
\$100M-\$250M	1	1	3	5-10	more than 10	5-10	26
\$250M-\$500M	1	3	5-10	5-10	5-10	5-10	16
\$500M-\$1B	2	2	4	5-10	more than 10	2	8
>\$1B	2	2	4	5-10	more than 10	5-10	10

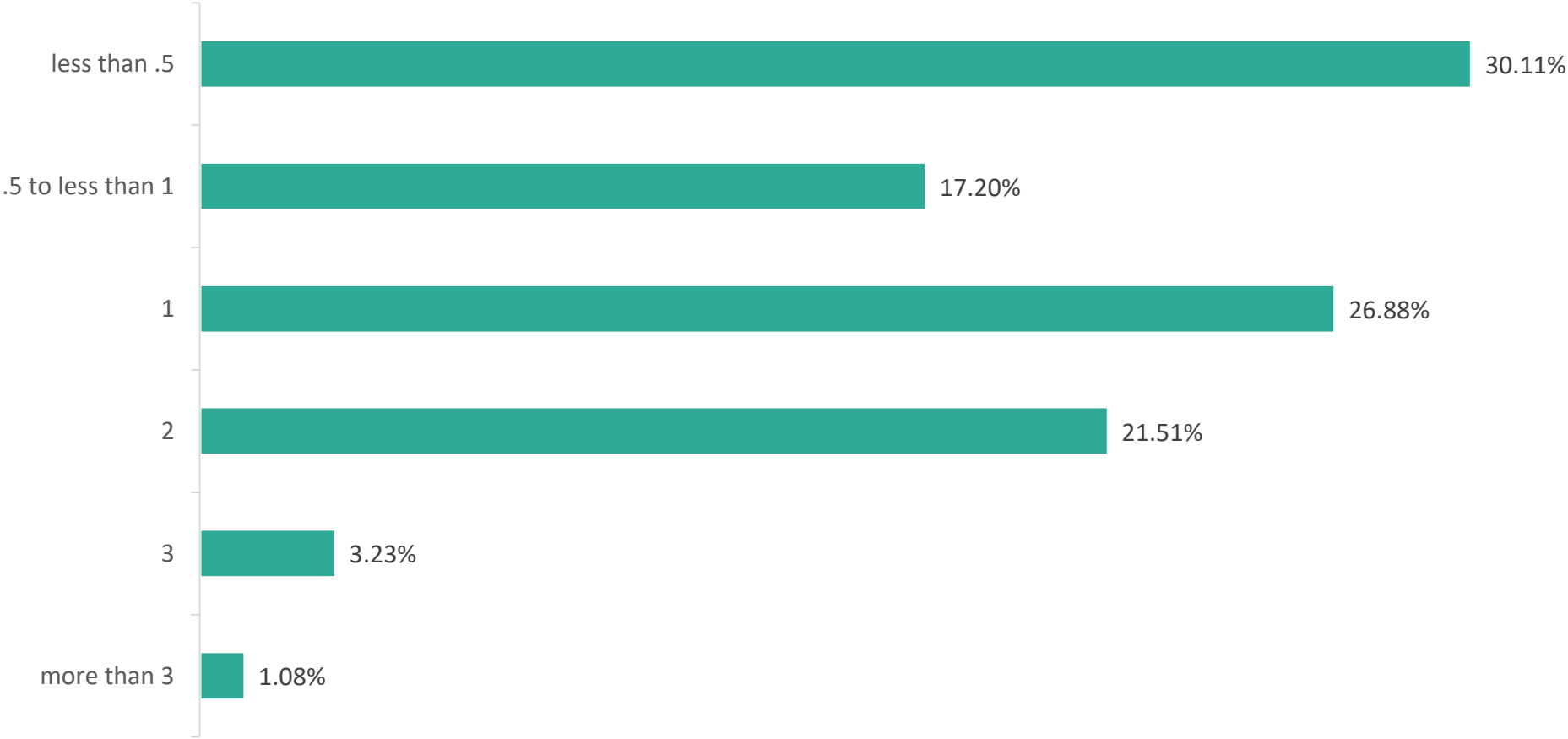
Number of FTEs dedicated - HR/Payroll



Number of FTEs dedicated - Payables



Number of FTEs responsible for bank and/or investment accounts reconciliation



Thank you.

@CFInsights

cfinsights.org

david.rosado@candid.org



CF INSIGHTS
by **Candid.**

