

Introduction to the NNIP Partners' Survey on Business Models and Finances

At the request of Partners, we are conducting this survey to understand how local NNIP Partners finance their work to help current and potential partners strengthen their business models, updating [our findings from the survey we last conducted in 2014](#). The data will be analyzed by Urban and shared back with the network. The results will inform NNIP's peer learning and technical assistance activities to support Partners' fundraising efforts, inform their business practices, and ultimately improve their ability to provide community data services and have local impact. Urban will also produce a public product summarizing findings that can be shared beyond the network, such as with local foundations and organizations interested in providing community data services in cities not currently in NNIP. No information about individual organizations will be published or shared without prior approval. Providing accurate and comprehensive responses are essential to understanding how finances and business practices vary across institution types and contexts.

The survey should be completed only once by each NNIP partner organization. We recommend downloading a PDF of the complete survey to review in advance of completing it in Qualtrics. We estimate that the survey will take about 30 minutes. If you need to stop at any point during the survey, you can return later to complete the remaining questions. If you have questions, please email Leah at lhendey@urban.org.

Please complete the survey by **Friday, March 29**.

Thank you!

*Indicates questions where answers are required.

Introduction

*All NNIP Partners are expected to collect, maintain, and update neighborhood data across topics and help stakeholders use the data. In some cases, Partner organizations provide many other services as well. For this survey, we ask you to provide information about the staffing and finances for ONLY the activities that relate to the services below, unless specified.

- Assembling, transforming and maintaining data, including secondary data, administrative data, and primary sources.
 - Disseminating data in both passive (e.g. through websites) and active ways (e.g. through presentations and one-on-one meetings).
 - Analytic, research, or evaluation activities that help stakeholders understand programs, specific policy issues that affect communities of color, and/or the neighborhood context.
 - Working with nonprofit, government or philanthropic stakeholders to use the data to guide advocacy, and decisionmaking in program planning and resource allocation.
 - Technical assistance and training related to data and applying data for impact.
 - Communications, administration, technology, and fundraising in support of the above services.
1. Please describe any unique circumstances that would be relevant to understanding the services your organization provides. [Text box].

Staffing for NNIP-related services

2. *Please complete the following table, filling in the **number of people** for each type of staff **currently** at [center/unit or organization]:

	Full-time (# of people)	Part-time (# of people)
Paid staff		
Faculty		
Paid students (graduate or undergraduate) or interns		
Unpaid interns, volunteers, or students (graduate or undergraduate)		

3. [if faculty > 0] *Are faculty salaries covered by administration activities or teaching duties?
- No, we need to fundraise to cover all salaries.
 - Yes, but sometimes we use project funding to buyout a faculty member's teaching time.
 - Yes, partially covered.
 - Yes, fully covered.
4. *Thinking about the NNIP-related services your [center/unit or organization] provides as described in the survey introduction and including functions like communications, technology, fundraising, organizational administration, etc. that support those services, please estimate the full-time equivalent (FTE) of all people (paid or unpaid) working on those activities. [enter number]
5. *Do you have paid contractors or consultants?
- Yes
 - No
6. [If yes to 5] *Please select the activities you hire contractors or consultants to perform and frequency with which you hire them:

	Never	Rarely	Occasionally	Frequently
Administrative functions (bookkeeping, etc.)				
Database architecture				
Data collection or analysis				
Data visualization				
Graphic design				
Grant writing				
Strategic planning				
Web development				
Other (please list)				

Please list any other activities for which you hire contractors or consultants to perform and the frequency with which you hire them. [Text box]

7. Please add any additional information necessary to understand your staffing situation. [Text box]

Budget for NNIP-Related Services

Note: The next three sets of questions will ask about your budget specific to the NNIP-related services and organization functions that support those services discussed previously. You may use calendar year or fiscal year, whichever is most convenient for you.

Part 1. **General Support**, which describes any general funding you receive to cover expenses related to performing NNIP-related services. Typically, this funding is not tied to specific deliverables and could be in the form of grants, operational funds received from a parent organization, donors, etc.

Part 2. **Funding for specific projects or services**, which could be from grants or contracts for a particular product or service (e.g., custom maps, cross-site initiatives, commissioned studies, “help desk” support, etc.) that you provide as part of your local NNIP-related services. This type of funding is also known as fee-for-service.

Part 3. **In-kind support**, which includes non-cash contributions or transfers to support your NNIP-related services (e.g., faculty whose base salaries are covered by teaching duties, office space, technology or HR support, etc.)

8. *For which time period are you reporting budget data? Please use this period to answer all questions in this section.
- January 1 to December 31, 2023
 - July 1, 2022 to June 30, 2023
 - October 1, 2022 to September 30, 2023
 - Other: (Please specify)
9. *What is your [center/unit or organization]’s estimated annual budget (in dollars) for performing NNIP-related services? [Text box]
10. Please add any additional information necessary to understand your budget. [Text box]

Part 1: General Support

11. *How much revenue did you take in as **general support** for your NNIP-related services over the past year?
- \$0 – we did not take in revenue as general support last year.
 - \$1-49,999
 - \$50,000-99,999
 - \$100,000-149,999
 - \$150,000-199,999
 - \$200,000-249,999
 - \$250,000-299,999

- \$300,000-349,999
- \$350,000-399,999
- \$400,000-499,999
- \$500,000-749,999
- \$750,000-999,999
- \$1,000,000 or more

12. *Did last year's **general support** funding level represent a typical year?

- Yes
- No. Please explain. [Text box].

13. *[If q11 > 0]] Check all sources of revenue you received as **general support** last year. Please use the source of where the funds originated if you are a subcontractor.

- Federal government
- State government
- Local government
- National foundation
- Local/regional foundation
- United Way
- University where you are based
- Other university
- Bank
- Other commercial/private business, corporation
- Nonprofit
- Draw on endowment
- Individuals

14. *[If q11 > 0] How many **general support** funders did you have over the last year (those counted above)? [Text box]

15. *[If q11 > 0] What entity was the largest source of revenue as **general support** last year? [Text box]

16. If you used general support for specific activities or types of activities, please describe. Examples include: help desk, exploratory analysis, data updates, staff professional development, etc. [Text box]

17. Please share any other comments or additional information necessary to understand your situation in relation to **general support** funding. [Text box]

Part 2: Project-Support

18. *How much revenue did you take in from grants or contracts for **specific projects** for NNIP-related services over the past year?

- \$0 – we did not take in revenue for **specific projects** last year.

- \$1-49,999
- \$50,000-99,999
- \$100,000-149,999
- \$150,000-199,999
- \$200,000-249,999
- \$250,000-299,999
- \$300,000-349,999
- \$350,000-399,999
- \$400,000-499,999
- \$500,000-749,999
- \$750,000-999,999
- \$1,000,000 or more

19. *Did last year's funding level for **specific projects** represent a typical year?

- Yes
- No. Please explain [Text box].

20. *[If q18 > 0] Below, check all sources of revenue you received for **specific projects** last year. If you are a subcontractor, please use the source where the funds. *For example, if you are part of a federal Promise Neighborhood Initiative, the source of funding would be the federal government, even though your contract or grant was from a local entity. For federal funds that are granted to states or local governments to be distributed (e.g., ARPA or CDBG) the source of funding should be the state or local government.*

- Federal government
- State government
- Local government
- National foundation
- Local/regional foundation
- United Way
- University
- Bank
- Other commercial/private business, corporation
- Nonprofit
- Draw on endowment
- Donors
- Members

21. *[If q18 > 0] How many grants or contracts for **specific projects** did you have over the last year? (those counted above) [Text box]

22. *[If q18 > 0] What entity was the largest source of grants or contracts for **specific projects** last year? [Text box]

23. *[If q18 > 0] What contract vehicles or revenue types for **specific projects** did you make use of last year? Check all that apply.
- Grants
 - Contracts for a fixed dollar amounts where we bill the client when we complete specified deliverables (i.e., firm-fixed price contract).
 - Contracts where we bill the client for allowable costs incurred on a regular interval such as monthly (i.e., cost-reimbursable contract).
 - Agreements that specify general contract terms but require negotiations for individual tasks and their budgets (i.e. Master services agreement).
 - Other type: Please describe.
24. *How often do you charge an explicit fee (such as a share of the budget) on **contracts**? (You might do so to hedge against uncertain project parameters, help support overhead functions, etc.)
- Never
 - Sometimes
 - Usually
25. [if q24 sometimes or usually] What factors determine when you charge an explicit fee? Examples of factors might include: the type of client (nonprofit vs. government) or type of contract (firm fixed price vs cost). [Text box]
26. Please share any other comments or additional information necessary to understand your situation in relation to revenue from **specific projects**. [Text box]

Part 3: In-kind contributions

27. *Over the past year, did you receive any **in-kind support**? Please include any non-monetary support, such as those described below. Check all that apply.
- Office space
 - Hardware, software licenses, servers, or cloud credits
 - Discounted rates such as for indirect costs or overhead
 - Support services (human resources, technology support, communications, development, contracts, legal, etc.)
 - Other – please describe. [Text box]
 - No, we did not receive in-kind support.
28. *[If any responses to q27 other than no] Please estimate the total value of the **in-kind support** in the past year.
- \$1-49,999
 - \$50,000-99,999
 - \$100,000-149,999
 - \$150,000-199,999
 - \$200,000-249,999
 - \$250,000-299,999

- \$300,000-349,999
- \$350,000-399,999
- \$400,000-499,999
- \$500,000-749,999
- \$750,000-999,999
- \$1,000,000 or more
- I am unable to estimate the value.

29. *Did last year's level of **in-kind support** represent a typical year?

- Yes
- No. Please explain. [Text box]

30. *[If any responses to q27 other than no] Please estimate the share of last year's in-kind support that came from external sources? (i.e. not from Parent or Host organization) [numeric]%

31. *[If any responses to q27 other than no] Below, check all sources of revenue you received for **in-kind support** last year.

- Federal government
- State government
- Local government
- National foundation
- Local/regional foundation
- United Way
- University
- Bank
- Other commercial/private business, corporation
- Nonprofit
- Draw on endowment
- Donors
- Members

32. [If any responses to q27 other than no] Please share any other comments or additional information necessary to understand your situation in relation to **in-kind support**. [Text box]

Exploring Your Business Model

Staff time and development

33. *Do you have staff track time spent on specific projects or activities?

- Yes
- No

34. [If yes to 33] What software, app, or system do staff at your organization use to track time? [Text box]

35. *Do you cover time and/or direct costs for staff to do professional development?

- Yes
- No

36. [If yes to 35] What is the source of funding for professional development (e.g. part of overhead, separate grants, leftover funding from projects, etc.) [Text box]

Fundraising and project budgets

37. *Do you have a written policy or guidelines to decide which projects to pursue?

- Yes
- No

38. [If yes to 37]. Please summarize your policy. [Text box]

39. *Does your organization have informal guidelines or formal policy about the amount of money that can be spent on developing a proposal, concept, or responding to an RFP for a client?

- Yes
- No

40. [If yes to 39]. Please summarize your guidelines or policy. [Text box]

41. *[If q18 > 0]. Do you charge clients different rates for project or services? For example, if they are nonprofits, community groups, government, or foundations?

- Yes
- No

Please explain. [Text box]

42. *[If q18 > 0]. Do you typically quote clients: [select all that apply]

- A flat fee including all costs and overhead.
- Blended rate and hours for all staff that incorporates overhead.
- Itemized labor hours and rates for each staff person, direct costs, and overhead.
- Other [please describe]

43. *[If have q18>0 and university center]. Are there circumstances in which you have been able to charge a reduced overhead rate from the university's standard rate?

- No,
- Yes. Please describe [Text box].

44. *Does your organization solicit event or product sponsorships?

- Yes
- No

45. [If q44 = yes] Please describe when you use sponsorships and what types of entities typically become sponsors.
46. *What funding sources do you use to pay for data management and keeping your neighborhood-level data up-to-date? [check all that apply]
- General support
 - Line item or fee in project budgets
 - Use of several projects to accomplish updates
 - Specific grant for this purpose
 - Other, please describe.

Cash Reserves and Committed Funding

47. Does your [center/unit/ or organization] maintain cash reserves?
- Yes, we have less than 3 months of reserves.
 - Yes, we have 3-5 months of reserves.
 - Yes, we have 6 or more months of reserves.
 - No, our organization does not maintain cash reserves.
 - No, any reserves from NNIP-related projects are recaptured by our host organization each year. The host organization is responsible for cash reserves.
 - I don't know.
48. [If yes to 47]. Through what mechanisms do you build up your cash reserves?
- Built into hourly labor rates charged to clients.
 - Built into fixed-price contracts.
 - Donations from individual or institutional donors.
 - Foundation within the university.
 - Other, please describe.
49. *Thinking about the cost of operating your [center/unit or organization] to provide NNIP-related services for your next fiscal year, please estimate the share that is covered by currently committed funding (excluding cash reserves). [numeric box in %]
50. Please provide any additional information necessary to understand your situation related to committed funding. [Text box]

Conclusion

51. Is there any other advice for other partners related to finances and business models that you would like to share? [Text box]
52. On what topics related to finances and business models are you most interested in learning more about via NNIP? [Text box]

53. On what topics would you feel comfortable sharing your experiences with NNIP? In what format would you feel comfortable sharing? (one-on-one on the phone, conversation with NNIP-Urban staff, webinar, unconference meeting sessions, plenary meeting sessions, small group discussion, etc.) [Text box]