

2009 DonorCentrics™ U.S. Recurring Giving Benchmarking Analysis

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Project Background

Overview

In February 2010, Target Analytics, a Blackbaud company, held a forum with eighteen major national non-profit organizations on the subject of recurring giving fundraising. Recurring giving is also called regular or sustainer giving and refers to donors who give gifts at regular intervals – usually monthly – with no predetermined end date.

Participating organizations were a self-selected group that had an interest in joining a benchmarking group focused on recurring giving. The purpose of the forum was to provide a collaborative environment in which these organizations could learn from each other's experiences in developing and building a successful recurring giving marketing strategy.

To provide a factual basis for discussion, Target obtained transactional data from all eighteen participants and produced reports comparing the characteristics and behavior of their recurring and single-gift donors. The reports presented the performance of all participants so that each could compare its own results to those of the others and learn which programs had the most success in specific areas.

This analysis is a summary of key aggregate findings from these reports.

The eighteen organizations in the 2010 recurring giving donorCentrics analysis include:

ALSAC/St. Jude's Children's Research Hospital	Greenpeace USA
American Society for the Prevention of Cruelty to Animals	Heifer International
Amnesty International USA	International Fund for Animal Welfare
Bread for the World	International Rescue Committee
CARE	Mercy Corps
ChildFund International - USA	Oxfam America
Covenant House	Planned Parenthood Federation of America
Defenders of Wildlife	Save the Children
Environmental Defense Fund	U.S. Fund for UNICEF

Recurring Giving in the United States

Internationally, recurring donors often account for well over half of an organization's annual fundraising.

Recurring giving is not nearly as prevalent in the United States. With a few exceptions, recurring donors usually make up a small minority – often less than 10% – of the typical U.S. non-profit donor base.

This may be due to several factors. For example, the direct marketing efforts of international fundraisers may have a greater focus on cultivating recurring gifts. And in countries where Electronic Funds Transfer (EFT) is commonly used to pay for goods and services, giving to non-profit organizations regularly through the same method may work more easily and seem more natural to donors.

There is an understandable desire in the U.S. non-profit community to discover how recurring giving programs might succeed and grow here.

Summary of Findings

The conclusions below are based on the analysis of the data of the eighteen benchmarking group participants.

Overview

Recurring donors are very valuable donors. They give continuously and at consistent dollar levels over a long period of time. Each year they give much more revenue per contributor than other donors. And, as a result, they have a much higher cumulative value over several years. They are a solid source of dependable long-term revenue from supporters with some of the greatest affinity to the organization.

However, it has been hard for U.S.-based organizations to cultivate significant numbers of recurring donors without making recurring donor giving a central focus of their new donor acquisition fundraising strategy.

Most U.S. non-profits concentrate on converting single-gift donors who are already on their file to recurring giving, often with only moderate success. The few organizations that do have high proportions of recurring donors and significant growth in recurring donor volume are those that have put an atypically large emphasis on the acquisition of new donors directly into the recurring giving program.

Without a substantial shift in focus towards acquiring donors as recurring donors from their very first gift – and, perhaps, without a shift in the way most Americans view sustainer giving – recurring donors may remain a small, hard-won minority of the donor population for most organizations.

For the non-profits in this analysis, recurring donors make up a small proportion of donor files and their numbers are growing slowly, if at all.

- The organizations in this analysis can be divided into two groups – a small number which have invested heavily in recurring giving acquisition programs and for whom recurring donors make up a significant portion of the donor base, and the majority for whom recurring giving makes up a relatively small percentage of overall donors.
- Recurring gift donors have grown slightly as a proportion of total donors over the past five years. This growth was experienced by two-thirds of the organizations in this analysis, including all of the organizations with larger recurring giving programs.
- Recurring donors have consistently accounted for two to three percent of all new donors acquired each year over the past five years from 2005 to 2009.

Donors who give recurring gifts tend to be younger than single gift donors, but both types of donors have similar income and gender profiles.

Donors who give recurring gifts give significantly more per year than single-gift donors.

- As would be expected, recurring gift donors have much lower average gifts than donors who give only single gifts but their cumulative total revenue per donor each year is much higher because of their higher giving frequency.
- The majority of recurring gifts are given either via credit card or Electronic Funds Transfer (EFT). For most organizations, only a small minority of recurring gifts are given by cash or check. The majority of single gifts, on the other hand, are given by cash or check.

Only a small percentage of donors give both recurring and single gifts in a given year.

- Over time, recurring donors who give for many years in a row settle into recurring-only giving and rarely give additional single gifts.

Most U.S. organizations have had difficulty cultivating large numbers of recurring donors.

- For organizations with small recurring giving programs, recurring-gift donors are more likely to come from conversions of single-gift donors within the existing constituency than from new donor acquisition.
- For organizations with large recurring giving programs, the majority of recurring-gift donors are acquired as new donors directly through acquisition efforts focused on recurring giving.
- Extremely low percentages of single-gift donors already on an organization's file convert to recurring giving each year. The likelihood that a donor will convert to recurring giving decreases with the number of years a donor has been on the file.
- The few donors who do convert from single-gift to recurring giving each year tend to be those who were already giving more frequently and who were giving at dollar levels from \$50 to \$249 per year. These patterns could be a reflection of the organizations' conversion strategy.

Organizations with large sustainer giving programs use a wide variety of channels to acquire new donors directly into the recurring giving program.

- The vast majority of single-gift donors are acquired through direct mail.
- Recurring donors are acquired through a much greater diversity of channels, including mail, telemarketing, the internet, canvassing (face-to-face), and direct response television and radio.

Recurring donors have much higher retention rates than single-gift-only donors and the overwhelming majority of recurring donors continue giving to the recurring giving program when they renew.

- The higher retention rates of recurring donors each year result in much higher loyalty over the long term. For donors who joined the recurring gift program in their acquisition year, many more of them are still giving to the organization after three, four, or five years than are donors who gave only single gifts in their acquisition year.
- The overwhelming majority of renewing recurring donors continue to give to the recurring giving program when they renew.
- Higher retention rates and higher revenue per donor each year mean that donors who give recurring gifts at any point in their giving history have much higher long-term revenue than donors who give only single gifts. The more quickly a donor becomes a recurring donor, the greater their average cumulative revenue over the long term.

In successive years of giving, recurring donors settle into a stable level of giving and do not tend to downgrade or upgrade when they renew.

When recurring-gift-only donors lapse out of recurring giving programs, it is harder to get them back than it is the typical single-gift donor.

- Reactivation rates of lapsed recurring donors are significantly lower than reactivation rates of lapsed single-gift donors.
- When lapsed recurring donors do reactivate, they tend not to rejoin the recurring gift program when they come back.

Full Findings from the Recurring Giving Benchmarking Analysis

All references to years within this analysis are based on a July to June year. For example, a date of “2009” appearing on a graphic would include giving from July 2008 through June 2009.

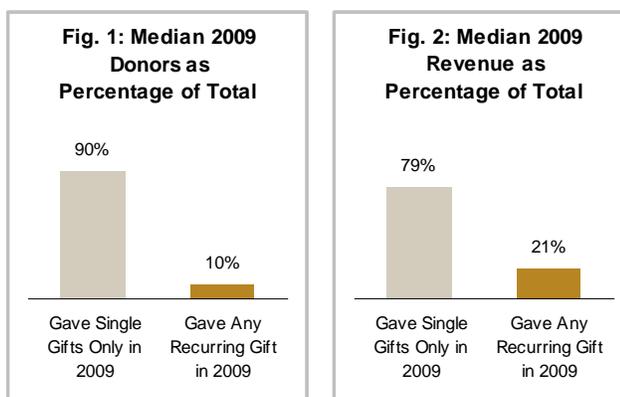
Throughout this analysis, individual organizations may be excluded from certain statistics when divisions of the data result in populations too small to be reliable for median calculations. These instances are noted.

Size of Recurring Giving Programs

Current Numbers

Overall, recurring donors make up a relatively small proportion of the donors to the organizations in this analysis. Donors who gave recurring gifts accounted for a median 10% of all donors in 2009 (fig. 1).

Although recurring donors account for only 10% of all donors, they gave 21% of the revenue (fig. 2). This is because of their higher revenue per donor, which is explored below.



Large and Small Recurring Giving Programs

For the most part, the organizations in this analysis can be split into two groups – those who have very large recurring giving acquisition programs and for whom recurring donors make up a sizeable portion of the donor file, and those for whom recurring giving makes up a relatively small percentage of overall donors.

Of the eighteen organizations in this analysis, seven have large recurring giving programs in which recurring donors make up over 15% of the giving file each year. For the other eleven organizations, recurring donors accounted for less than 15% of donors.

The seven organizations with larger recurring giving programs had a median of 31% of their donors giving recurring gifts in 2009. The eleven organizations with smaller recurring giving programs had a median of 6% of their donors giving recurring gifts in 2009.

Changes over the Last Five Years

Most of the organizations in this analysis have seen growth in the numbers of recurring donors over the last five years. Recurring donor populations have grown a median 22% from 2005 to 2009, compared to a decline of 13% in single-gift donors. However, the numbers of recurring donors for several organizations were very small in 2005 and 2006 so percentage changes over that time period are volatile.

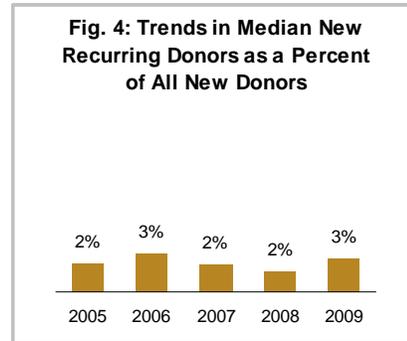
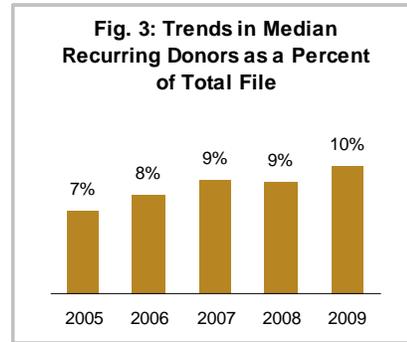
Perhaps a more telling measure is the growth in recurring gift donors as a proportion of the total donor file.

For the organizations in this analysis, recurring donors grew slightly from a median of 7% of the overall file in 2005 to a median of 10% in 2009 (fig. 3).

Of the eighteen organizations in this analysis, eleven had slight growth in their recurring donors as a percent of the total file over the last five years. This included all seven of the organizations with relatively large recurring giving programs.

The proportion of recurring donors giving to the other organizations either remained essentially flat or declined.

For all organizations, new recurring donors have remained essentially flat as a proportion of all new donor acquisition, hovering between 2% and 3% of all new donors from 2005 through 2009 (fig. 4).



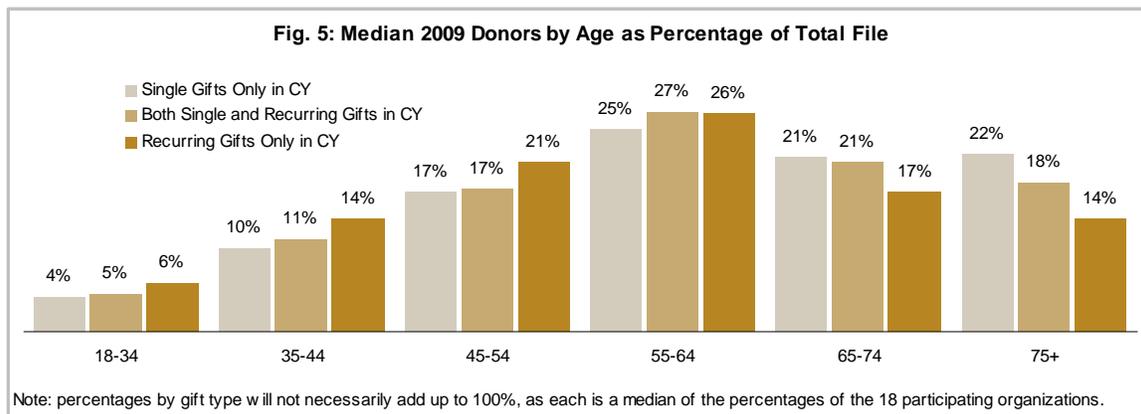
Demographic Characteristics of Recurring Donors

Age

Donors who give recurring gifts tend to be younger than donors who give single gifts. Donors who give solely recurring gifts are even younger than those who give single gifts in addition to their recurring giving.

This pattern was consistent across organizations regardless of the size of their recurring giving program.

For the organizations in this analysis, for example, a median 22% of the donors who gave only single gifts in 2009 were 75 years old or older. In comparison, only 14% of the donors who gave only recurring gifts in 2009 were 75 years old or older (fig. 5).



Age and Recurring Giving Program Size

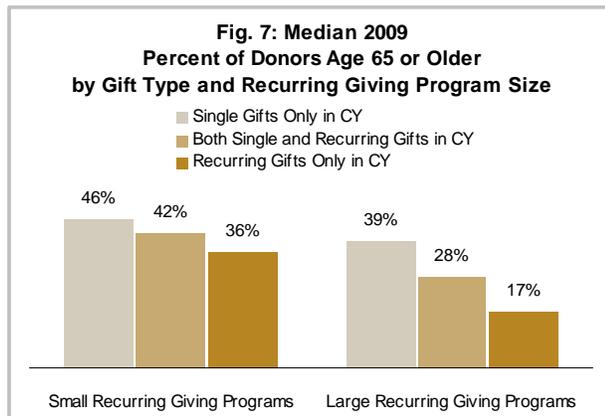
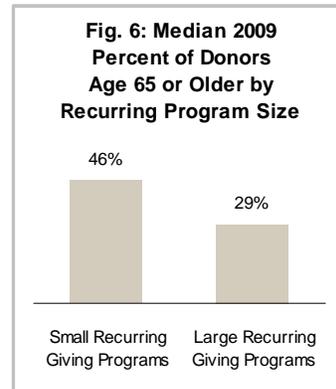
Organizations with smaller recurring giving programs tend to have older donors than organizations with larger recurring giving programs.

For the eleven organizations with small recurring giving programs, 46% of their donor file was 65 or older in 2009. For the seven organizations with large recurring giving programs, only 29% of their donor file was 65 or older in 2009 (fig. 6).

Since recurring donors are relatively young, organizations with large recurring programs tend to have large numbers of young recurring donors. However, even when controlling for gift type, organizations with large recurring programs still have younger donors than organizations with small recurring programs.

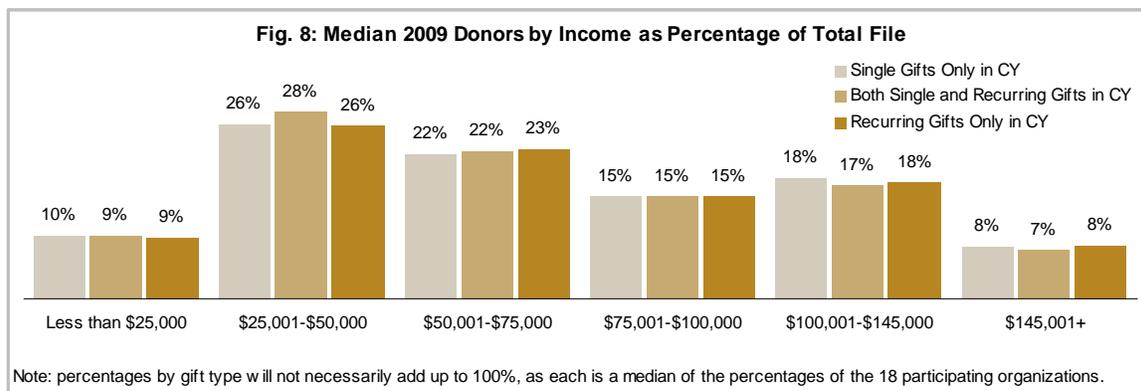
For example, 46% of single-gift donors to organizations with small recurring programs were 65 or older in 2009. 39% of single-gift donors to organizations with large recurring programs were 65 or older (fig. 7).

The organizations that have been successful in building large sustainer giving programs have done so by making it a primary focus of their fundraising strategy. They also make greater use of channels such as canvassing that attract younger donors. It may also be that this focus developed because their missions attracted younger donors in the first place.



Income

Donors who give recurring gifts have essentially the same income profile as donors who give only single gifts. This pattern was consistent across organizations regardless of the size of their recurring giving program (fig. 8). It was also consistent regardless of the age of the donor.



Gender

Percentages of male and female donors are similar for recurring and single-gift donors.

Basic Giving Characteristics of Recurring Donors

Since recurring donors join throughout the year, and only record a partial year of giving in their first year, basic giving metrics are more informative when we exclude newly-acquired donors and look only at the behavior of multi-year donors already on file.

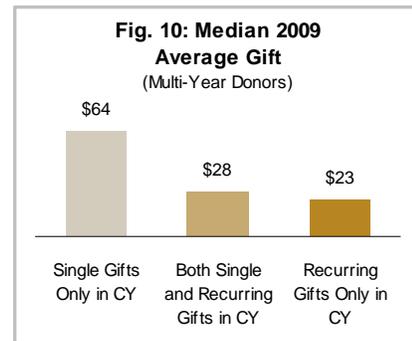
Gift Frequency

As would be expected, recurring gift donors give many more gifts per year than donors who give only single gifts. In this analysis, multi-year recurring gift donors each gave over 9 gifts in 2009, while multi-year single-gift donors each gave 1.6 gifts (fig. 9).

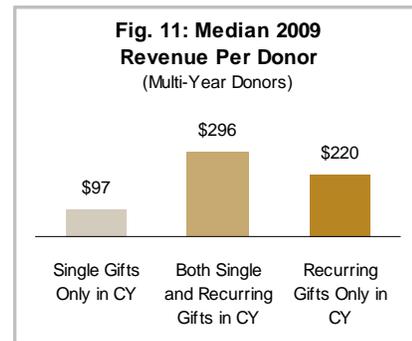


Average Gift and Revenue per Donor

Recurring gift donors have lower average gifts than donors who give only single gifts. In 2009, donors who gave only single gifts gave an average gift of \$64, while donors who gave only recurring gifts gave an average gift of \$23 (fig. 10).



While the average gifts of recurring donors are lower, their total revenue per donor each year is, predictably, much higher due to their higher giving frequency. Donors who gave only single gifts gave \$97 each in 2009, while donors who gave only recurring gifts gave \$220 each in 2009 (fig. 11).



These patterns are the same regardless of the size of the organization's recurring giving program.

Even when controlling for giving loyalty, donors who give recurring gifts give significantly more per year than single-gift-only donors.

In 2009, for example, for donors who had given for five or more consecutive years, those who gave only single gifts gave a median \$135 while those who gave only recurring gifts gave a median \$232 (fig. 12).



Payment Method

The majority of recurring gifts are given either via credit card or through Electronic Funds Transfer (EFT); for most organizations, only a small minority of recurring gifts are given by cash or check. The majority of single gifts, on the other hand, are given by cash or check.

Payment method does not appear to have a significant impact on donor retention rates, either for single-only or recurring donors.

Giving Channels

The overwhelming majority of single gifts come in through direct mail. This proportion has been decreasing very slowly over the past five years and is typically being replaced by increased online giving and, in some cases, telemarketing.

For all of the organizations participating in this analysis, a median 80% of all single gifts in 2009 were direct mail gifts.

For organizations with small recurring giving programs, recurring gifts tend to be motivated primarily by direct mail and, to a lesser extent, telemarketing.

For organizations with larger recurring giving programs, only a median 22% of recurring gifts are motivated by direct mail or telemarketing each year. These organizations instead received most of their recurring gift commitments through large, well-established street canvassing or direct response television and radio programs.

Single-Gift Giving by Recurring Donors

Only a small percentage of donors give both recurring and single gifts in a given year, even for organizations that have large recurring giving programs.

For the eighteen organizations in this analysis, the median percentage of donors giving both recurring and single gifts in a single year was 3% in 2009.

However, roughly a quarter of all recurring donors give single gifts in addition to their recurring gifts. In 2009, a median 23% of all recurring donors also gave single gifts that year.

External events, such as earthquakes, news stories, and other current events that relate to an organization's mission can temporarily increase single gift giving by recurring donors.

Recurring Donor Acquisition

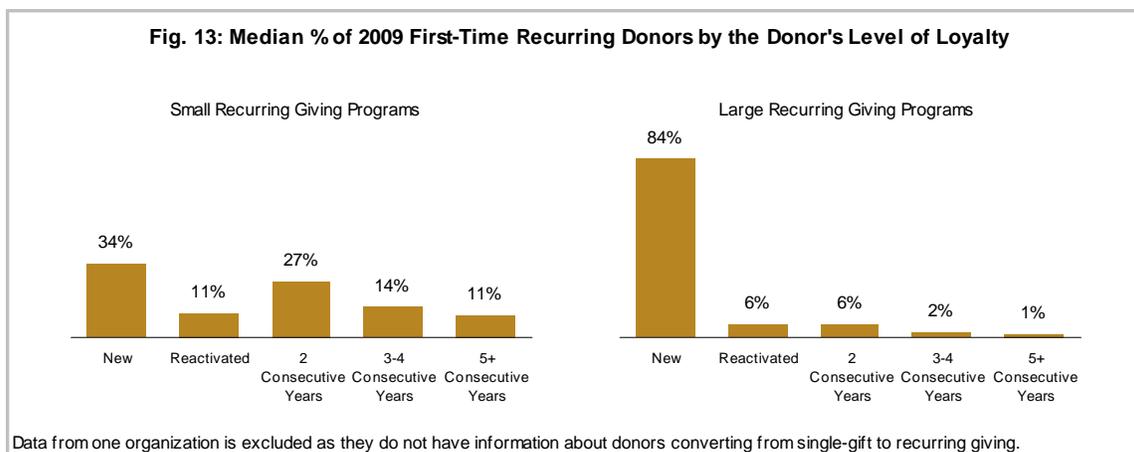
When a Constituent Becomes a Recurring Donor

The organizations in this analysis have very different strategies for acquiring new recurring donors or converting existing donors into the recurring giving program.

The eleven organizations with smaller recurring giving programs tend to convert high-frequency, lower-dollar donors already on their files to recurring giving. Accordingly, their recurring donors are most likely to come from conversions within their existing donor population.

For the organizations with large recurring giving programs, the majority of recurring donors are brand-new donors, brought on to the file directly through recurring-giving acquisition campaigns.

In 2009, the organizations in this analysis with small recurring giving programs had 34% of their first-time recurring donors coming from new donor acquisition. The remainder (66%) of their first-time recurring donors came from conversions of single-gift donors (fig. 13).

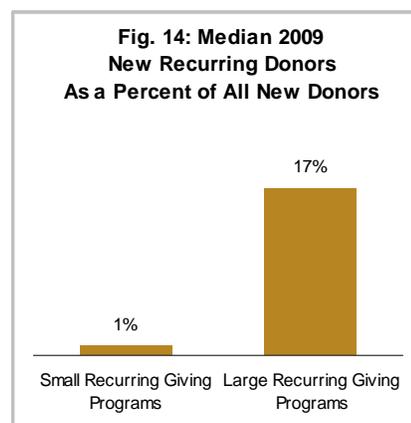


Organizations with large recurring giving programs had a median 84% of their first-time recurring donors coming from new donor acquisition. The remainder of their first-time recurring donors came from conversions within their existing donor population.

This difference between large and small recurring giving programs is also reflected in the proportion of recurring donors in the new donor population.

In 2009, for the eleven organizations with smaller recurring giving programs, recurring donors represented only 1% of all new donor acquisition.

For the seven organizations in this analysis with large recurring giving programs, recurring donors represented a median 17% of all new donors (fig. 14).



Longer-Term Likelihood of Conversion to Recurring Giving

Only very small percentages of single-gift donors already on file convert to recurring giving each year.

For the organizations in this analysis, only 1% of all the single-gift donors they acquired in 2005 eventually became recurring donors at some point in the next four years. This percentage was essentially the same for all organizations regardless of the size of their recurring giving programs.

The likelihood that a donor will convert to recurring giving steadily decreases with the number of years a donor has been on the file.

Who Converts to Recurring Giving

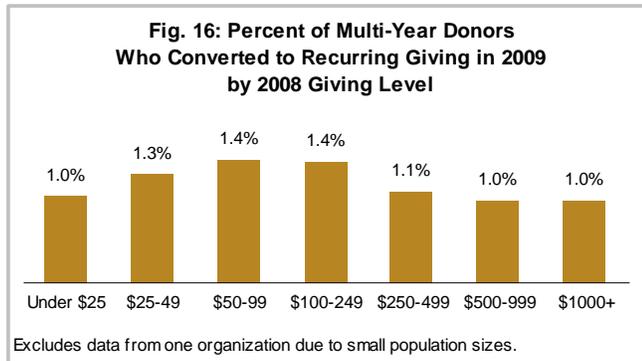
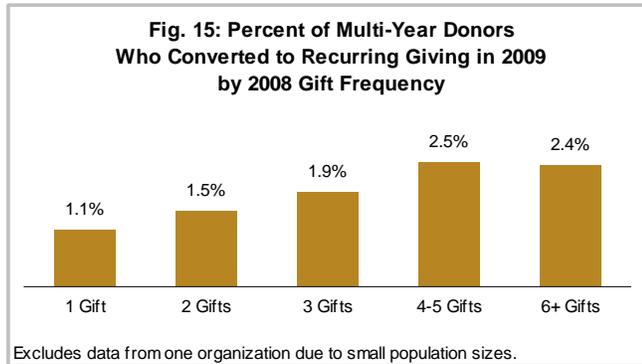
The few donors who convert from single-gift to recurring giving each year tend to be those who gave at higher frequencies in previous years. Conversion rates generally increase with gift frequency.

In this analysis, donors giving only one gift in their prior year of giving converted to recurring giving at a rate of 1.1% in 2009, while donors giving six or more gifts converted at a rate of 2.4% (fig. 15).

Conversion rates also tend to be higher for donors who gave at mid-range dollar levels than for donors who gave at lower or higher levels.

In this analysis, donors giving from \$50 to \$249 in their prior year of giving converted to recurring giving at a rate of 1.4%, while donors giving under \$25 and over \$500 converted at a rate of 1.0% (fig. 16).

These patterns may be at least in part a reflection of the participating organizations' recurring conversion strategies.



Recurring Conversion and Donor Value

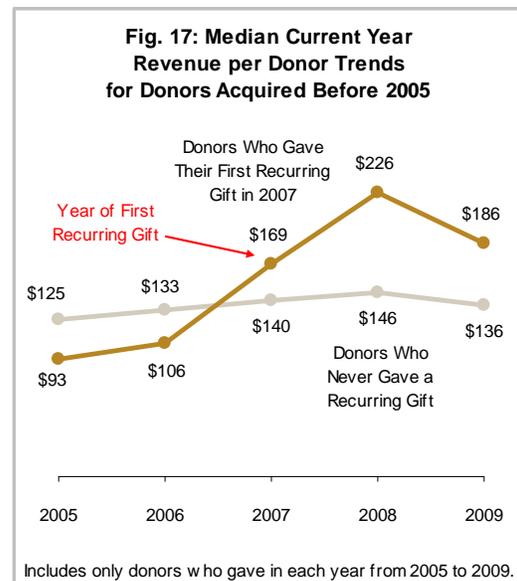
To see the relative value of the few donors who do convert to recurring giving, we isolated each organization's most loyal donors and examined their giving over time.

This analysis looked at donors who had been acquired as single-gift donors at any time before 2005 and who had given consecutively in all five years from 2005 through 2009. We then split this population into those who had never given recurring gifts and those who did eventually give a recurring gift in that time.

Those who did eventually become recurring donors gave significantly more in the year of their first recurring gift, and in subsequent years, than those who never gave a recurring gift.

For donors who gave their first recurring gift in 2007, for example, their median revenue per donor jumped from \$106 in the year before their first recurring gift (2006) to \$169 in the year of their first recurring gift (2007). Their level of giving then remained above \$169 in both 2008 and 2009 (fig. 17).

Donors who did eventually convert to recurring giving gave about the same amount or even slightly less in the years before their first recurring gift than donors who never converted to recurring giving.

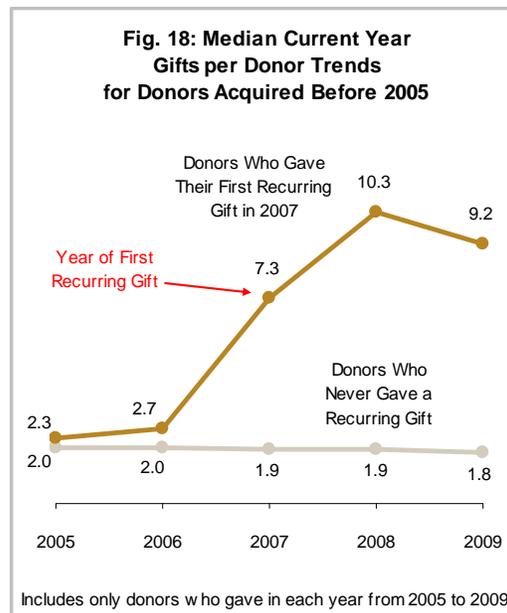


Recurring Conversion and Gift Frequency

The same analysis shows that donors who eventually became recurring donors had already been giving more gifts per year in the years before their first recurring gift than donors who never gave a recurring gift.

Donors who gave their first recurring gift in 2007, for example, gave a median 2.7 gifts each in 2006, the year before their first recurring gift. Donors who never gave a recurring gift gave a median 2.0 gifts in that same year (fig. 18).

As would be expected, the gift frequency of the donors who converted to recurring giving then increased dramatically in the years following their first recurring gift.



Recurring Donor Retention and Long-Term Value

Retention

Recurring donors have much higher retention rates than single-gift donors. And donors giving single gifts in addition to recurring gifts have even higher retention rates than donors who give only recurring gifts.

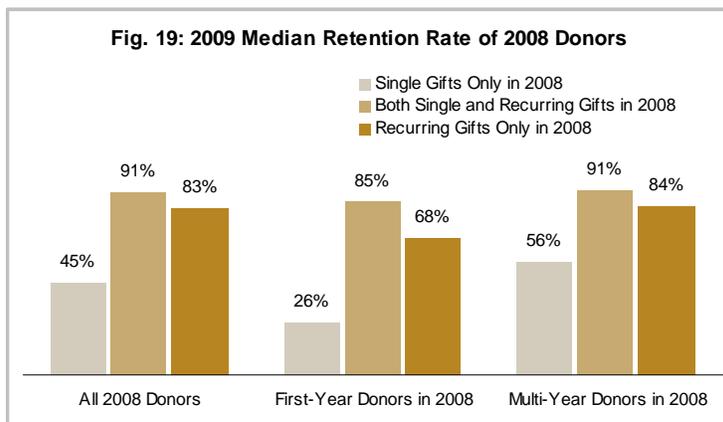
Retention rate differences are greater for first-year donors than they are for multi-year donors. For donors who were new in 2008, their 2009 retention rate was a median 26% when they had given only single gifts in 2008.

This is much lower than the 85% retention rate of new donors who had given both recurring and single gifts and the 68% retention rate of new donors who had given only recurring gifts (fig. 19).

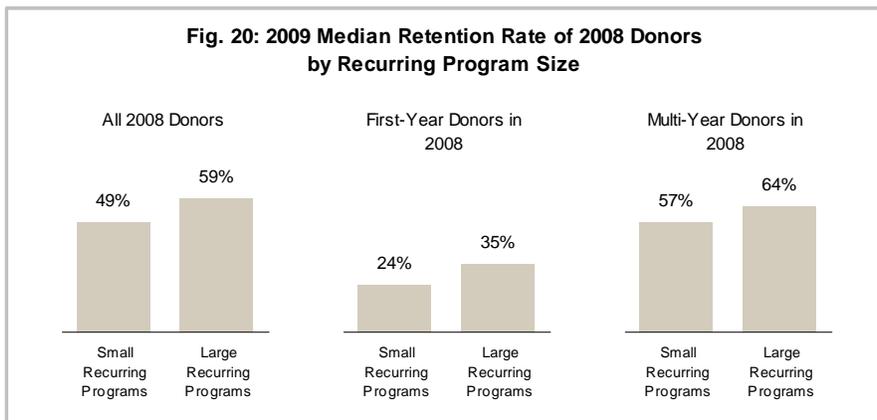
Multi-year retention rates are higher and more similar to each other than first-year retention rates, but significant differences between recurring-gift donors and single-gift donors do remain. For those donors who were multi-year donors in 2008, the 2009 retention rate was 56% for donors who gave only single gifts, compared to a median 91% for donors giving both recurring and single gifts and 84% for donors giving only recurring gifts (fig. 19).

These patterns hold true for both large and small recurring giving programs.

Since recurring donors renew at higher rates, organizations with larger recurring giving programs generally tend to have higher retention rates than organizations with smaller recurring giving



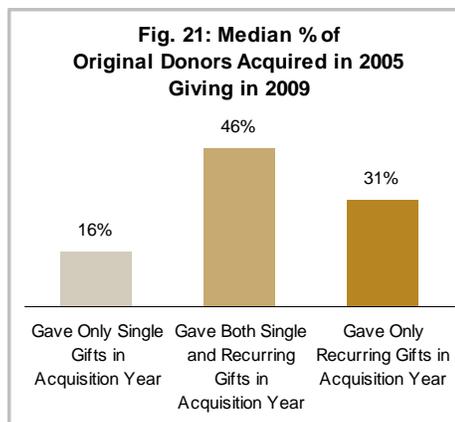
programs. For example, in 2009, large recurring programs had an overall median retention rate of 59%, while small recurring programs had an overall median retention rate of 49% (fig. 20).



Long-Term Retention

The higher retention rates of recurring donors each year result in much higher cumulative retention over the long term.

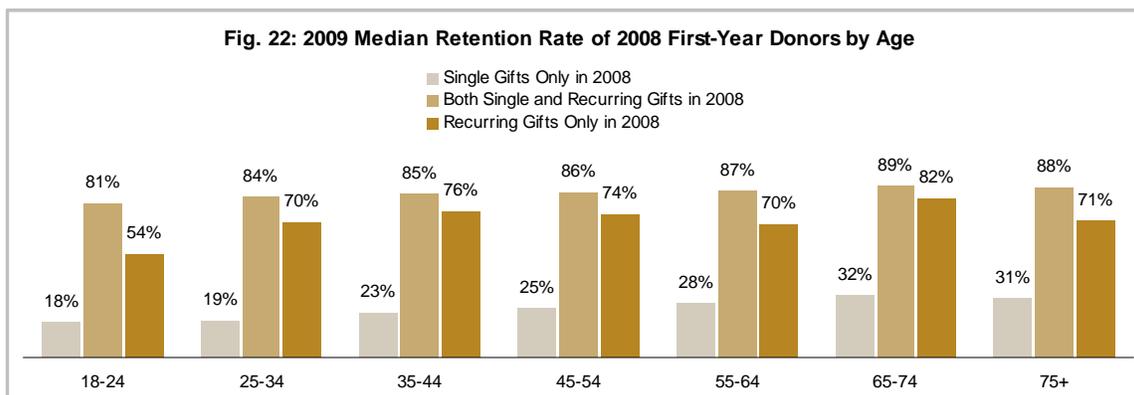
For donors who joined the recurring gift program in their acquisition year, many more of them are still giving to the organization after several years than donors who gave only single gifts in their acquisition year. And donors who gave both recurring and single gifts in their acquisition year are still giving to the organization in much higher proportions after several years than either of the other two groups.



For donors acquired in 2005, for example, only 16% of those who gave only single gifts in their acquisition year were still giving in 2009. In contrast, 31% of those who gave only recurring gifts in their acquisition year were still giving in 2009 (fig. 21).

Retention and Donor Age

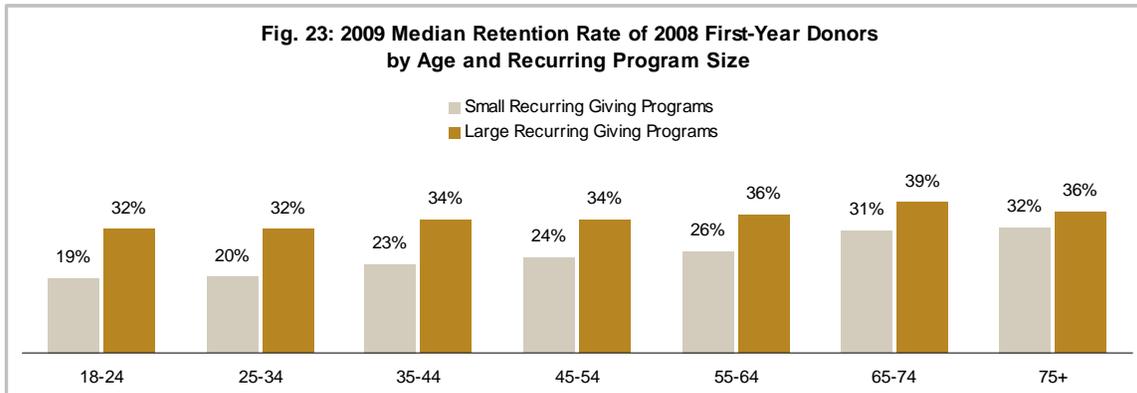
Older donors have higher first-year retention rates than younger donors (fig 22).



However, as we have seen, recurring donors have higher retention rates than single-gift donors, and recurring donors are typically younger donors.

Therefore, non-profits with large recurring programs have partially mitigated the issue of sub-par renewal rates among their younger constituents; the retention rates of their younger donors are much higher and closer to the retention rates of their older donors than is true for organizations with small recurring programs.

For example, the first-year retention rates of donors aged 18-24 and 65-74 to large recurring program organizations are 32% and 39%, respectively. The first-year retention rates of the same donors to small recurring program organizations are 19% and 31% (Fig 23).



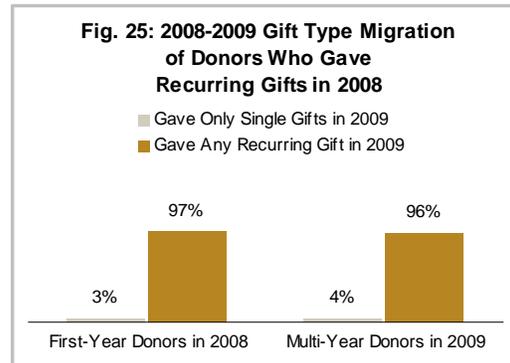
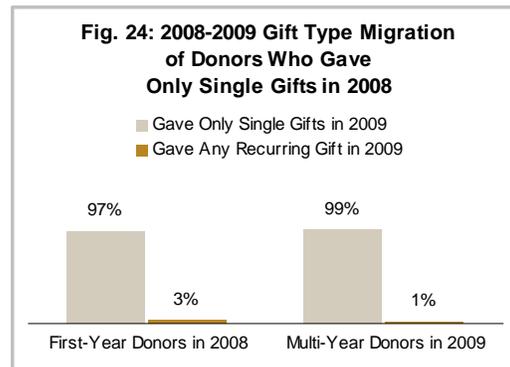
Migration between Recurring and Single-Gift Giving

Recurring and single-gift donors generally tend to maintain consistent giving behavior from year to year. Recurring donors tend to stay in the recurring giving program; single-gift donors do not readily convert to sustainer giving.

The overwhelming majority of single-gift donors remain single-gift donors when they renew. Similarly, the overwhelming majority of recurring donors remain recurring donors when they renew.

In this analysis, for example, 97% of all renewing 2008 new single-gift-only donors continued to give only single gifts when they renewed in 2009. Only 3% of them gave any recurring gifts in their renewal year (fig. 24).

Likewise, 97% of all renewing 2008 new recurring donors continued to give recurring gifts when they renewed in 2009. Only a relatively small portion – 3% – elected to give only single gifts in their renewal year (fig. 25).



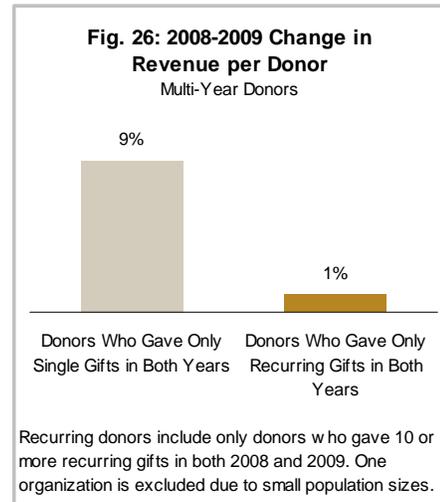
Upgrading and Downgrading

To assess the true degree to which renewing donors upgrade or downgrade, it is most helpful to look only at multi-year donors, since multi-year donors have had two consecutive full twelve-month years in which to give.

When single-gift donors renew, they are more likely to upgrade in their renewal year. They do this by giving more frequently and/or increasing their average gift. In this analysis, multi-year donors who gave only single gifts in both 2008 and 2009 upgraded by a median 9% when they renewed (fig. 26).

Recurring donors tend to give the same monthly gift amount and stay at almost exactly the same level of total giving from one year to the next. In this analysis, for example, multi-year donors who gave ten or more recurring gifts in both 2008 and 2009 upgraded by a median 1%, or essentially no change.

While it is often difficult to successfully upgrade the monthly amount of sustaining givers, many organizations see this as an opportunity and are exploring recurring giving upgrade strategies.

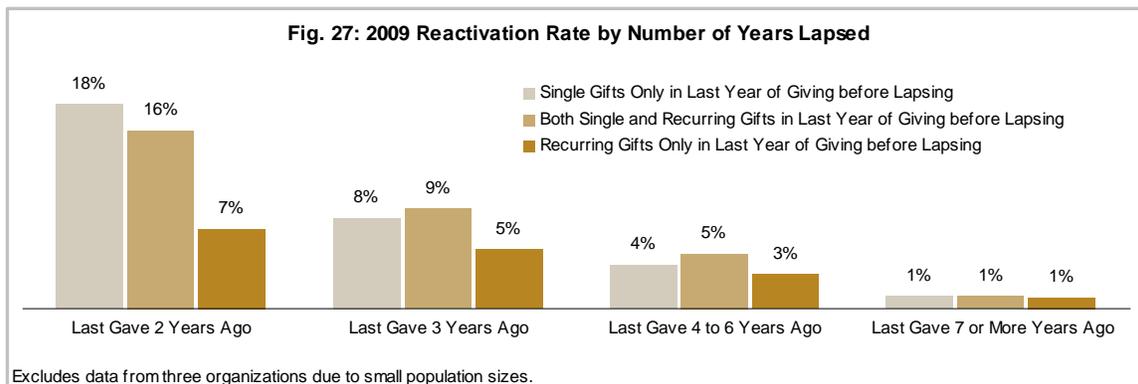


Lapsed Recurring Donors

Lapsed Recurring Donor Reactivation

When recurring donors lapse out of recurring giving programs, they are less likely to come back than is the typical single-gift donor. Lapsed donors who gave only recurring gifts in their last year of giving before lapsing have substantially lower reactivation rates than donors who gave only single gifts when they lapsed.

For the organizations in this analysis, for example, donors who last gave in 2007, and who had given only single gifts in that year, had a reactivation rate of 18% in 2009. In comparison, donors who had given only recurring gifts in 2007 had a reactivation rate of 7% in 2009 (fig. 27).



This difference diminishes with the number of years that the donor has been lapsed. Donors who last gave seven or more years ago have similar reactivation rates whether they were recurring-gift-only or single-gift-only donors when they lapsed.

This pattern is the same regardless of the size of the organization's recurring giving program.

The lower reactivation rates of recurring donors may be understandable for several reasons.

Recurring donors tend to be more loyal and more committed supporters. When they purposely stop giving, they are more likely to have a stronger reason for doing so than the typical lapsed single-gift donor.

Donors may also involuntarily lapse from the recurring giving program because their credit cards have expired or their EFT information has changed. Having to resubmit this information to rejoin the recurring program may be a barrier to some.

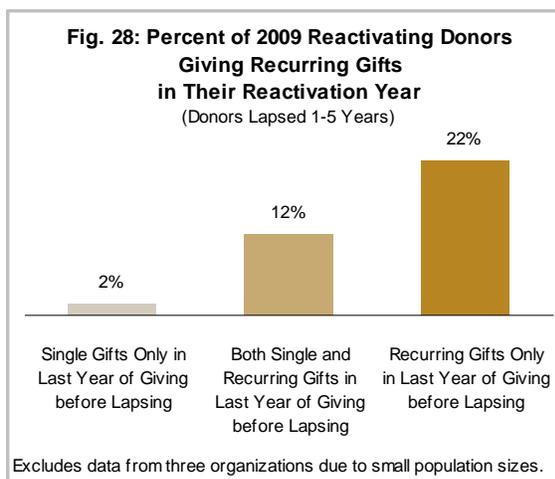
In addition, recurring acquisition channels may inherently limit reactivation. Reactivation is generally done through the mail. Many organizations, especially those with large recurring giving programs, acquire their recurring donors through channels such as canvassing and direct response television and radio, and these donors may not be particularly responsive to mail efforts.

Reactivation to the Recurring Giving Program

When lapsed recurring donors do reactivate, they tend not to rejoin the recurring program when they come back.

For the organizations in this analysis, for donors who had been lapsed for fewer than six years, only 22% of those who had given only recurring gifts in their last year of giving gave recurring gifts when they reactivated in 2009 (fig. 28).

Of the lapsed donors who had given only single gifts in their last year of giving before lapsing, only 2% gave recurring gifts when they reactivated in 2009.



Participation in Future Forums

Target Analytics will be convening more recurring giving benchmarking forums in 2010. Interested organizations should contact Kathy Gallagher at kgallagher@targetanalysis.com or 617-583-8610.

Notes

- All data is calculated directly from transactions downloaded from each organization's fundraising system. Participants have had the opportunity to review and approve a diagnostic report of revenue and gift totals by source and gift type for the years included in this analysis.
- All gifts below \$5,000 are included in the analysis. Larger gifts are excluded so as not to skew benchmarking results, particularly average gifts.
- All references to years within this analysis are based on a July to June year. For example, a date of "2009" appearing on a graphic would include giving from July 2008 through June 2009.
- Data is calculated on a cash payment basis as opposed to a pledge basis.
- For the most part, this analysis includes direct marketing giving only. Large-scale event giving, soft credits, and matching gifts were excluded.
- The terms "recurring giving" and "regular giving" are used interchangeably throughout the reports and analysis. These terms refer to any gifts given as installments on a regular basis throughout the year, regardless of timing (monthly, bi-monthly, quarterly, etc.)
- The source of a recurring gift is generally the channel that motivated the donor to begin recurring giving.
- The demographic characteristics of household income and age generally refer to the age of the person listed as the head of the household, whether or not the head of household was actually the donor to the organization. Gender generally refers to the gender of the actual donor to the organization.
- Cultivation and other investment costs are not part of this analysis. Organizations do differ in their investment levels for various direct marketing activities and relative costs of different fundraising channels are discussed at benchmarking meetings.
- Throughout this analysis, individual organizations may be excluded from certain statistics when divisions of the data result in populations too small to be reliable for median calculations. These instances are noted.

About Target Analytics

Target Analytics, a Blackbaud company, delivers data-driven, collaborative solutions designed to help non-profit organizations maximize their fundraising potential. Target Analytics was the first company to bring forward-thinking non-profit organizations together to establish industry-standard benchmarking and openly discuss successful strategies and practices.

About Blackbaud

Blackbaud is the leading global provider of software and services designed specifically for not-for-profit organizations, enabling them to improve operational efficiency, build strong relationships, and raise more money to support their missions. Headquartered in the United States, Blackbaud also has operations in Canada, the United Kingdom, and Australia.