



# 2013 Management Comparative Survey

**FIRM NAME:**

**CITY:**

**STATE:**

## **SUBMITTING THE SURVEY**

Please complete and send using any of the methods below.

### **ON THE WEB**

<http://report.selectedfuneralhomes.org>

### **VIA MAIL**

Selected Independent Funeral Homes  
500 Lake Cook Road, Suite 205  
Deerfield, Illinois 60015

### **VIA FAX**

847-236-9968

## **SUBMISSION DEADLINE**

**June 28, 2013**

## **QUESTIONS?**

Call 1-800-323-4219 or send an email to [info@selectedfuneralhomes.org](mailto:info@selectedfuneralhomes.org).

**FIRM NAME:** \_\_\_\_\_

## WHY COMPLETE THE MANAGEMENT COMPARATIVE SURVEY?

The Management Comparative Program is your opportunity to see how your firm compares with your fellow Selected members across North America. To participate, simply complete this survey. In return, you will receive an insightful, comprehensive 29-page report on the financial and operational status of your firm as compared with other participating Selected members. We are pleased to continue to provide this valuable membership benefit at no additional cost to you, but the report is only available if you complete the survey! **The deadline to submit this survey is June 28, 2013!**

## SUBMITTING THIS INFORMATION

You can mail or fax this survey using the information on the first page, but please consider completing it online at <http://report.selectedfuneralhomes.org>. Only the "key contact" at your funeral home has access to this area, but you can easily authorize another staff member by contacting Donna Anderson at [danderson@selectedfuneralhomes.org](mailto:danderson@selectedfuneralhomes.org) or 1-800-323-4219.

## CONFIDENTIALITY

Every effort is made by Selected's staff to maintain your data in complete confidentiality. We do not share your specific information with any person or entity in any manner.

## BEFORE YOU BEGIN

Please make sure you have access to your firm's data from the past year in the areas of revenues, expenses, case volume and general operations. For each item requested, we have included an explanation of what is needed.

\*Fields in green are required and must be completed to receive your firm's report.

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## CASE VOLUME INFORMATION

At-need funerals*	<input type="text"/>	Total BURIAL cases performed during the year excluding cases listed below in "At-need cremations" and "At-need, all other."
At-need cremations*	<input type="text"/>	Total number of CREMATION cases <i>including</i> direct cremations and those with memorial services. DO NOT include society cases.
At-need, all other	<input type="text"/>	Remainder of ALL other at-need cases, including youth cases, trade services, public assistance, anatomical donations, low-end dispositions and similar.
Total number of pre-funded at-need cases	<input type="text"/>	Total number of annual at-need services pre-funded all or in part by insurance or trust contracts. These also are included in either the "At-need funerals", "At-need cremations" or "At-need, all other" line items.



**FIRM NAME:** \_\_\_\_\_

## STATISTICAL INFORMATION

- |  |                      |  |
|--|----------------------|--|
| <b>Number of caskets sold*</b>                                 | <input type="text"/> | Total caskets, <i>including</i> those sold for cremation, but <b>DO NOT</b> include cremation containers.  |
| Number of outer burial containers sold                         | <input type="text"/> | Used to examine margin on units over initial offering. <b>DO NOT</b> include basic wood or concrete vaults.  |
| <b>Deaths recorded in your service area*</b>                   | <input type="text"/> | Determine total number of available cases in your service area using death notices or health department statistics. This may be the most important statistic for helping you understand how well your firm is performing in your market. If data is entered here, also enter data in "Population of your service area" below. If no data is entered, these two items will <b>NOT</b> be included in your final report.   |
| <b>Population of your service area*</b>                        | <input type="text"/> | Used to compare your firm to those in similar population areas. This data must accurately represent your service area for meaningful comparison results. If you enter data here, you also must enter data in "Deaths recorded in your service area" line item. If the two entries are not completed, these line items will <b>NOT</b> be included in the final report.   |
| <b>Accounts receivable balance end of year*</b>                | <input type="text"/> | Receivables at end of year <i>excluding</i> allowance for bad debt.  |
| Number of new funded preneed contracts sold                    | <input type="text"/> | Total number of new funded preneed contracts sold during the year via both trust and insurance. If data is entered here, also complete the "New funded preneed contracts sold (in dollars)" line item. If the two entries are not completed, these line items will <b>NOT</b> be included in the final report.   |
| New funded preneed contracts sold (in dollars)                 | <input type="text"/> | Total dollar amount of new funded preneed contracts during the year via both trust and insurance. If data is entered here, also enter "Number of new funded preneed contracts sold." If the two entries are not completed, these line items will <b>NOT</b> be included in the final report.   |
| <b>Number of full-time employees including working owners*</b> | <input type="text"/> | Employees, <i>including</i> owners, working at least 2,080 hours per year. This is by position, not by employee. For example, you have a secretarial position that, due to turnover, had three people working in it. The total hours for all three was 2,135. The count for this input item is just one (1) full-time employee. The 2,135 will be entered below in the "Total hours worked by all employees <i>including</i> overtime" line item. If you enter data here, you also must enter "Total hours worked by all employees <i>including</i> overtime" line item. If the two entries are not completed, these line items will <b>NOT</b> be included in the final report. |
| <b>Number of part-time employees including working owners*</b> | <input type="text"/> | Employees, <i>including</i> working owners, working less than 2,080 hours per year. Use the same definition regarding positions versus employees described above in "Number of full-time employees <i>including</i> working owners." If you enter data here, you also must enter "Total hours worked by all employees <i>including</i> overtime" below. If the two entries are not completed, these line items will <b>NOT</b> be included in the final report.  |
| <b>Total hours worked by all employees including overtime*</b> | <input type="text"/> | Include hours worked by all working owners and employees, both full-time and part-time, for the entire year. This includes regular, vacation, sick, personal days, etc., and overtime hours worked. If certain employees, such as salaried personnel, do not log their hours, use the standard 40 hours times 52 weeks = 2,080 hours.  |



**FIRM NAME:** \_\_\_\_\_

## REVENUE INFORMATION

Please note: The net total of the revenue section minus the net total of the expense section on this survey should equal your net income as shown on your year end Income Statement. However, there may be three exceptions to that rule:

(1) Rent paid to owners can vary all over the board and many times is done for tax purposes. Therefore, this amount is not very comparable and is NOT shown anywhere in this survey, so you will need to adjust this off of your income statement.

(2) Federal income taxes are not deductible on a federal return. Many firms are now an S or LLC Corporation, where the income flows through to the shareholder's tax return, and the tax is paid there. Given that, NO federal income taxes are to be shown on this survey, and you may have to adjust this off of your income statement. All other income taxes, such as state and local, should be shown in the line item "All other expenses."

(3) Cash advances are NOT shown as a separate income or expense line item. These are supposed to basically zero out each year. In the event you have a small difference between what was collected and what was paid out, put that difference into the line item "All other expenses." If this amount is more than a small difference, you should investigate why.

**Total sales revenue from all cases excluding cash advance accommodation/sales taxes\***

All revenue generated by service and merchandise sales associated with providing service to your customers. If you do not track service discounts and/or shortfalls separately, they already should be excluded from this number. If you DO track service discounts and/or shortfalls separately, this is gross sales BEFORE discounts. Discounts should be entered in "Service discounts given" below, and shortfalls should be entered in "Preneed shortfall dollars" below. DO NOT include cash advances and sales taxes here or anywhere in this survey.

Service discounts given

Some firms find value in recording sales at full price and then tracking discounts, because this facilitates better management. Some even track discounts by type, such as courtesy/elective, employee errors, and package discounts, in order to review and manage each type. If your firm does not track shortfalls and/or discounts separately, then simply enter your gross sales as the net amount, and enter the percentage lost on shortfalls and/or discounts as zero. Enter the amount as a positive number (no negative sign). This amount will be subtracted from the "Funeral home gross revenue" to arrive at the "Net funeral home income" in your final report.

Preneed shortfall dollars

The difference between the guaranteed price and the current price of services and merchandise for preneed funded contracts. Some firms find value in tracking this shortfall because it facilitates better management. If your firm does not track preneed shortfalls, then simply enter your gross sales as the net amount, and enter the preneed shortfall as zero. Enter the amount as a positive number (no negative sign). If you track preneed shortfalls separately, include those here and do NOT net them out in the "Total sales revenue from all cases" line item.

**Casket sales (not cremation containers)\***

Total value of burial caskets sold and included in the "Total sales revenue from all cases" and "Number of caskets sold" (Statistical section) line items.

Outer burial container sales

Total value of burial vaults sold and included in "Total sales revenue from all cases" and "Number of outer burial containers sold" (Statistical section). Basic initial offering vaults (concrete and wood) are NOT included here but rather in "All other merchandise sales" below.

**All other merchandise sales\***

Total value of ALL merchandise sold, including basic concrete and wood vault offerings but *excluding* the caskets and outer burial containers entered above in "Casket sales" and "Outer burial container sales." Also include clothing, cremation containers, urns, printing, memorial packages, flowers, etc. This data is for all merchandise sold and included in the "Total sales revenue from all cases" line item.

Any non-operating income

Include interest income, gains from asset disposals and other miscellaneous income items. DO NOT include manufacturer discounts, but instead net them out of the COGS product cost. If you combine gain/loss on fixed assets in your income statement, just show the net here to match.



**FIRM NAME:** \_\_\_\_\_

**EXPENSE INFORMATION**

<b>Casket costs (after vendor discounts)*</b>		Include all casket costs net of all vendor discounts provided for the year.
Outer burial container costs		All outer burial container costs, <i>excluding</i> basic concrete and wood vaults offerings, net of all vendor discounts provided for the year. Include only the costs for the outer burial containers that appear in the "Outer burial container sales" (Revenue section) and the "Number of outer burial containers sold" (Statistical section) line items.
<b>All other merchandise costs, embalming and funeral expenses*</b>		Include funeral-related supplies, prep-room related supplies, lounge supplies, uniforms, hairdresser services, acknowledgement cards, register books and paper stock.
<b>Crematory expense*</b>		Include costs paid to maintain crematory and equipment or paid to third-party vendors to process cremations.
<b>Advertising expenses*</b>		All advertising costs including phone book, brochures, newspaper ads and obituary heading costs. Exclude specific advertising costs for preneed marketing. Those are included in the "Preneed marketing expenses" line item.
<b>Automotive expenses*</b>		Include auto repairs, employee mileage reimbursement, automotive insurance, leased and hired vehicles, gasoline and carwash expenses. DO NOT include depreciation here.
<b>Bad debt expense*</b>		Total of all accounts written off for the year.
<b>Building occupancy expenses*</b>		Include all expenses associated with operation of facilities: telephone (including employee phone expense) heat, water and light; facilities-related insurance; maintenance and repairs; rent paid to third parties (excluding rent paid to owners); property taxes; lawn maintenance and snow removal; elevator; leased music; interest on building loans and preneed facility expenses. DO NOT include depreciation or rent paid to owners.
<b>General and administrative expenses*</b>		Expenses for legal services, consulting services, accounting and auditing services, professional services of other funeral directors, laundry services, collection services, credit card charges, bank fees, dues/subscriptions, travel/entertainment, office supplies, postage, charitable donations, etc. DO NOT include depreciation.
Preneed marketing expenses		Advertising dollars spent specifically on promoting the sale of preneed trust and insurance contracts.
<b>Personnel expense*</b>		Include wages, bonuses, incentives costs and benefits (such as group insurances, pension plans, payroll-related taxes and worker's compensation premiums) for all administrative/clerical staff, maintenance staff, funeral directors, part-time staff, "leased employees" and working owners. If a portion of a working owner's salary is compensation for ownership versus working wages, exclude the ownership portion here. DO NOT include passive owners compensation here but rather in "Any non-operating/related expenses" below.
<b>Total depreciation expense*</b>		Include total depreciation for all assets including buildings, vehicles, furniture, fixtures, etc. There should be NO depreciation in any of the expense line items.
<b>All other expenses*</b>		Include ANY expenses, such as state or local income taxes, that are not accounted for in one of the line items above.
Any non-operating/related expenses		Include interest expense, amortization, non-compete agreements and rental property expense. Also include passive owner compensation.

**Thank you for completing the Management Comparative Survey!**  
**Please see front cover for submission instructions.**