

The background of the lower half of the page is a photograph of a night sky. The Milky Way galaxy is visible as a bright, hazy band of light stretching diagonally across the frame. Below the sky is a dark silhouette of a mountain range.

The Spring 2016 State of Grantseeking Report

The Spring 2016 State of Grantseeking™ Survey and Report Underwriters

We extend our appreciation to the underwriters for their invaluable support.



The Spring 2016 State of Grantseeking™ Survey and Report Advocates

We extend our appreciation to the following organizations and businesses for their generous support in promoting the survey.



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INTRODUCTION

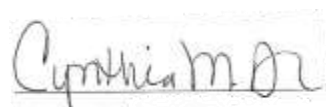
As a leader in the nonprofit sector part of your job is to know about the latest trends and to apply lessons learned by others to the strategic development of your organization. And we are here to help you do just that.

The primary objectives of the twice-yearly State of Grantseeking Report are to help you both understand the recent trends in grantseeking and identify benchmarks to help you measure your own success in the field.

This document, the Spring 2016 State of Grantseeking™ Report, is the result of the 12th semiannual informal survey of organizations conducted by GrantStation to help illustrate the current state of grantseeking in the U.S.

Underwritten by the [Grant Professionals Association](#), [Altum/PhilanTrack](#), [GrantHub](#), and [Elevate](#), this report looks at sources of grant funding through a variety of lenses, providing the reader with benchmarks to help them understand the grantseeking and grant giving landscape.

I would like to personally thank the 3,311 respondents who made this report possible. I hope that the information and benchmarks provided will assist each of you in your good work. Responding regularly to a twice-yearly survey takes commitment, and on behalf of the organizations that will benefit from this analysis and those of us at GrantStation, our underwriters, our advocates, and our collaborators, I thank you.

A handwritten signature in blue ink, reading "Cynthia M. Adams", is displayed within a light gray rectangular border.

Cynthia M. Adams
President and CEO

EXECUTIVE SUMMARY

Charitable giving in the United States has surpassed \$358 billion annually¹, and yet our respondents tell us there is simply not enough grant funding to meet organizational needs.

However, grant funding is available; 93% of our respondents who submitted three or more grant applications received at least one award.

So, one way to increase your organization's chance of winning grant awards is to submit at least three grant applications. This can be difficult to do. The grantseeking challenge of organizational lack of time and staff (19%) relates to indirect and administrative cost control techniques; over half of our respondents (54%) reported reducing staff in order to control overhead.

Private foundations continue to grow in importance as funders; 83% of our respondents reported that they received awards from private foundations. Compared to the Spring 2015 Report, private foundations increased as a funding source, as the largest source of total funding, and as the source of the largest award. Although government awards are still "big money," organizations should research today's private foundations to learn how they can fund projects or programs.

Organizational collaboration is another way to increase grantseeking success, especially for younger, smaller organizations. Funders (particularly the Federal government) tend to look for proof of organizational sustainability as evidenced by organizational age. Nearly three-quarters of organizations that reported the Federal government as the source of their largest award were over 25 years old, while only 6% were ten years old or younger. To put this in context, 90% of organizations that were at least eleven years old received an award vs. 70% of organizations ten years of age or younger.

Competition for grant awards (16%), now the second most frequent choice of the grantseeking challenge options, was selected by only 6% of survey respondents in Spring 2012. This competition among organizations for a limited number of awards creates an impediment to the organizational collaboration so often encouraged by funders.

We at GrantStation hope the State of Grantseeking Reports help to alleviate the frustration among nonprofit organizations as they engage in grantseeking activities. Overall, this report speaks to the importance of targeting the right grantmakers, writing powerful and competitive grant requests, and adopting a grantseeking process that keeps the grants pipeline full.

How can this report help your organization find the funding it needs?

¹ Giving USA 2015 Highlights.

First, define your organization by budget, service area, or mission, and look at the rates of funding by the largest source of total awards or the largest individual award for your organization's type. If your organization has limited time and/or staff, focus on applications to funding sources that other, similar organizations have reported success with.

Next, set realistic expectations for the projected contribution of grant awards to your total budget. We suggest that you may want to increase it by 4% for the rest of 2016 in order to be in line with current trends.

Because these reports are meant to serve you and to help you determine where you need to focus your energy, you may consider setting aside time in your next Board of Directors meeting to discuss this report and how the information can be used to help you build a successful and resilient grant management strategy.

Finally, consider investing in tools to help organizational growth, such as Membership in GrantStation. At GrantStation, we help you to keep your organization financially healthy through assistance in developing a strong grantseeking strategy. [Member Benefits](#) provide the tools for you to find new grant sources, build a strong grantseeking program, and write winning grant proposals.

Ellen C. Mowrer

Vice President, GrantStation

KEY FINDINGS

GRANTSEEKING ACTIVITY

- Organizational application rates for grant awards increased by 6% compared to the Spring 2015 Report. In the Spring 2016 Report, 88% of respondents applied for grant funding during the last six months of 2015.
- Between the Spring 2015 and Spring 2016 Reports, the number of organizations that reported grant funding comprising 51-75% of their budgets increased by 27%, while organizations that reported grant funding of over 75% decreased by 21%.
- In the Spring 2016 report, 46% of respondents applied for more grants and 38% were awarded more grants. Thirty-seven percent of respondents reported receipt of larger awards than during the same period in the prior year.
- Applying for at least three grant awards increases the frequency of winning an award. No awards were won by 31% of organizations that submitted one application and 20% of organizations that submitted two applications. However, only 7% of organizations that submitted three to five applications won no awards.

FUNDING SOURCES

- Compared to the Fall 2015 Report, respondents reported a 1% increase in the rate of funding by private foundations and a 3% increase by corporate foundations. No change was reported in the rate of funding by community foundations or "other" sources of funding. There was a 3% decrease in corporate gifts of products or services.
- Compared to the Fall 2015 Report, there was a 5% decrease in the rate of funding by the Federal government and a 6% decrease by state government. The rate of funding by local government increased by 2%.
- The median amount of total awards was \$70,193. Over half of the respondents to the Spring 2016 Report (54%) reported total awards of less than \$100,000.
- Organizations reporting total awards of \$100,000 or more (46%) decreased by 4% compared to the Fall 2015 Report.
- Compared to the Fall 2015 Report, both private foundations and corporations increased as the largest source of total funding by 11%, while community foundations increased as the largest total funding source by 13%. Other sources decreased as the largest source of total funding by 50%.

- Compared to the Fall 2015 Report, the Federal government decreased as the largest source of total funding by 6%, and state government decreased as the largest total funding source by 14%. Local government increased as the largest source of total funding by 14%.
- Compared to the Fall 2015 Report, private foundations increased as the source of the largest individual grant award by 3%, while community foundations increased as the source of the largest individual grant award by 25%, and corporations increased as the source of the largest individual grant award by 11%. Other sources decreased as the source of the largest individual grant award by 33%
- Compared to the Fall 2015 Report, there was no change in the rate of both the Federal government and local government as the source of the largest individual grant award. State government decreased as the source of the largest individual grant award by 15%.
- The most frequently reported type of support for the largest award was project or program support (44%), followed by general support (21%).

GOVERNMENT AWARDS

- Of all respondents to the Spring 2016 State of Grantseeking™ Survey, 40% stated that their organizations receive Federal funding on a regular basis and 30% reported receiving Federal funding within the last six months of 2015.
- The largest award median for the Federal government, \$360,000, showed a 17% increase from the Fall 2015 Report.
- Those organizations that received Federal funding in the last six months of 2015 reported that their largest Federal award came in the form of grants (63%) or contracts (21%).
- Almost half of the funds for the largest Federal award received in the last six months of 2015 originated directly from the Federal government (48%); 34% originated as pass-through Federal funding via a state government.
- Matching funds were required in the largest Federal award of 40% of respondents. Of those that received awards requiring matching funds, 57% were allowed to use in-kind gifts toward the match total.
- Sixty percent of respondents reported that their largest Federal award included indirect or administrative cost funding.
- The largest award median for state government, \$126,633, showed a 19% increase from the Fall 2015 Report.
- The largest award median for local government, \$40,000, showed a 16% decrease from the Fall 2015 Report.

LARGEST INDIVIDUAL AWARD MEDIANS

- The median largest award from an aggregate of all funder types was \$50,000, which is same amount as the Fall 2015 Report, and the highest reported since the Spring 2013 Report.
- The median largest award from non-government funders was \$30,000, which is the same amount as in the Fall 2015 Report, and a 20% increase from the Spring 2015, Fall 2014, and Spring 2014 Reports.
- The median largest award varied by organizational budget size. The median largest award was \$5,000 for small organizations (budgets under \$100,000), \$25,000 for medium organizations (budgets from \$100,000 to \$999,999), \$211,450 for large organizations (budgets from \$1,000,000 to \$9,999,999), \$225,000 for very large organizations (budgets from \$10,000,000 to \$24,999,999), and \$500,000 for extra-large organizations (budgets of \$25,000,000 and over).
- The median largest award varied by organizational service area. The median largest award was \$25,000 for rural organizations, \$25,000 for suburban organizations, \$50,000 for urban organizations, and \$50,000 for organizations in a combination of service areas.
- The median largest award varied by organizational mission focus. The median largest award ranged from \$17,000 for organizations focused on Animal-Related missions to \$300,000 for Educational Institutions.

OTHER FINDINGS

- Lack of time and/or staff (19%) continued to be the greatest challenge to grantseeking among respondents. The percentage of respondents citing competition for grant awards as a challenge (16%) has increased by 267% since 2012.
- Respondents generally kept their costs low; 69% reported indirect/administrative costs as 20% or less of their total budgets.
- Over half of respondents (54%) reported that they reduced indirect/administrative costs by eliminating staff, while 32% reported increased reliance on volunteer labor.
- Individual donations (37%) were the most frequent source of indirect/administrative funding, while foundation grants (13%) were the least frequent source.
- Only 30% of respondents reported that non-government funders would not cover any level of indirect/administrative costs.

GRANT FUNDING

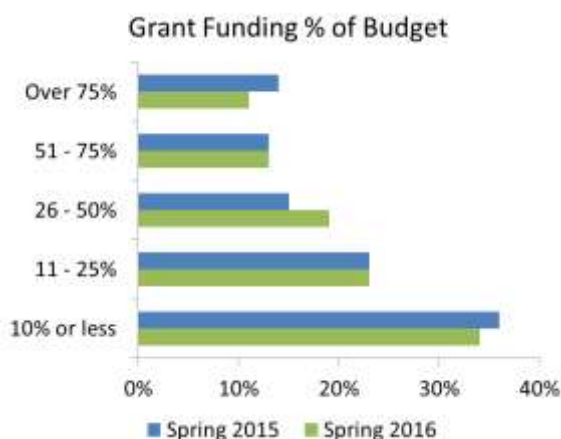
The information in this report, unless otherwise specified, reflects recent and trending grantseeking activity during the last six months of 2015 (July through December). In this report, for the purpose of visual brevity, response rates are rounded to the nearest whole number; totals will sum to 99% to 102%.

REVENUE SOURCES

Nonprofits raised funds from a number of sources. According to the Urban Institute (*The Nonprofit Sector in Brief: Public Charities, Giving, and Volunteering, 2015*), fees for services and goods from private sources (47.5%) were the largest source of overall funding, followed by fees for services and goods from government sources (24.5%), private contributions (13.3%), government grants (8.0%), and investment and other income (6.7%). The *Spring 2016 State of Grantseeking™ Report* focuses on funding from non-government grant sources and government grants and contracts.

GRANT FUNDING BUDGET CONTRIBUTION

Organizations reported little overall change in grant funding as a percentage of budget between the Spring 2015 and Spring 2016 Reports; there was a 2% increase in the number of organizations reporting grant funding as 11% or more of their annual budget. Organizations that reported grant funding of 26 to 50% increased by 27%, while those organizations that reported grant funding of over 75% decreased by 21%.



APPLICATION RATES

Organizational application rates for grant awards increased by 6%. In the Spring 2016 Report, 88% of respondents applied for grant funding during the last six months of 2015. In the Spring 2015 Report, 83% of respondents submitted grant applications during the last six months of 2014.

GRANT FUNDING SOURCES

Private foundations, community foundations, and corporations continued to be the most frequently cited sources of grant awards. The frequency of Federal and state government funding sources decreased compared to the Fall 2015 and Spring 2015 Reports. The arrows in the source trends details compare Spring 2016 to Fall 2015.



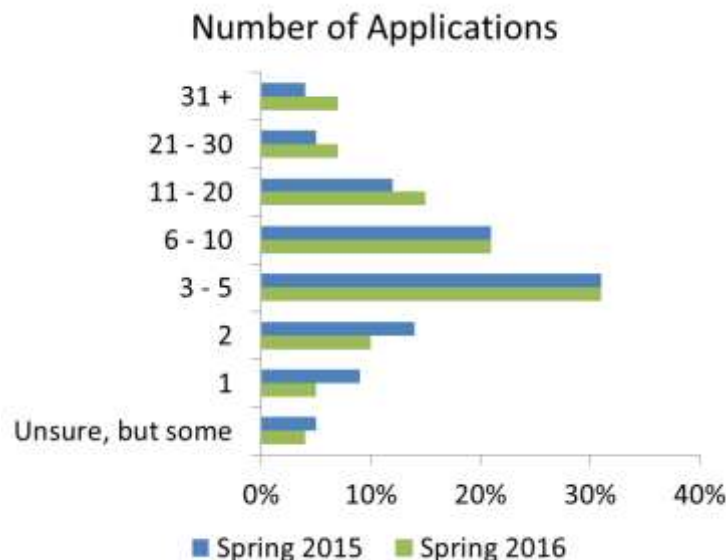
GRANT FUNDING SOURCE TRENDS:

- ↑ Private foundations were a funding source for 83% of respondents, a 1% increase from the Fall 2015 Report and a 9% increase from the Spring 2015 Report.
- Community foundations were a funding source for 68% of respondents, the same rate as the Fall 2015 Report, and a 6% increase from the Spring 2015 Report.
- ↑ Corporate grants were a funding source for 64% of respondents, a 3% increase from the Fall 2015 Report, and a 12% increase from the Spring 2015 Report.
- ↓ Corporate awards in the form of gifts of products or services were a funding source for 34% of respondents, a 3% decrease from the Fall 2015 Report, and a 13% increase from the Spring 2015 Report.
- ↓ Federal government grants were a funding source for 40% of respondents, a 5% decrease from the Fall 2015 Report, and a 2% decrease from the Spring 2015 Report.
- ↓ State government grants were a funding source for 48% of respondents, a 6% decrease from the Fall 2015 Report, and a 4% decrease from the Spring 2015 Report.

- ↑ Local government grants were a funding source for 42% of respondents, a 2% increase from the Fall 2015 Report, and an 8% increase from the Spring 2015 Report.
- Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds) were a funding source for 10% of respondents, the same rate as the Fall 2015 Report, and a 9% decrease from the Spring 2015 Report.

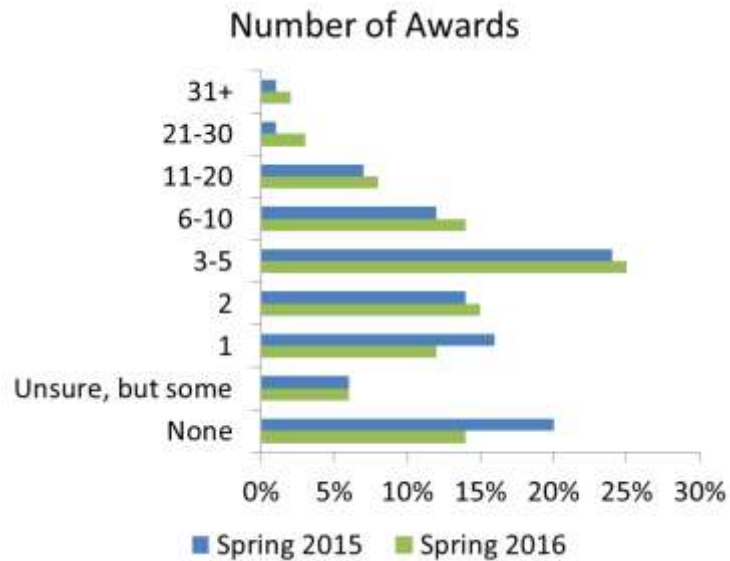
NUMBER OF GRANT APPLICATIONS

Most respondents to the Spring 2016 Report (88%) submitted a grant application during the last half of 2015 (July through December). Of those, 52% submitted between three and ten grant applications. One or two grant applications were submitted by 15% of respondents. Twenty-nine percent of respondents submitted 11 or more grant applications, a 38% increase from the Spring 2015 Report. Some applications, of indeterminate quantity, were submitted by 4% of respondents.



NUMBER OF GRANT AWARDS

During the last half of 2015 (July through December), 86% of respondents to the Spring 2016 Report received at least one grant award. One or two grant awards were received by 27% of respondents and 39% of respondents received between three and ten grant awards. Eleven or more grant awards were received by 13% of respondents, while 6% of respondents reported receiving some awards, but were unsure of the exact number. In this report, 14% of respondents reported no awards, vs. 20% of respondents to the Spring 2015 Report.



APPLICATIONS VS. AWARDS

The relationship between applications submitted and awards won can be seen in the chart below. A larger number of applications was more likely to result in a larger number of awards². Some awards received in the last half of 2015 resulted from applications submitted at an earlier time.

Number of Awards	Number of Applications						
	1	2	3 - 5	6 - 10	11 - 20	21 - 30	31 +
None	41	48	57	15	6	1	2
1	83	65	122	24	4	1	1
2	6	114	225	50	10	3	1
3-5	2	10	335	256	69	15	4
6-10	1	1	22	160	171	42	17
11-20	0	0	1	15	90	77	52
21-30	0	0	0	2	11	29	50
31+	1	0	0	1	4	6	54

- One Application: Sixty-two percent of respondents were awarded one grant.
- Two Applications: Seventy-five percent of respondents were awarded one or two grants.
- Three to Five Applications: Seventy-three percent of respondents were awarded two to five grants.
- Six to Ten Applications: Eighty percent of respondents were awarded three to ten grants.

² The relation between these variables was significant, $\chi^2 (N = 2,553) = 3,745, p < .0001$.

- 11 to 20 Applications: Seventy-two percent of respondents were awarded six to 20 grants.
- 21 to 30 Applications: Sixty-eight percent of respondents were awarded six to 20 grants.
- Over 30 Applications: Eighty-six percent of respondents were awarded 11 or more grants.

Applying for at least three grant awards increases the frequency of winning an award. Thirty-one percent of organizations that submitted one application won no awards, and 20% of organizations that submitted two applications won no awards. However, only 7% of organizations that submitted three to five applications won no awards.

ONLINE GRANT APPLICATIONS

Most respondents (96%) submitted an online grant application during the last six months of 2015. Of those, 67% submitted over half of their grant applications online and 24% submitted all of their grant applications online.

Those organizations that did not submit any online applications or only submitted online applications received fewer awards than organizations with a grant application mix.

% of Online Applications	Awarded at Least One Grant
No Online Applications	82%
Under 10% Online Applications	88%
11% to 25% Online Applications	96%
26% to 50% Online Applications	97%
51% to 75% Online Applications	98%
Over 75% Online Applications	97%
Only Online Applications	86%

TOTAL FUNDING AND LARGEST AWARDS

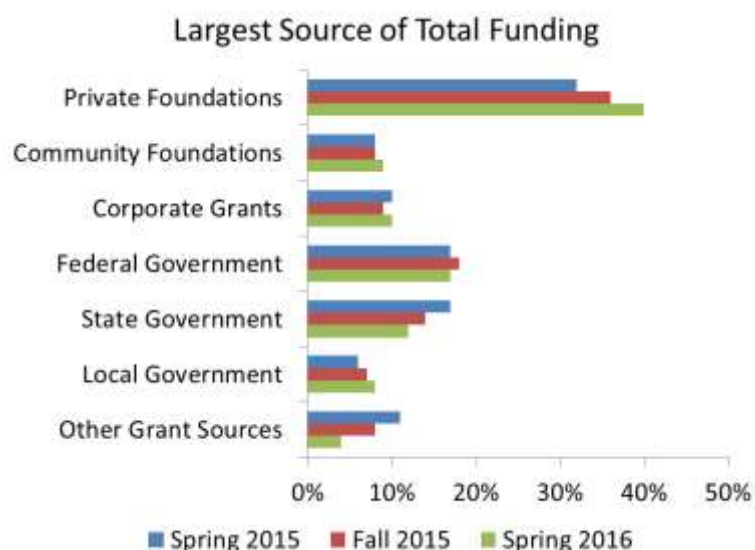
The information on total funding and largest awards in the Spring 2016 Report reflects grant activity during the period from July through December 2015.

TOTAL GRANT FUNDING

Over half of the respondents to the Spring 2016 Report (54%) reported total awards of less than \$100,000. Total awards between \$100,000 and \$499,999 were reported by 26% of respondents, while 20% of respondents reported total awards of \$500,000 or more. Organizations reporting total awards of \$100,000 or more (46%) decreased by 4% compared to the Fall 2015 Report and increased by 10% compared to the Spring 2015 Report. The median award total was \$70,193.

LARGEST SOURCE OF TOTAL FUNDING

Private foundations, the Federal government, and state government were most frequently reported as the largest source of total grant funding. Private foundations (40%) were reported as the largest source of total funding at a rate twice that of the next most frequently reported total funding source, the Federal government (17%).



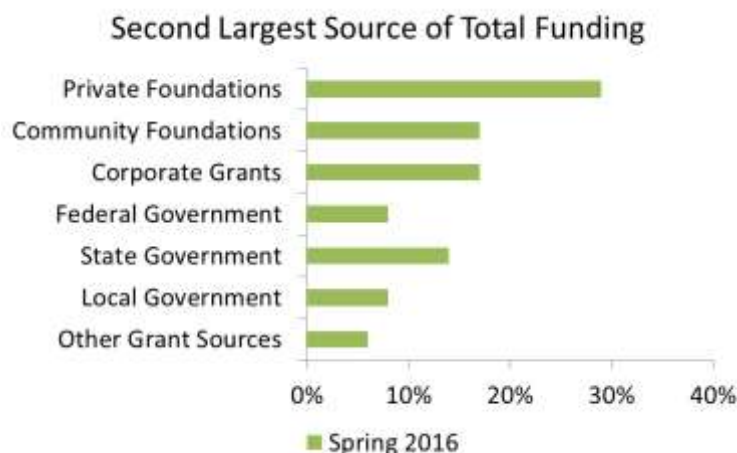
LARGEST SOURCE OF TOTAL FUNDING TRENDS:

- ↑ Private foundations were the largest total funding source for 40% of respondents, an 11% increase from the Fall 2015 Report, and a 25% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 9% of respondents, a 13% increase from both the Fall 2015 and Spring 2015 Reports.

- ↑ Corporate grants were the largest total funding source for 10% of respondents, an 11% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 17% of respondents, a 6% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 12% of respondents, a 14% decrease from the Fall 2015 Report, and a 29% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 8% of respondents, a 7% increase from the Fall 2015 Report, and a 6% increase from the Spring 2015 Report.
- ↓ Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, tribal funds, and individual donors) were the largest total funding source for 4% of respondents, a 50% decrease from the Fall 2015 Report, and a 64% decrease from the Spring 2015 Report.

SECOND LARGEST SOURCE OF TOTAL FUNDING

The second largest source of total funding was reported as private foundations by 29% of respondent organizations, followed by community foundations and corporate grants (both 17%), and state government (14%). Federal government and local government were each reported by 8% of respondents as the second largest total funding source. Other grant sources were the second largest source of total funding for 6% of respondents.



LARGEST INDIVIDUAL AWARD SOURCE

Private foundations were the most frequently reported source of the largest individual grant award, followed by the Federal government and state government.

The rate of respondents reporting private foundations as the source of their largest award has increased from 31% to 40% over the last five reports (30 months).



LARGEST INDIVIDUAL AWARD SOURCE TRENDS:

- ↑ Private foundations were the source of the largest award for 40% of respondents, a 3% increase from the Fall 2015 Report, and an 8% increase from the Spring 2015 Report.
- ↑ Community foundations were the source of the largest award for 10% of respondents, a 25% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↑ Corporate grants were the source of the largest award for 10% of respondents, an 11% increase from the Fall 2015 Report, and a 9% decrease from the Spring 2015 Report.
- Federal government grants were the source of the largest award for 18% of respondents, the same rate as in the Fall 2015 Report and a 13% increase from the Spring 2015 Report.
- ↓ State government grants were the source of the largest award for 11% of respondents, a 15% decrease from the Fall 2015 Report, and a 27% decrease from the Spring 2015 Report.
- Local government grants were the source of the largest award for 7% of respondents, the same rate as in the Fall 2015 Report, and a 17% increase from the Spring 2015 Report.
- ↓ Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, tribal funds, and individual donors)

were the largest award source for 4% of respondents, a 33% decrease from both the Fall 2015 and Spring 2015 Reports.

LARGEST AWARD LOGISTICS

The grant cycle length—from proposal submission to award decision—for the largest grant award was between one and six months for 66% of respondents. A longer grant cycle of seven months or more was reported by 28% of respondents, while 6% reported a short grant cycle of less than a month.



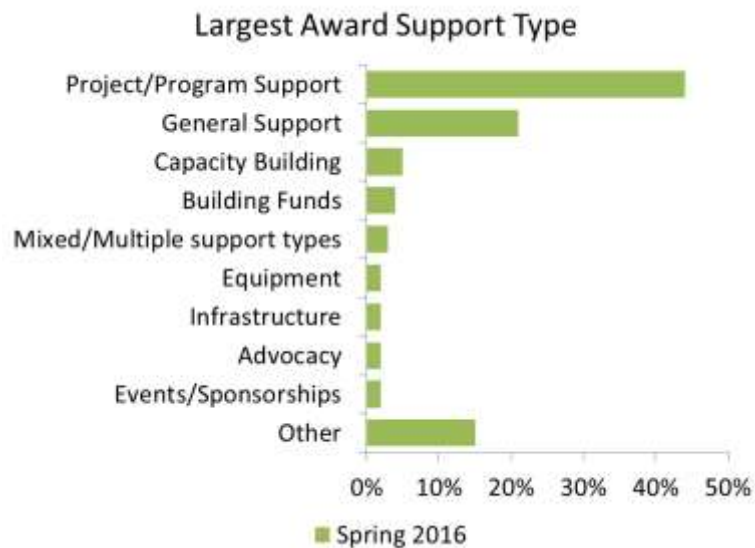
Once an award decision had been determined, funders released the award monies quickly; 76% of respondents reported receiving the award within three months of notification. Delayed receipt of award monies, taking four months or more, was reported by 24% of respondents.



LARGEST AWARD SUPPORT TYPE

The largest award received by 44% of respondents to the Spring 2016 Report was in the form of project or program support, which was followed by general support at 21%. Capacity building was the largest award support type for 5% of respondents, while building funds and mixed/multiple support types were reported by 4% and

3% of respondents, respectively. Equipment, infrastructure, advocacy, and events/sponsorships were each reported by 2% of respondents as the type of support for the largest award. The “other” category was comprised of any support type reported at a rate of less than 2% of respondents.



LARGEST AWARD SIZE

The median largest award was \$50,000, the same as in the Fall 2015 Report, and the highest reported since the Spring 2013 Report. The average largest award increased to \$968,962; this was due to four very large awards over \$100,000,000.

Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015	Fall 2014	Spring 2014
Lowest \$	\$40	\$12	\$60	\$10	\$35
Highest \$	\$290 Million	\$250 Million	\$20 Million	\$40 Million	\$80 Million
Median \$	\$50,000	\$50,000	\$43,800	\$45,000	\$47,000
Average \$	\$968,962	\$656,412	\$308,103	\$389,797	\$586,866
Median Largest Award Size	Fall 2013	Spring 2013	Fall 2012	Spring 2012	Fall 2011
Lowest \$	\$400	\$40	\$150	\$50	\$50
Highest \$	\$50 Million	\$18 Million	\$24 Million	\$30 Million	\$30 Million
Median \$	\$46,000	\$50,000	\$50,000	\$45,000	\$45,000
Average \$	\$531,322	\$409,176	\$441,152	\$462,530	\$462,539

While 64% of respondents reported largest individual awards of less than \$100,000, 23% reported largest awards between \$100,000 and \$499,999, and 13% reported largest awards of \$500,000 or more. Although the trending arrows below reflect the

comparison to the Fall 2015 Report, it is notable that the frequency of award sizes over \$10,000 increased or stayed the same compared to the Spring 2015 Report.



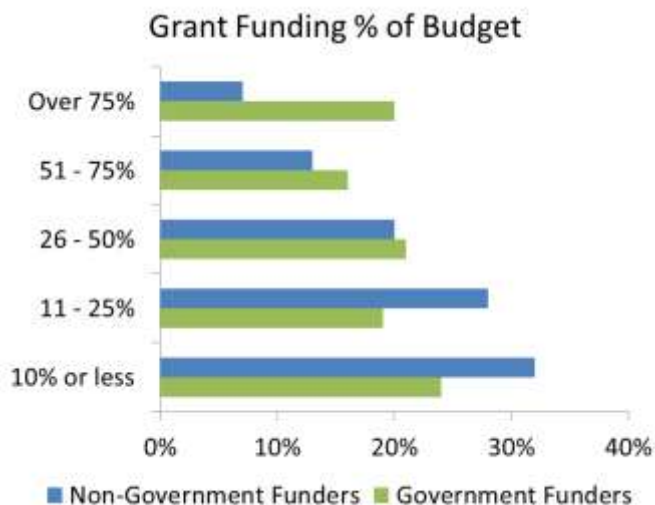
LARGEST INDIVIDUAL AWARD SIZE TRENDS:

- ↓ Largest awards over \$1,000,000 were reported by 8% of respondents, an 11% decrease from the Fall 2015 Report, and a 33% increase from the Spring 2015 Report.
- Largest awards between \$500,000 and \$999,999 were reported by 5% of respondents, the same rate as in the Fall 2015 and Spring 2015 Reports.
- ↓ Largest awards between \$100,000 and \$499,999 were reported by 23% of respondents, a 4% decrease from the Fall 2015 Report, and a 5% increase from the Spring 2015 Report.
- Largest awards between \$50,000 and \$99,999 were reported by 15% of respondents, the same rate as in the Fall 2015 and Spring 2015 Reports.
- ↑ Largest awards between \$10,000 and \$49,999 were reported by 32% of respondents, a 3% increase from the Fall 2015 Report, and a 7% increase from the Spring 2015 Report.
- ↑ Largest awards under \$10,000 were reported by 17% of respondents, a 6% increase from the Fall 2015 Report, and a 23% decrease from the Spring 2015 Report.

GOVERNMENT FUNDING

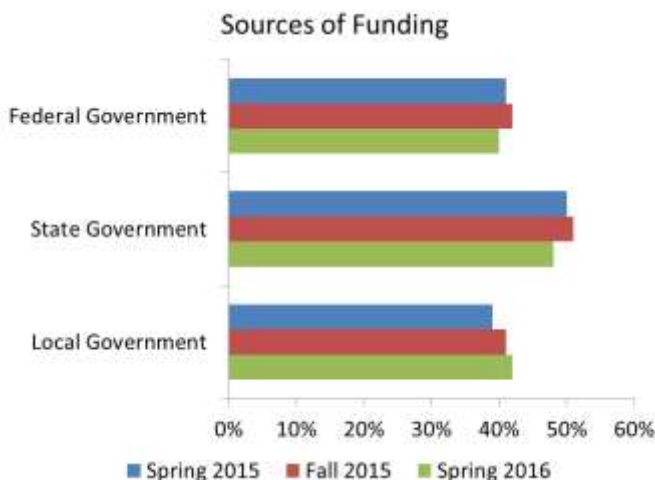
GOVERNMENT GRANT FUNDING BUDGET CONTRIBUTION

Organizations that reported government funders as the source of the largest award relied on grants to fund a larger portion of their annual budgets. Of organizations with the largest award funded by government sources, 36% reported that grants comprised over one half of their annual budgets, vs. 20% of organizations with the largest award funded by non-government sources.



GOVERNMENT FUNDING SOURCES

Although funding by local government increased, the rate of funding by Federal and state government sources decreased over the past year.

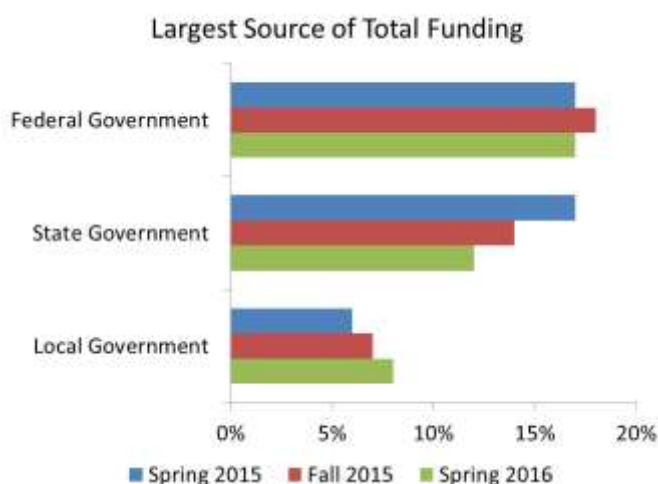


GOVERNMENT GRANT FUNDING SOURCE TRENDS:

- ↓ Federal government grants were a funding source for 40% of respondents, a 5% decrease from the Fall 2015 Report, and a 2% decrease from the Spring 2015 Report.
- ↓ State government grants were a funding source for 48% of respondents, a 6% decrease from the Fall 2015 Report, and a 4% decrease from the Spring 2015 Report.
- ↑ Local government grants were a funding source for 42% of respondents, a 2% increase from the Fall 2015 Report, and an 8% increase from the Spring 2015 Report.

GOVERNMENT LARGEST SOURCE OF TOTAL FUNDING

The Federal government (18%) was most frequently reported as the largest source of total funding.

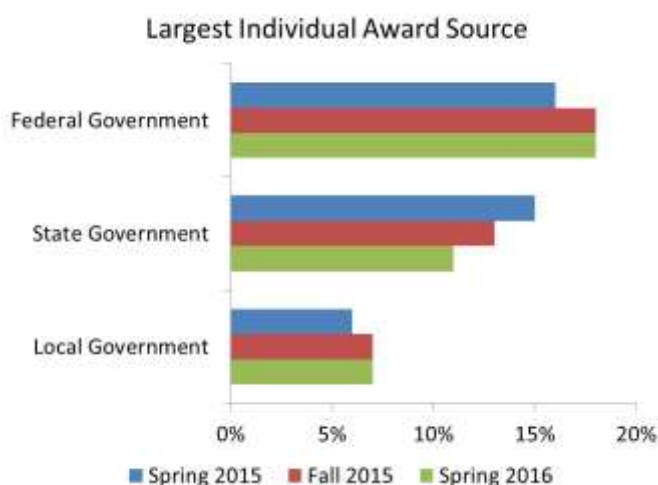


GOVERNMENT LARGEST SOURCE OF TOTAL FUNDING TRENDS:

- ↓ Federal government grants were the largest total funding source for 17% of respondents, a 6% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 12% of respondents, a 14% decrease from the Fall 2015 Report, and a 29% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 8% of respondents, a 14% increase from the Fall 2015 Report, and a 33% increase from the Spring 2015 Report.

GOVERNMENT LARGEST INDIVIDUAL AWARD SOURCE

The Federal government (18%) was the most frequently reported government source of the largest award.



GOVERNMENT LARGEST INDIVIDUAL AWARD SOURCE TRENDS:

- ➔ The Federal government was the source of the largest award for 18% of respondents, the same rate as in the Fall 2015 Report, and a 13% increase from the Spring 2015 Report.
- ⬇ State government was the source of the largest award for 11% of respondents, a 15% decrease from the Fall 2015 Report, and a 27% decrease from the Spring 2015 Report.
- ➔ Local government was the source of the largest award for 7% of respondents, the same rate as in the Fall 2015 Report, and a 17% increase from the Spring 2015 Report.

GOVERNMENT LARGEST AWARD LOGISTICS

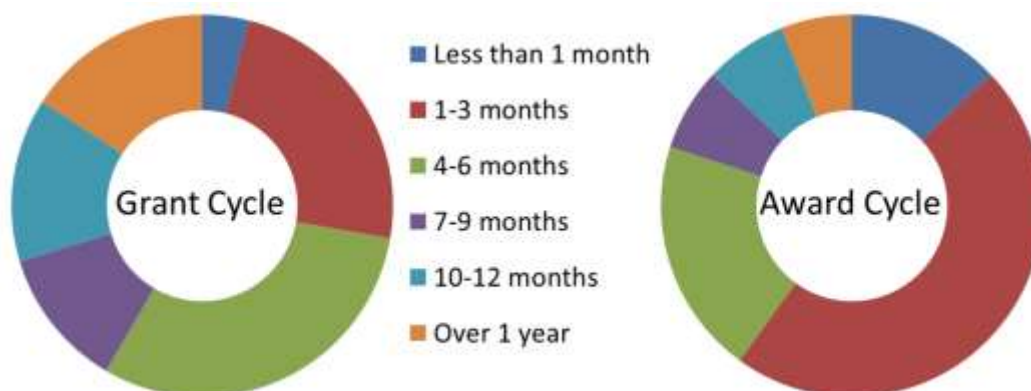
Respondents reported that the length of both the government grant cycle and award cycle is increasing.

The government grant cycle length—from proposal submission to award decision—for the largest award was between one and six months for 55% of respondents. A longer grant cycle of seven months or more was reported by 42% of respondents, while 3% reported a short grant cycle of less than a month.

In the Fall 2015 Report, the government grant cycle length for the largest award was between one and six months for 62% of respondents, while a longer grant cycle of seven months or more was reported by 35% of respondents.

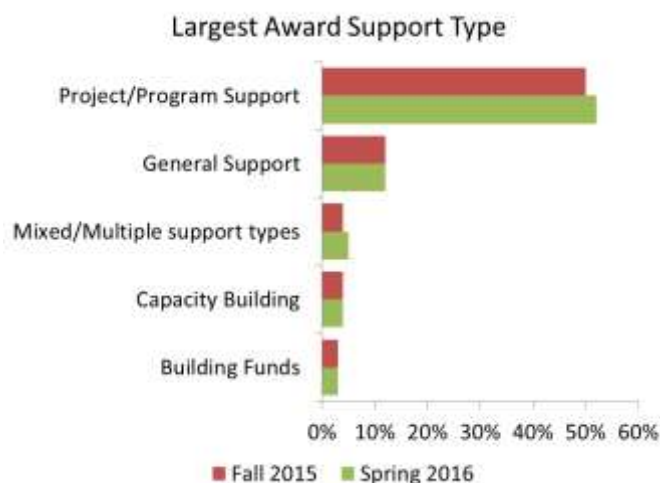
Once an award decision had been determined, the government often released the award monies within three months of notification (60%). Delayed receipt of award monies, taking four months or more, was reported by 40% of respondents.

In the Fall 2015 Report, 65% of respondents reported that the government released award monies within three months of notification. Thirty-five percent of respondents reported delayed receipt of award monies, taking four months or more.



GOVERNMENT LARGEST AWARD SUPPORT TYPE

The largest government award received by 52% of respondents was in the form of project or program support, which was followed by general support at 12%. The type of support for the largest government award was also reported as mixed/multiple support types (5%), capacity building (4%), and building funds (3%). All other support types were reported at a rate of 2% or less.

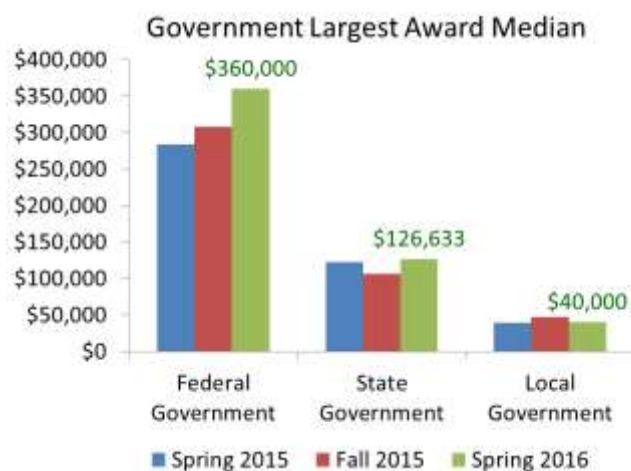


GOVERNMENT LARGEST AWARD SIZE

The largest individual award medians from government entities were higher than those from non-government funders.

The largest individual award median was \$360,000 for the Federal government, \$126,633 for state government, and \$40,000 for local government. In comparison, the largest award median from non-government funders (private foundations, community foundations, corporate foundations, and “other” sources, in aggregate) was \$30,000.

Median Largest Award Size	Federal Government	State Government	Local Government	Non Government
Lowest \$	\$5,000	\$305	\$800	\$40
Highest \$	\$290 Million	\$4.1 Million	\$60 Million	\$40 Million
Median \$	\$360,000	\$126,633	\$40,000	\$30,000
Average \$	\$5,232,093	\$340,109	\$642,406	\$220,281



GOVERNMENT LARGEST INDIVIDUAL AWARD MEDIAN TRENDS:

- ↑ The largest award median for the Federal government, \$360,000, showed a 17% increase from the Fall 2015 Report, and a 27% increase from the Spring 2015 Report.
- ↑ The largest award median for state government, \$126,633, showed a 19% increase from the Fall 2015 Report, and a 3% increase from the Spring 2015 Report.
- ↓ The largest award median for local government, \$40,000, showed a 16% decrease from the Fall 2015 Report, and a 3% increase from the Spring 2015 Report.

FEDERAL GOVERNMENT FUNDING

Forty percent of respondents to the *Spring 2016 State of Grantseeking™ Survey* reported that their organizations receive Federal funding regularly, and 30% stated that their organizations received Federal funding within the last six months of 2015.

FEDERAL GOVERNMENT AWARD FORM

Those organizations that received Federal funding from July through December of 2015 reported that their largest Federal award came in the form of grants (63%), contracts (21%), or another form, including cooperative agreements (6%). Ten percent were unsure of the form of funding.

FEDERAL GOVERNMENT AWARD ORIGINATION

Forty-eight percent of the funds for the largest Federal award received in the last six months of 2015 originated directly from the Federal government, while 34% originated as pass-through Federal funding via a state government. Nine percent originated in another form, primarily pass-through funding from a city or county government, the National Endowment for the Arts, or a nonprofit organization. Nine percent of respondents were unsure of where their Federal funding originated.

FEDERAL GOVERNMENT MATCHING FUNDS

One half (50%) of respondents that received Federal funding reported that their largest Federal award did not require matching funds, whereas 40% reported that their largest Federal award required matching funds. Ten percent of respondents that received Federal funding were unsure if matching funds were included.

Of those awards that included matching funds, 57% were allowed to use in-kind gifts toward the match total, including volunteer hours, facilities usage, operational cost donations, and donations of goods and services. Respondents most frequently reported a match of 11 to 25% (40%).

FEDERAL GOVERNMENT INDIRECT/ADMINISTRATIVE COST FUNDING

Over half of respondents (60%) reported that their largest Federal award included indirect/administrative cost funding, while 28% reported that cost funding was not included, and 12% were unsure if this type of funding was included.

Of those respondents that did receive indirect/administrative cost funding, 39% reported that their largest Federal award included an allocation of 10% or less for indirect/administrative costs, and 22% reported that the award included 11 to 20% funding for these costs. Eleven percent of respondents reported that their largest Federal award included funding of 21% or more for indirect/administrative costs, while 28% of respondents were unsure of the level of funding allocated to these costs.

FEDERAL GOVERNMENT REPORTING

Of organizations that received Federal awards, 60% were required to report on outcomes or cost per unit for the largest award, while this type of reporting was not required for 21%, and 19% were unsure of reporting requirements.

Of those respondents that received Federal awards requiring outcome or cost per unit reporting, the reporting was more detailed or time-consuming than in the past for 28%, whereas it was less detailed or time-consuming for 2%. There was no change in the reporting difficulty for 40% of respondents, and 31% of respondents were unsure as to the level of reporting difficulty.

SURVEY RESPONDENTS BY GOVERNMENT LARGEST AWARD SOURCE

As illustrated by the *Spring 2016 State of Grantseeking™ Survey* results, an organization's demographics can be defined by the source of the largest award. The following are "typical" organizations that received their largest award from each funder type.

ORGANIZATIONS FOR WHICH THE FEDERAL GOVERNMENT WAS THE LARGEST AWARD SOURCE:

Forty-six percent of respondents from organizations for which the Federal government was the largest award source (FGLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 67% of FGLAS organizations. FGLAS organizations most frequently reported employing 26 to 75 people (18%) or over 200 people (32%). Seventy-three percent of FGLAS organizations reported annual budgets of \$1,000,000 and over; 26% reported annual budgets of \$25,000,000 and over. The median annual budget reported was \$4,000,000. FGLAS organizations were old; 36% were 26 to 50 years old and 37% were over 50 years old. Forty-eight percent of FGLAS organizations were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for FGLAS organizations was one county (16%) or multi-county (28%). Human Services (30%) and Education (19%) were the most frequently reported mission focuses. Over half of these organizations (58%) reported a service population comprised of over 50% individuals/families at or below the poverty level.

ORGANIZATIONS FOR WHICH STATE GOVERNMENT WAS THE LARGEST AWARD SOURCE:

Sixty percent of respondents from organizations for which state government was the largest award source (SGLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 86% of SGLAS organizations. SGLAS organizations most frequently reported employing one to five people (23%) or 26 to 75 people (17%). Twenty-four percent of SGLAS organizations reported annual budgets between \$250,000 and \$999,999; 29% reported annual budgets between \$1,000,000 and \$4,999,999. Most SGLAS organizations were 11 to 25 years old

(24%) or 26 to 50 years old (43%). Forty-four percent of SGLAS organizations were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for SGLAS organizations was one county (20%) or multi-county (33%). Human Services (31%), Arts, Culture, and Humanities (13%), and Education (12%) were the most frequently reported mission focuses. Over half of these organizations (59%) reported a service population comprised of over 50% individuals/families at or below the poverty level.

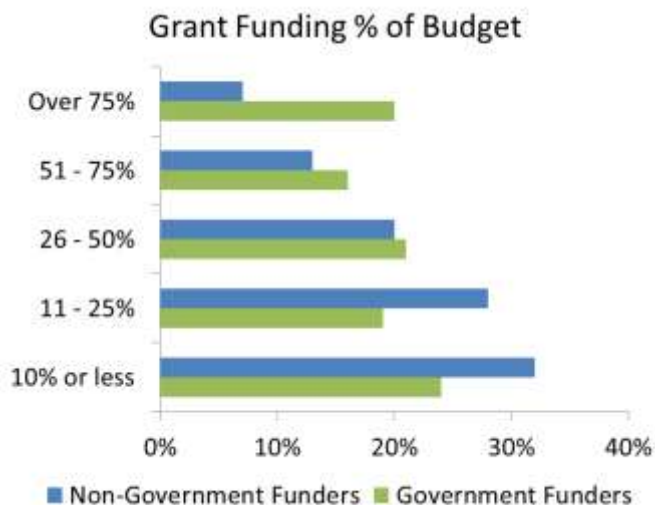
ORGANIZATIONS FOR WHICH LOCAL GOVERNMENT WAS THE LARGEST AWARD SOURCE:

Sixty-six percent of respondents from organizations for which local government was the largest award source (LGLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 97% of LGLAS organizations. LGLAS organizations most frequently reported employing one to five people (35%) or 11 to 25 people (17%). Twenty percent of LGLAS organizations reported annual budgets between \$500,000 and \$999,999; 25% reported annual budgets between \$1,000,000 and \$4,999,999. Most LGLAS organizations were 26 to 50 years old (45%) and 46% were located in urban areas. The most frequent geographic service reach for LGLAS organizations was one county (21%) or multi-county (29%). Arts, Culture, and Humanities (37%) and Human Services (25%) were the most frequently reported mission focuses. Forty-three percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

NON-GOVERNMENT FUNDING

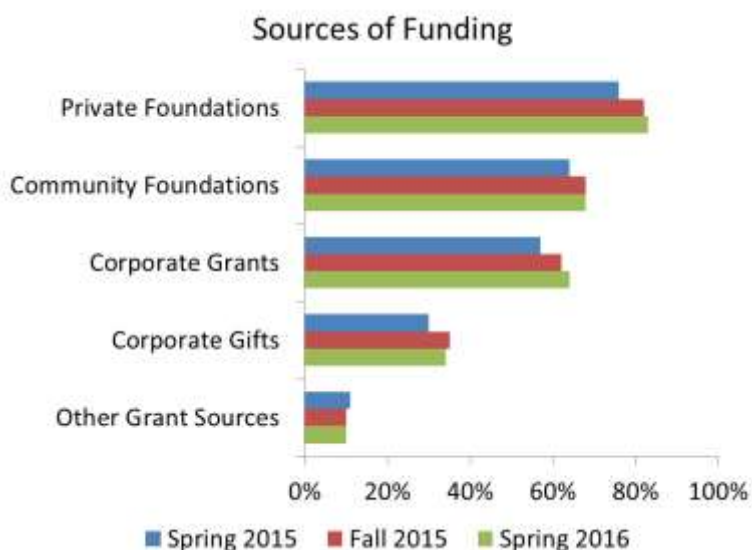
NON-GOVERNMENT GRANT FUNDING BUDGET CONTRIBUTION

Organizations that reported non-government funders as the source of the largest award relied on grants to fund a smaller portion of their annual budget. Of organizations with the largest award funded by non-government sources, 80% reported that grants comprised less than one half of their annual budgets, vs. 64% of organizations with the largest award funded by government sources.



NON-GOVERNMENT FUNDING SOURCES

Private foundations, community foundations, and corporations continued to be the most frequently cited sources of grant awards. Of note, private foundations have increased as an award source by 14% since the Spring 2012 State of Grantseeking Report.

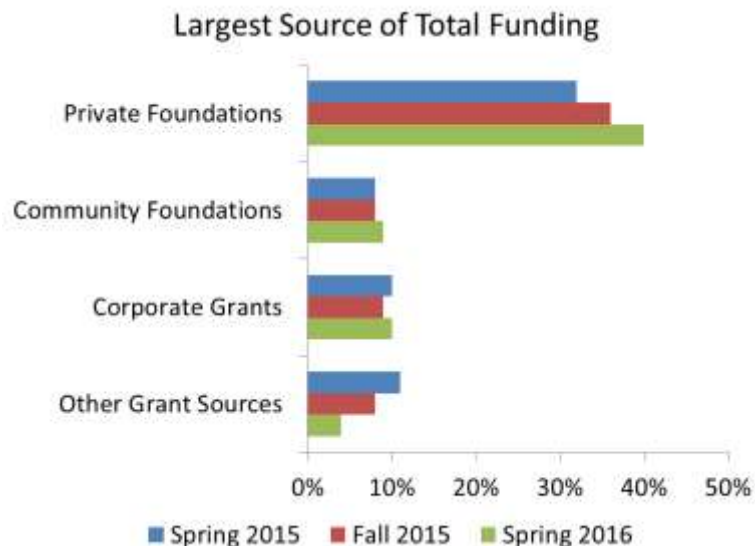


GRANT FUNDING SOURCE TRENDS:

- ↑ Private foundations were a funding source for 83% of respondents, a 1% increase from the Fall 2015 Report, and a 9% increase from the Spring 2015 Report.
- Community foundations were a funding source for 68% of respondents, the same rate as the Fall 2015 Report, and a 6% increase from the Spring 2015 Report.
- ↑ Corporate grants were a funding source for 64% of respondents, a 3% increase from the Fall 2015 Report, and a 12% increase from the Spring 2015 Report.
- ↓ Corporate awards in the form of gifts of products or services were a funding source for 34% of respondents, a 3% decrease from the Fall 2015 Report, and a 13% increase from the Spring 2015 Report.
- Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds) were a funding source for 10% of respondents, the same rate as the Fall 2015 Report, and a 9% decrease from the Spring 2015 Report.

NON-GOVERNMENT LARGEST SOURCE OF TOTAL FUNDING

Private foundations (40%) were most frequently reported as the largest source of total funding.



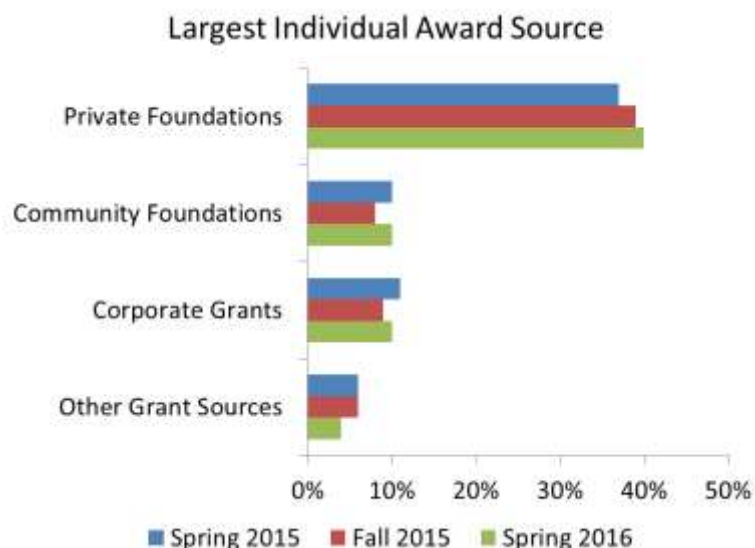
NON-GOVERNMENT LARGEST SOURCE OF TOTAL FUNDING TRENDS:

- ↑ Private foundations were the largest total funding source for 40% of respondents, an 11% increase from the Fall 2015 Report, and a 25% increase from the Spring 2015 Report.

- ↑ Community foundations were the largest total funding source for 9% of respondents, a 13% increase from both the Fall 2015 and Spring 2015 Reports.
- ↑ Corporate grants were the largest total funding source for 10% of respondents, an 11% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, tribal funds, and individual donors) were the largest total funding source for 4% of respondents, a 50% decrease from the Fall 2015 Report, and a 64% decrease from the Spring 2015 Report.

NON-GOVERNMENT LARGEST INDIVIDUAL AWARD SOURCE

Private foundations (40%) were most frequently reported as the non-government source of the largest award.



NON-GOVERNMENT LARGEST INDIVIDUAL AWARD SOURCE TRENDS:

- ↑ Private foundations were the source of the largest award for 40% of respondents, a 3% increase from the Fall 2015 Report, and an 8% increase from the Spring 2015 Report.
- ↑ Community foundations were the source of the largest award for 10% of respondents, a 25% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↑ Corporate grants were the source of the largest award for 10% of respondents, an 11% increase from the Fall 2015 Report, and a 9% decrease from the Spring 2015 Report.

- ↓ Other grant sources (including religious organizations, the United Way, donor-advised funds, civic organizations, tribal funds, and individual donors) were the largest award source for 4% of respondents, a 33% decrease from the Fall 2015 and Spring 2015 Reports.

NON-GOVERNMENT LARGEST AWARD LOGISTICS

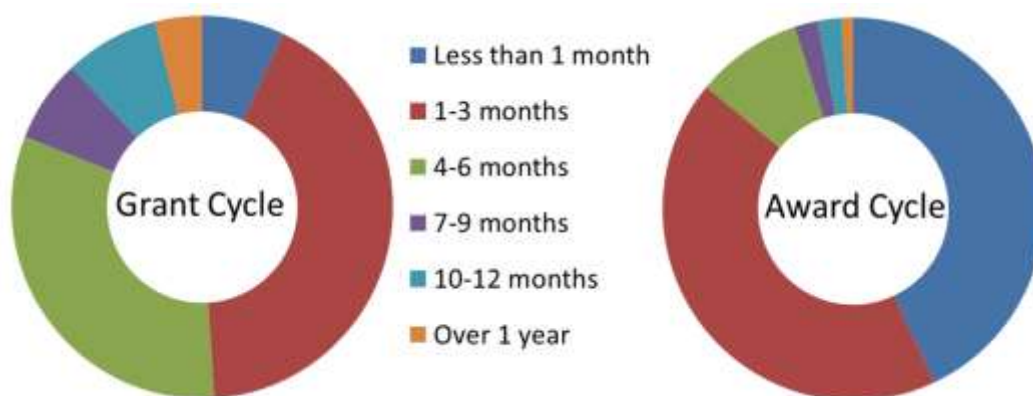
Respondents reported that the length of both the non-government grant cycle and award cycle is decreasing.

The non-government grant cycle length—from proposal submission to award decision—for the largest award was between one and six months for 74% of respondents. A longer grant cycle of seven months or more was reported by 19% of respondents, while 7% reported a short grant cycle of less than a month.

In the Fall 2015 Report, the non-government grant cycle length for the largest award was between one and six months for 71% of respondents, while a longer grant cycle of seven months or more was reported by 22% of respondents.

Once an award decision had been determined, most non-government funders released the award monies within three months of notification (86%). Delayed receipt of award monies, taking four months or more, was reported by 14% of respondents.

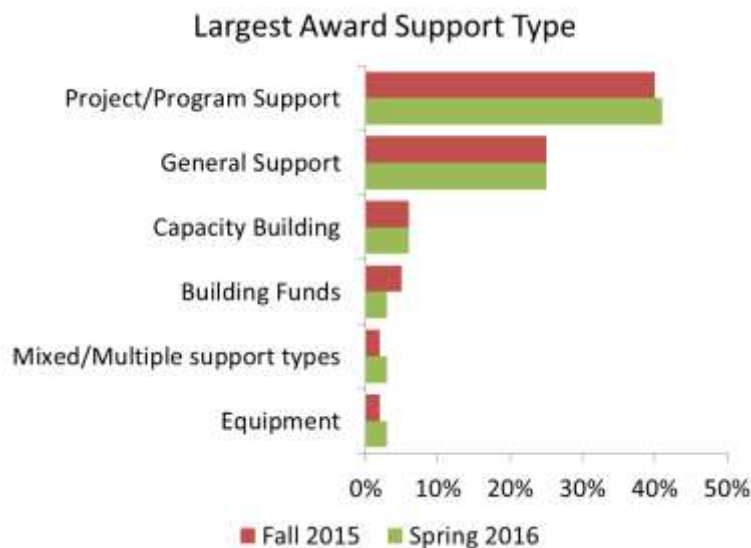
In the Fall 2015 Report, 84% of respondents reported that non-government funders released award monies within three months of notification. Sixteen percent of respondents reported delayed receipt of award monies, taking four months or more.



NON-GOVERNMENT LARGEST AWARD SUPPORT TYPE

The largest non-government award received by 41% of respondents was in the form of project or program support, which was followed by general support at 25%. Respondents also reported the largest non-government award type as capacity

building (6%), building funds (4%), mixed/multiple support types (3%), and equipment (3%). All other support types were reported at a rate of 2% or less.



NON-GOVERNMENT LARGEST AWARD SIZE

The largest individual award median from non-government entities was lower than that from government funders.

The median award from private foundations was \$40,000. From community foundations, the median award was \$19,878. The median award from corporate foundations was \$25,000, while the median award from “other” sources was \$32,000. In comparison, the largest individual award median from government funders (an aggregate of Federal, state, and local government) was \$180,000.



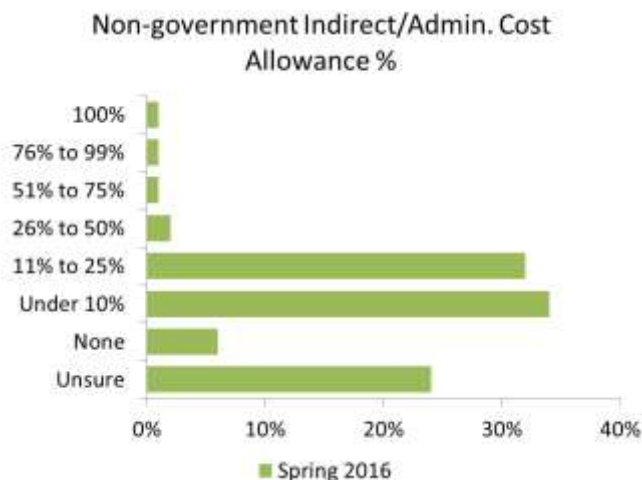
Median Largest Award Size	Private Foundation	Community Foundation	Corporate Foundation	Other Sources	Government Funders
Lowest \$	\$40	\$400	\$400	\$500	\$305
Highest \$	\$40 Million	\$15 Million	\$850,000	\$13 Million	\$290 Million
Median \$	\$40,000	\$19,878	\$25,000	\$32,000	\$180,000
Average \$	\$257,273	\$211,612	\$62,750	\$273,298	\$2,533,550

NON-GOVERNMENT LARGEST INDIVIDUAL AWARD MEDIAN TRENDS:

- ↑ The largest award median for private foundations, \$40,000, showed a 14% increase from the Fall 2015 Report, and a 60% increase from the Spring 2015 Report.
- ↑ The largest award median for community foundations, \$19,878, showed a 39% increase from the Fall 2015 Report, and a 99% increase from the Spring 2015 Report.
- The largest award median for corporate foundations, \$25,000, was the same size as in the Fall 2015 Report, and showed a 25% increase from the Spring 2015 Report.
- ↓ The largest award median for “other” award sources (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds), \$32,000, showed a 21% decrease from the Fall 2015 Report, and a 12% increase from the Spring 2015 Report

NON-GOVERNMENT INDIRECT/ADMINISTRATIVE COST FUNDING

Sixty-six percent of those respondents that received awards that included indirect/administrative cost funding reported that 25% or less of the monies were earmarked for those costs, while 24% were unsure if this type of funding was included.



SURVEY RESPONDENTS BY LARGEST AWARD SOURCE

As illustrated by the *Spring 2016 State of Grantseeking™ Survey* results, an organization's demographics can be defined by the source of the largest award. The following are "typical" organizations that received their largest award from each funder type.

ORGANIZATIONS FOR WHICH PRIVATE FOUNDATIONS WERE THE LARGEST AWARD

SOURCE:

Sixty-three percent of respondents from organizations for which private foundations were the largest award source (PFLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 94% of PFLAS organizations. PFLAS organizations most frequently reported employing one to five people (32%) or six to 25 people (32%). Thirty-four percent of PFLAS organizations reported annual budgets between \$250,000 and \$999,999; 28% reported annual budgets between \$1,000,000 and \$4,999,999. Most PFLAS organizations were 11 to 50 years old (59%), and 48% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for PFLAS organizations was multi-county (28%) or one county (13%). Human Services (23%) and Arts, Culture, and Humanities (14%) were the most frequently reported mission focuses. Nearly half of these organizations (49%) reported a service population comprised of over 50% individuals/families at or below the poverty level.

ORGANIZATIONS FOR WHICH COMMUNITY FOUNDATIONS WERE THE LARGEST AWARD

SOURCE:

Sixty-five percent of respondents from organizations for which community foundations were the largest award source (CFLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 94% of CFLAS organizations. CFLAS organizations most frequently reported employing one to five people (44%). Twenty percent of CFLAS organizations reported annual budgets between \$500,000 and \$999,999 and 21% reported annual budgets between \$1,000,000 and \$4,999,999. Most CFLAS organizations were 11 to 50 years old (58%), and 35% were located in a mix of service area types (rural, suburban, and urban), while 29% were located in a suburban service area. The most frequent geographic service reach for CFLAS organizations was multi-county (33%) or one county (16%). Human Services (27%), Health (15%), and Arts, Culture, and Humanities (14%) were the most frequently reported mission focuses. Thirty-three percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

ORGANIZATIONS FOR WHICH CORPORATIONS WERE THE LARGEST AWARD SOURCE:

Sixty-one percent of respondents from organizations for which corporations were the largest award source (CLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 95% of CLAS organizations. CLAS organizations most frequently reported employing one to five people (35%). Nineteen percent of CLAS organizations reported annual budgets between \$500,000 and \$999,999; 26% reported annual budgets between \$1,000,000 and \$4,999,999. Most CLAS organizations were 11 to 50 years old (58%), and 43% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for CLAS organizations was multi-county (27%) or one county (14%). Human Services (20%), Education (14%), and Youth Development (11%) were the most frequently reported mission focuses. Forty-eight percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

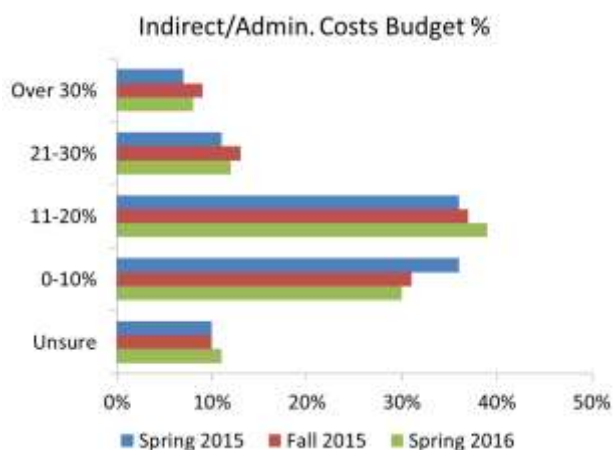
ORGANIZATIONS FOR WHICH "OTHER" SOURCES WERE THE LARGEST AWARD SOURCE:

Sixty-eight percent of respondents from organizations for which "other" sources (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds) were the largest award source (OLAS) were directly associated with their organizations at an executive level. Nonprofits comprised 94% of OLAS organizations. OLAS organizations most frequently reported employing one to five people (31%) or six to 25 people (30%). Twenty-two percent of OLAS organizations reported annual budgets between \$100,000 and \$249,999; 26% reported annual budgets between \$1,000,000 and \$4,999,999. Most OLAS organizations were 11 to 50 years old (58%), and 42% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for OLAS organizations was multi-county (25%) or one county (19%). Human Services (26%) and Youth Development (14%) were the most frequently reported mission focuses. Fifty-five percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

INDIRECT/ADMINISTRATIVE COST FUNDING

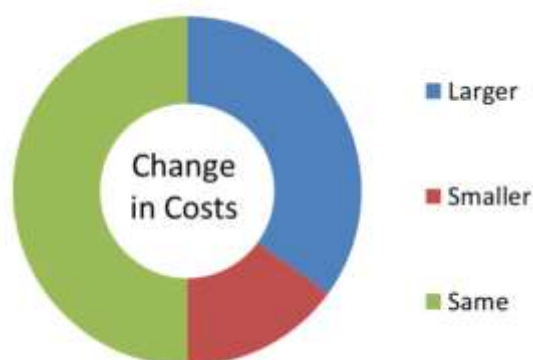
INDIRECT/ADMINISTRATIVE COSTS AS A PERCENTAGE OF BUDGET

Our respondents generally kept their costs low; 69% reported indirect/administrative costs as 20% or less of their total budgets. Only 20% of survey respondents reported these costs as over 20% of their budgets, while 11% of respondents were unsure of the budget percentage of their organization's indirect/administrative costs.



INDIRECT/ADMINISTRATIVE COST TRENDS

Compared to indirect/administrative costs for the prior year, 50% of respondents reported that these costs remained the same, while 35% reported that these costs had increased. Indirect/administrative costs decreased for 15% of respondents.



INDIRECT/ADMINISTRATIVE COST CONTROLS

Respondents were asked, "How did you reduce your indirect/administrative costs?" Over half (54%) reported that they reduced indirect/administrative costs by eliminating staff, while 32% reported increased reliance on volunteer labor.

Reductions in services and programs (21%), staff hours (19%), staff salaries (17%), organization hours (11%), and organization geographic scope (4%) also reduced indirect and administrative costs. In addition, respondents reduced these costs by participation in buying groups (13%) and space or location sharing (17%).

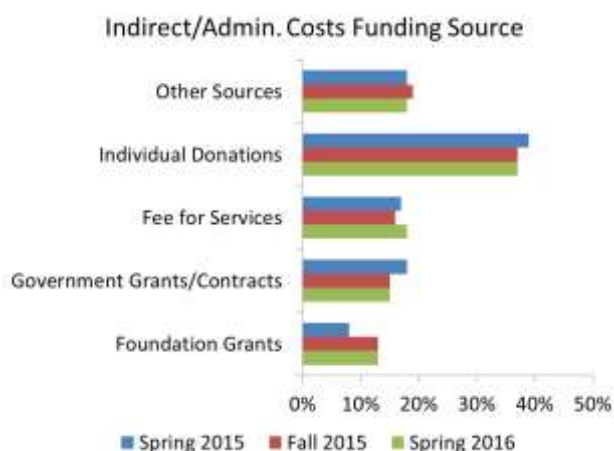
Reduction Technique	Spring 2016
Reduced number of staff	54%
Increased reliance on volunteer labor	32%
Reduced services/programs offered	21%
Reduced staff hours	19%
Reduced staff salaries	17%
Space/location sharing	17%
Buying groups/economy of scale for purchases	13%
Reduced organization hours	11%
Reduced organization geographic scope	4%

A SAMPLE OF REPRESENTATIVE COMMENTS FROM SURVEY RESPONDENTS FOLLOWS:

- We completely cut one program and seven staff positions and have placed another program on hold pending additional funding.
- We held off on repairs and maintenance.
- Most of our administrative costs are absorbed by the volunteers.
- As staff left, we hired staff with less experience so as to reduce salaries.
- We refinanced the mortgage, decreased internet costs, and found as many places to save money as possible.
- New staff were hired in at lower rates.
- We had to close one facility and consolidate services in one location.
- Costs were reduced by smaller staff size primarily and the loss of focus on grant writing.
- We were able to utilize volunteers for fundraising projects.
- Using volunteer expertise, we have automated a number of administrative tasks allowing us to shift costs and labor to direct services.
- We stopped services.
- We moved into shared office space. The board took on more administrative responsibilities.

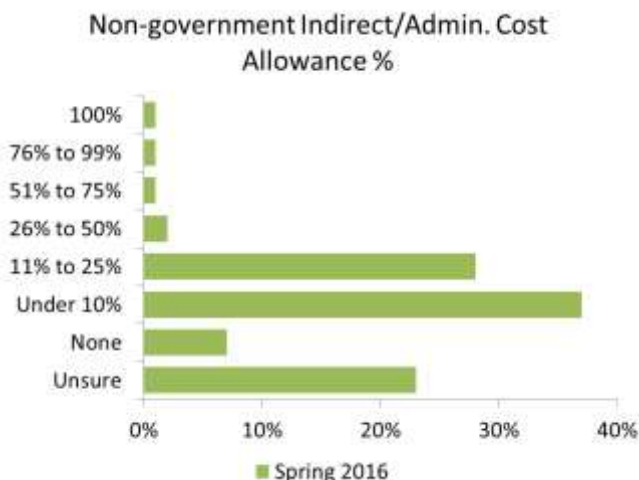
INDIRECT/ADMINISTRATIVE COST FUNDING SOURCES

Individual donations (37%) were the most frequent source of indirect/administrative funding, while foundation grants (13%) were the least frequent source. Government grants and contracts (15%) and fees for services (18%) were also frequent sources of funding for these costs. Within the “other” category (18%), fundraisers, tax revenue, major donors, and general funds were cited as the sources of indirect/administrative funding.



INDIRECT/ADMINISTRATIVE COST FUNDING LIMITATIONS

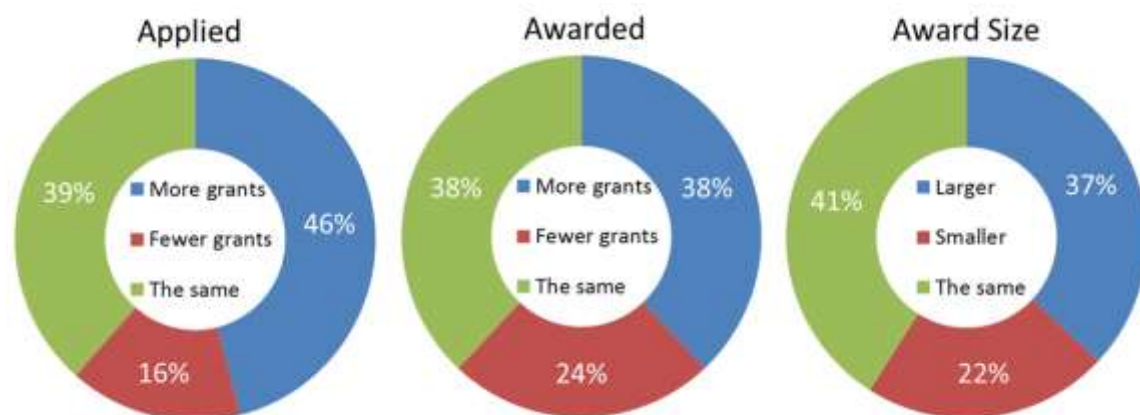
Respondents reported that non-government funders (70%) will generally assist with indirect/administrative costs, although they limit the amount that they are willing to cover. Thirty-seven percent of respondents reported an allowance of 10% or less for indirect/administrative costs by non-government funders and 28% reported an allowance of 11 to 25% for these costs. Seven percent of respondents reported that non-government funders would not cover indirect/administrative costs, while 23% were unsure of the coverage level.



GRANT ACTIVITY

RECENT ACTIVITY

In the last half of 2015, 85% of respondents applied for the same number of grants (39%) or more grants (46%) than they did from July through December of 2014. Of respondent organizations, 76% were awarded the same number of grants (38%) or more grants (38%) compared to the prior year. Moreover, 78% of respondents reported that their organizations received awards of the same size (41%) or larger (37%).



HISTORIC ACTIVITY

Among respondent organizations, grant activity continued to rebound from the low point reported during the economic recession in 2011 and 2012.

- Submission of more grant applications than in the prior year has ranged from 43% to 46% over the past four years.
- Receipt of more awards than in the prior year was reported by 38% of respondents in this report, compared to a low of 27% in the Fall 2012 Report.
- Receipt of larger awards was reported by 37% of respondents in this report; in the Spring 2012 report only 23% of respondents reported awards of a larger size.

FUTURE ACTIVITY

Respondents were optimistic about the future; 49% expected to be awarded more grants in the following six months, and 35% expected to receive the same number of awards. The percentage of respondents expecting to receive more awards or the same amount of awards in the future (84%) reflects a similar level of optimism to the Spring 2015 Report (83%).

CHALLENGES TO GRANTSEEKING

Respondents continued to report that grantseeking's greatest challenges stem from the lack of time and staff for grantseeking activities. Increased competition for finite monies has placed greater emphasis on strict adherence to varying funder practices and requirements. Many respondents mentioned the difficulty in finding grant opportunities that matched with their specific mission, location, or program, regardless of their focus, service area, or interests. Each of the remaining seven challenge types were reported by 9% or fewer of respondents. The following chart shows how responses have changed over time to the question, "What, in your opinion, is the greatest challenge to successful grantseeking?"

Grantseeking's Greatest Challenge	Spring 2016	Fall 2015	Spring 2015	Fall 2014	Spring 2014	Fall 2013	Spring 2013	Fall 2012
Lack of Time and/or Staff	19%	19%	22%	21%	22%	19%	20%	24%
Competition	16%	16%	14%	14%	11%	11%	10%	9%
Funder Practices/Requirements	13%	13%	13%	10%	8%	8%	5%	5%
Research, Finding Grants	13%	12%	11%	10%	13%	14%	13%	13%
Funder Relationship Building	9%	9%	8%	9%	9%	10%	9%	8%
Reduced Funding	7%	8%	8%	8%	12%	13%	12%	14%
Economic Conditions	6%	6%	6%	7%	6%	7%	9%	8%
We Need a Grantwriter	6%	5%	6%	6%	6%	5%	7%	6%
Other Challenges	5%	5%	4%	5%	5%	5%	5%	5%
Internal Organizational Issues	4%	6%	5%	6%	4%	6%	5%	5%
Writing Grants	3%	2%	3%	3%	3%	3%	4%	4%

TOP GRANTSEEKING CHALLENGE TRENDS:

- ➔ Lack of time and/or staff (19%) has been the most frequently reported challenge to grantseeking since 2012.
- ➔ Competition for grant awards (16%) has increased as a challenge choice by 78% since 2012.
- ➔ Respondents reported in both the Spring 2016 and Fall 2015 Reports that adherence to funder practices and requirements (13%) are more challenging than in the past.
- ⬆ Researching and finding grants was chosen as grantseeking's greatest challenge by 13% of respondents, after reaching a low of 10% in the Fall 2014 Report.

RESPONDENT COMMENTARY

We asked survey participants to tell us more about their organizations' challenges to grantseeking in 2016. This word cloud, which gives greater prominence to words that appear more frequently in source text, was formed with those answers.



Many respondents across all focus areas stated that there was limited funding for their specific mission. From a big-picture perspective, respondents told us that there is greater need for non-restricted funding, regardless of mission focus.

Respondent commentary on grantseeking challenges stretched to 99 pages of single-spaced text. A sample of representative comments from survey respondents follows:

- There is a need for another staff member to work with the board on grant writing and better sharing of internal information for completion of grants.
- Grantseeking is just one task of our already overworked executive director.
- We have found it difficult to gain access to foundations that do not accept unsolicited proposals. Often these foundations select their funders and, as a result, we are not able to introduce ourselves and our mission to them. We are taking steps to increase our visibility among these foundations and to have more contact with their program officers.
- Finding new funders is difficult, as many private foundations do not accept uninvited applicants.
- In addition to reduced funding and changes in funder's focus areas, lack of time and/or staff is a critical challenge.
- There are hundreds, sometimes thousands, of submissions for the grants we seek because there is not a large pool of funders for animal care nonprofits.

(Editor's note: This sentiment was repeated by respondents from organizations focused on each mission type.)

- As a modest-sized organization, we are challenged to compete with larger organizations that have more resources allocated to grantseeking, writing, and management.
- There seem to be fewer available foundations that fund our area.
- We are an all-volunteer organization. While we have successful programs and highly engaged partnering agencies, in order to build on this foundation, we need to expand our capacity. It is a chicken or egg situation.
- Not only is the environment very competitive, but because of the recession (still) and volatile stock market, foundations distribute less. We are continually looking for new sources of funds.
- I'm often told there's not enough money for every organization, which I understand, but even receiving a percentage of what we requested would be nice.
- Indirect cost rates being required instead of cost allocation plans results in costs not being recovered and the organization losing money.
- Grant writing is not worth the time it takes for the amounts awarded.
- Applying online to cyber grants. It is hard to present proposals to an indifferent agency. I miss having direct contact with a corporate grant funder.
- My organization is deemed too small to make a meaningful impact in the community despite the amount we ask for to do so. We are getting squeezed out by university, hospital, and large social service requests. Our proposals are extremely creative, but "not a priority" of the funder.
- We don't have any staff to research or write grants. Our nonprofit is small with most of our time put into ministering to people versus administration.
- An innovative mission, such as ours, has to prove itself even further than known organizations, despite our stellar record of funding and acknowledgement for proof of concept.
- We need general operating support. Too many funders are looking for "model programs" that are "innovative" and can be "scaled-up."
- All grant work is left to the Executive Director to complete along with running the organization.
- Funders have higher and sometimes totally unrealistic expectations. They want performance targets to be met but are not willing to provide infrastructure support for back office operations. Funders want documentation of outcomes, yet they provide no funds for an information system or evaluation. They demand

program and financial audits, yet they want to reduce overhead associated with grants. Foundations often require a lot of paperwork for relatively little funding.

- It is so time consuming to write grants and to do it well with a small staff. We need to be very selective about which grants to apply for and therefore it is important to do good research into which ones to bother applying for.
- The grant application process can be lengthy. It can take the same amount of time or longer to apply for a \$1,000 grant as a \$10,000 grant. We might be in the middle of a \$1,000 opportunity when a much larger opportunity comes our way and we re-direct our time. We hate to walk away from money but we only have so much time. It would be great if funders had a universal portal for submission like college applications are now implementing.
- The biggest challenge is building relationships with funders for two reasons: 1) staff time to do so, and 2) many are not interested in a relationship beyond the report and proposal we send.
- Finding grants that we qualify for has proven to be a challenge. We seem to learn about opportunities when the due dates are within a week or two away.
- The biggest challenge is frequent changes in policies and regulations.
- The reluctance of foundations to provide more than 10% of operating costs requires us to apply for ever more grants, catalyzing a chain of ever growing reports and budgetary contortions.
- Being able to write and support compelling reasons for funding in a limited number of characters in an online application/submission is challenging.
- We have no funding for a grant writer so we need to assign grant writing to an existing staff member, which is really hurting us.
- Getting our financial reports to tell the same story as our narrative is a challenge. We need to show a value for in-kind donations as well as for the time and services provided by volunteers.
- Grant awards are declining in dollar amount. Many grant sources are non-repeating, making grantseeking an ever-increasing challenge.
- Fewer federal funding opportunities is increasing reliance on local funders, which are limited.
- Challenges include higher competition, reduced funding, lack of matching dollars, and lack of time for grantseeking.
- We are located in a very rural area and don't fall in many grantmakers' service areas.

- Grantmakers don't seem to have enough funding to go around. Higher numbers of organizations are applying. With so many applying, you can write an excellent application and still not get funded.
- Federal grants are becoming not only far more competitive, but the rigor involved in writing a grant is beyond the skill level of many grant writers. It now requires the skill level of an academic researcher at the higher education level, related to evidence-base (at times evidence-informed is not considered acceptable by the Federal government, e.g. AmeriCorps) and theory of change, and how they define fidelity to a model. It's pushing organizations out of the running; organizations that really need the funding.
- Building relationships with grantmakers takes a lot of time and energy, though it is a joy and rewarding. However, the time and energy investment becomes a challenge having to find new grantmakers for the same ongoing mission. Grantmakers most often do not want to provide funding to the same mission annually. Their funding support transforms our service delivery and changes us. Our nonprofit grows in skillful service delivery, fiscal management, and mission goals every year. There is greater return on ongoing investment in stable nonprofits than ever before.
- Our biggest challenge is making our case statement/cause stand out among the increasing requests for foundation, corporate, and community funding.
- The grants we need are highly competitive and all regional agencies similar to us have large needs as we do. The main challenge will be how to make our applications stand out from the rest, in a good way.
- Fewer and fewer sources are willing to fund operation costs.
- Budget impasses (state level) are a challenge.
- The time it takes to seek new funders is sometimes staggering.
- The main challenge is funders only wanting to fund "new" projects.
- Grants for administrative/operational support (staff) are difficult to come by.
- A big challenge is clarity of direction from federal funders. (i.e. Should funds be issued as a competitive grant, or should they be issued in fulfillment of treaty obligations?) This gets very political, and federal agency staffers are often not given sufficient guidance on this.
- Shifting thoughts from isolated impact to collective impact is the greatest challenge.

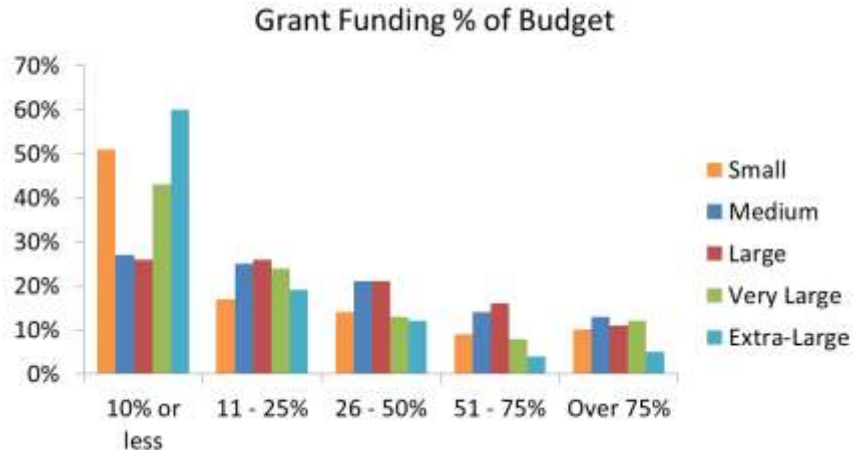
COMPARISON BY ORGANIZATIONAL BUDGET

Organizational size determined by annual budget is a key factor influencing the grantseeking experience. When viewed through the lens of budget, variations among organizational demographic profiles and grant management and strategy profiles help us to understand the state of grantseeking in 2016 at a more granular and actionable level, and serve as a tool to assist in the 2017 planning process. For this report, organizational budgets are defined as:

Budget Range		% of Respondents	Median Budget Amount
Small	Under \$100,000	14%	\$50,000
Medium	\$100,000 - \$999,999	40%	\$385,000
Large	\$1 Million - \$9,999,999	31%	\$2,500,000
Very Large	\$10 Million - \$24,999,999	6%	\$14,695,000
Extra-Large	Over \$25 Million	9%	\$64,500,000

ORGANIZATIONAL BUDGET: GRANT FUNDING BUDGET CONTRIBUTION

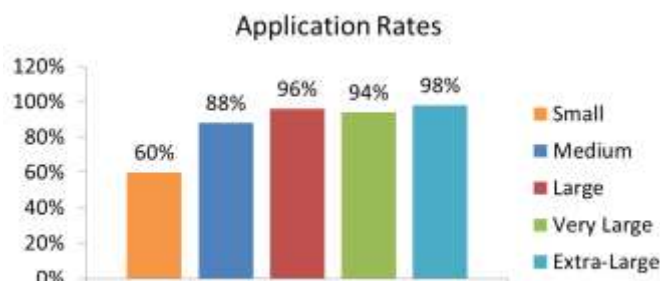
Grant funding was a lower percentage of the annual budget for small organizations and extra-large organizations.



- Grants contributed over 10% of the annual budget for 50% of small organizations, 73% of medium organizations, 74% of large organizations, and 57% of very large organizations, compared to 40% of extra-large organizations
- Grants contributed over half of the annual budget for 19% of small organizations, 27% of medium organizations, 27% of large organizations, and 20% of very large organizations, compared to 9% of extra-large organizations.

ORGANIZATIONAL BUDGET: APPLICATION RATES

Organizational grant application rates related positively to budget size and staff size. The larger the organizations' budgets and staff sizes were, the higher the application rates.



Between July and December 2015:

- Sixty percent of small organizations submitted at least one grant application. Small organizations were primarily staffed by volunteers (50%), had less than one full-time equivalent employee (21%), or employed one to five people (27%).
- Eighty-eight percent of medium organizations submitted at least one grant application. Medium organizations primarily employed one to five people (58%) or six to ten people (19%).
- Ninety-six percent of large organizations submitted at least one grant application. Large organizations primarily employed from 11 to 25 people (35%) or 26 to 75 people (33%).
- Ninety-four percent of very large organizations submitted at least one grant application. Very large organizations primarily employed from 75 to 125 people (19%), 126 to 200 people (25%), or over 200 people (32%).
- Ninety-eight percent of extra-large organizations submitted at least one grant application. Extra-large organizations primarily reported 200 or more employees (84%).

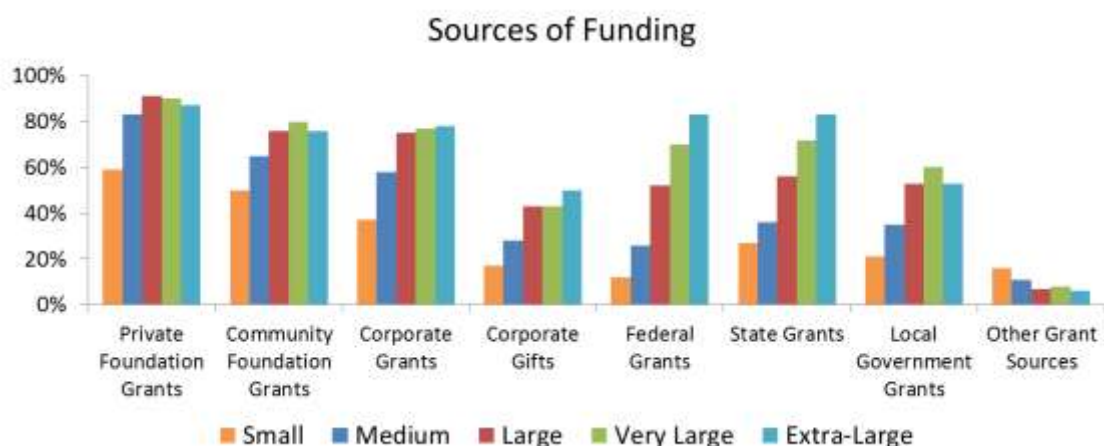
ORGANIZATIONAL BUDGET: GRANT FUNDING SOURCES

Private foundations continued to be the most frequently cited source of grant awards for all organizations of any budget size.

The Federal government and state government more frequently funded organizations with annual budgets over \$1,000,000. Government funding frequency increased with organizational budget size.

The frequency of most sources of funding generally increased in conjunction with increased organizational budget size. However, "other" sources of funding

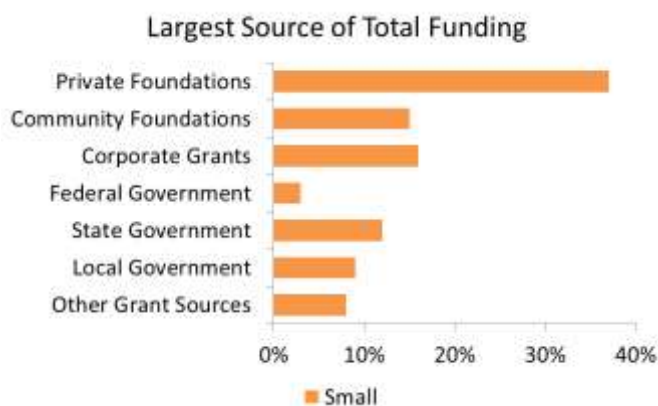
(including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds) generally decreased in conjunction with increased organizational budget size.



ORGANIZATIONAL BUDGET: LARGEST SOURCE OF TOTAL FUNDING

The largest source of total funding varied by organizational budget size.

SMALL ORGANIZATIONS

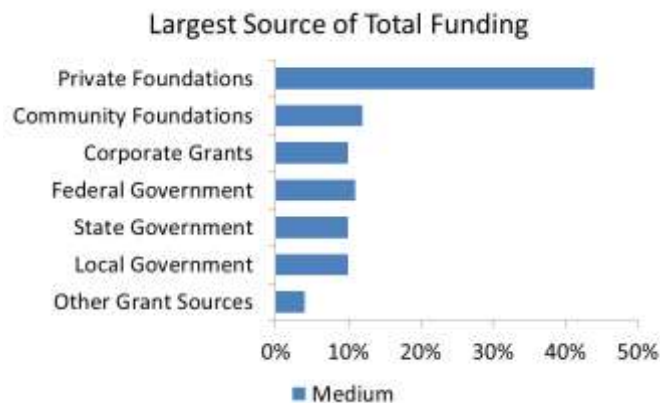


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR ORGANIZATIONS WITH BUDGETS UNDER \$100,000:

- ↑ Private foundations were the largest total funding source for 37% of respondents, a 48% increase from the Fall 2015 Report, and a 23% increase from the Spring 2015 Report.
- ➔ Community foundations were the largest total funding source for 15% of respondents, the same rate as in the Fall 2015 Report, and a 15% increase from the Spring 2015 Report.

- ↑ Corporate grants were the largest total funding source for 16% of respondents, a 78% increase from the Fall 2015 Report, and a 45% increase from the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 3% of respondents, a 40% decrease from the Fall 2015 Report, and a 50% decrease from the Spring 2015 Report.
- ↑ State government grants were the largest total funding source for 12% of respondents, a 33% increase from the Fall 2015 Report, and a 50% increase from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 9% of respondents, a 50% increase from both the Fall 2015 and Spring 2015 Reports.
- ↓ Other grant sources were the largest total funding source for 8% of respondents, a 74% decrease from the Fall 2015 Report, and a 70% decrease from the Spring 2015 Report.

MEDIUM ORGANIZATIONS

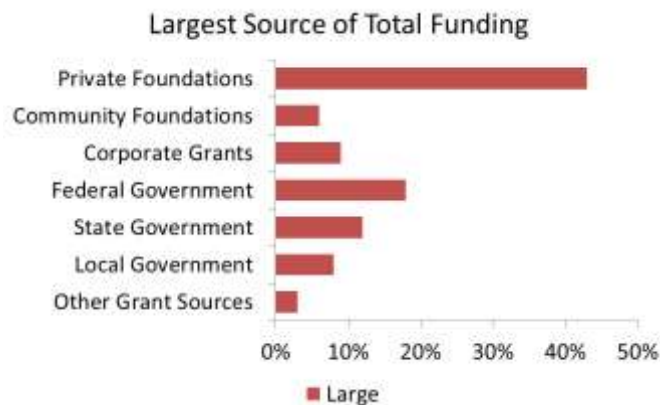


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR ORGANIZATIONS WITH BUDGETS BETWEEN \$100,000 AND \$999,000:

- ↑ Private foundations were the largest total funding source for 44% of respondents, a 5% increase from the Fall 2015 Report, and a 26% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 12% of respondents, a 20% increase from both the Fall 2015 and Spring 2015 Reports.

- ↑ Corporate grants were the largest total funding source for 10% of respondents, a 10% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 11% of respondents, a 9% decrease from both the Fall 2015 and Spring 2015 Reports.
- ↓ State government grants were the largest total funding source for 10% of respondents, a 17% decrease from the Fall 2015 Report, and a 38% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 10% of respondents, an 11% increase from the Fall 2015 Report, and a 43% increase from the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 4% of respondents, a 33% decrease from the Fall 2015 Report, and a 56% decrease from the Spring 2015 Report.

LARGE ORGANIZATIONS

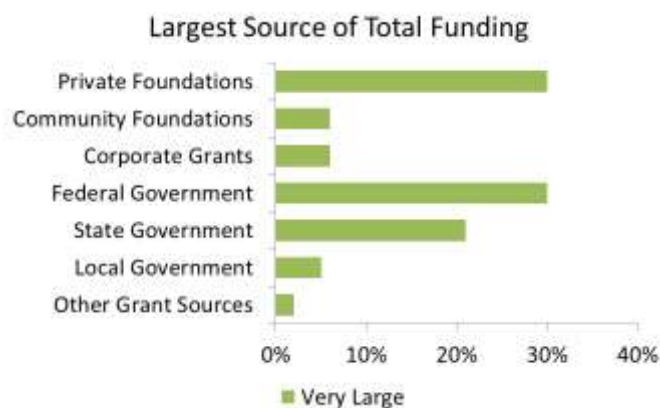


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR ORGANIZATIONS WITH BUDGETS BETWEEN \$1,000,000 AND \$9,999,999:

- ↑ Private foundations were the largest total funding source for 43% of respondents, a 10% increase from the Fall 2015 Report, and a 30% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 6% of respondents, a 20% increase from the Fall 2015 Report, and a 50% increase from the Spring 2015 Report.

- ↑ Corporate grants were the largest total funding source for 9% of respondents, a 13% increase from the Fall 2015 Report, and a 29% increase from the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 18% of respondents, a 14% decrease from the Fall 2015 Report, and a 22% decrease from the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 12% of respondents, a 25% decrease from the Fall 2015 Report, and a 45% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 8% of respondents, a 14% increase from both the Fall 2015 and Spring 2015 Reports.
- ↓ Other grant sources were the largest total funding source for 3% of respondents, a 25% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.

VERY LARGE ORGANIZATIONS

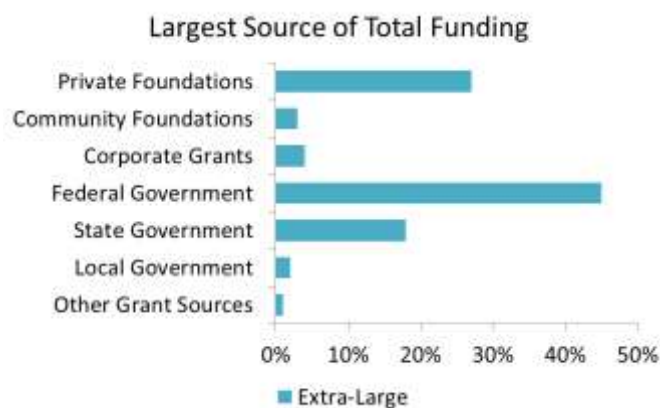


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR ORGANIZATIONS WITH BUDGETS BETWEEN \$10,000,000 AND \$24,999,999:

- ↓ Private foundations were the largest total funding source for 30% of respondents, a 6% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 6% of respondents, a 500% increase from the Fall 2015 Report, and a 33% decrease from the Spring 2015 Report.

- ↑ Corporate grants were the largest total funding source for 6% of respondents, a 100% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 30% of respondents, a 12% decrease from the Fall 2015 Report, and a 20% increase from the Spring 2015 Report.
- State government grants were the largest total funding source for 21% of respondents, the same rate as in the Fall 2015 Report, and a 5% increase from the Spring 2015 Report.
- ↓ Local government grants were the largest total funding source for 5% of respondents, a 38% decrease from the Fall 2015 Report, and a 17% decrease from the Spring 2015 Report.
- ↑ Other grant sources were the largest total funding source for 2% of respondents, a 100% increase from the Fall 2015 Report, and a 33% decrease from the Spring 2015 Report.

EXTRA-LARGE ORGANIZATIONS



LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR ORGANIZATIONS WITH BUDGETS OF \$25,000,000 AND OVER:

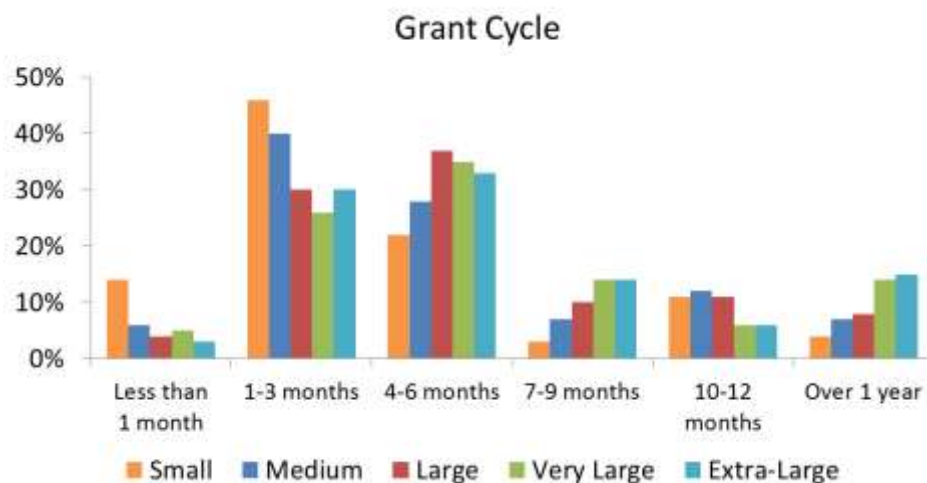
- ↑ Private foundations were the largest total funding source for 27% of respondents, a 29% increase from the Fall 2015 Report, and a 23% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 3% of respondents, a 33% increase from both the Fall 2015 and Spring 2015 Reports.

- ➔ Corporate grants were the largest total funding source for 4% of respondents, the same rate as in the Fall 2015 Report, and a 63% decrease from the Spring 2015 Report.
- ↓ Federal government grants were the largest total funding source for 45% of respondents, a 12% decrease from the Fall 2015 Report, and a 2% increase from the Spring 2015 Report.
- ↑ State government grants were the largest total funding source for 18% of respondents, a 6% increase from the Fall 2015 Report, and a 25% decrease from the Spring 2015 Report.
- ↓ Local government grants were the largest total funding source for 2% of respondents, a 33% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 1% of respondents, a 75% decrease from the Fall 2015 Report, and an 83% decrease from the Spring 2015 Report.

ORGANIZATIONAL BUDGET: LARGEST AWARD LOGISTICS

The grant cycle length—from proposal submission to award decision—for the largest grant award increased with the size of the organizational budget.

A longer grant cycle of four months or more was reported by 40% of small organizations, 54% of medium organizations, 66% of large organizations, 69% of very large organizations, and 68% of extra-large organizations. The increase in the length of the grant cycle also relates to the rate of Federal and state funding, and may reflect more involved government application processes and procedures.



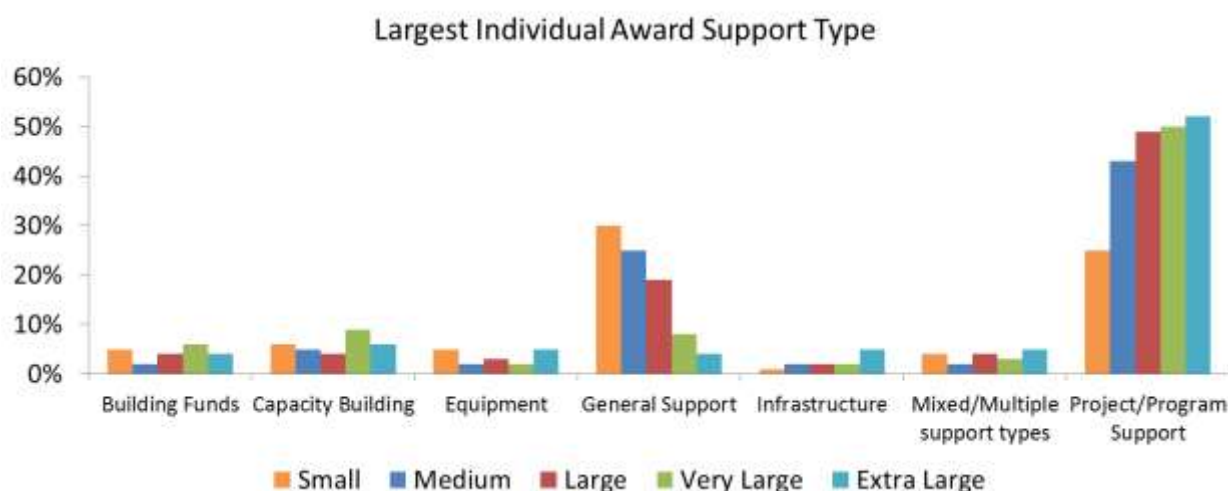
Once an award decision had been determined, funders generally released the award monies quickly.

Receipt of award monies in three or fewer months was reported by 85% of small organizations, 80% of medium organizations, 75% of large organizations, 68% of very large organizations, and 67% of extra-large organizations. Delayed receipt of award monies, taking seven months or more, was reported by 8% of small organizations, 9% of medium organizations, 11% of large organizations, 17% of very large organizations, and 16% of extra-large organizations.



ORGANIZATIONAL BUDGET: LARGEST AWARD SUPPORT TYPE

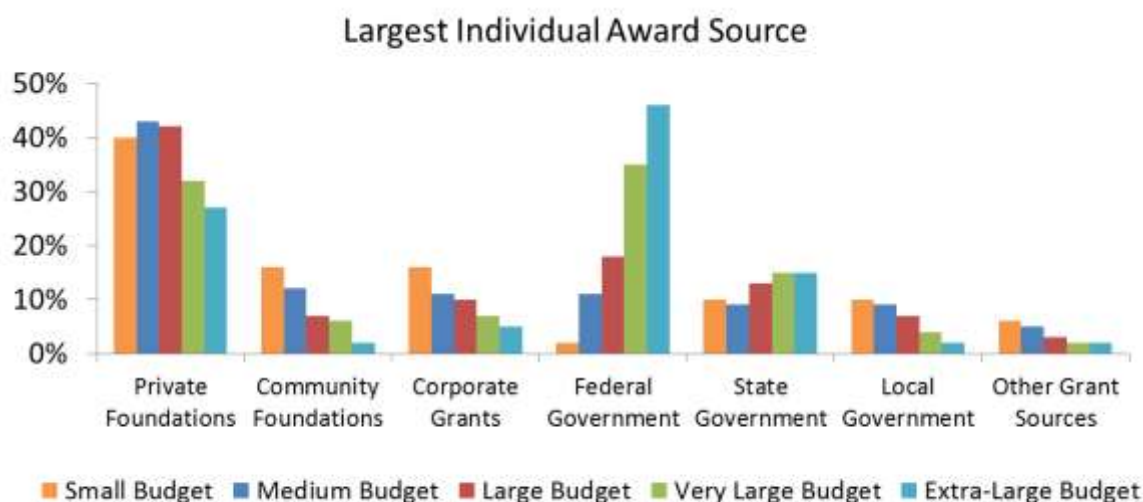
Project/program support, general support, capacity building, mixed support, equipment, and building funds were the most frequently reported support types, each selected by at least 5% of respondents within one service area.



Project or program support was reported as the type of the largest award received by 25% of small organizations, 43% of medium organizations, 49% of large organizations, 50% of very large organizations, and 52% of extra-large organizations. General support was reported as the type of the largest award by 30% of small organizations, 25% of medium organizations, 19% of large organizations, 8% of very large organizations, and 4% of extra-large organizations.

ORGANIZATIONAL BUDGET: LARGEST INDIVIDUAL AWARD SOURCE

Private foundations were the most frequent source of the largest individual award for organizations with budgets under \$10,000,000, while the Federal government was the most frequent source of the largest individual award for organizations with budgets of \$10,000,000 and over. The following chart illustrates the variation in funding source frequency by organizational budget size.



The median award size by funding source is included in the chart below to provide context.

Largest Award Source	Median Largest Award	Small Budget	Medium Budget	Large Budget	Very Large Budget	Extra-Large Budget
Private Foundations	\$40,000	40%	43%	42%	32%	27%
Community Foundations	\$15,000	16%	12%	7%	6%	2%
Corporate Grants	\$25,000	16%	11%	10%	7%	5%
Federal Government	\$360,000	2%	11%	18%	35%	46%
State Government	\$126,633	10%	9%	13%	15%	15%
Local Government	\$40,000	10%	9%	7%	4%	2%
Other Grant Sources	\$32,000	6%	5%	3%	2%	2%

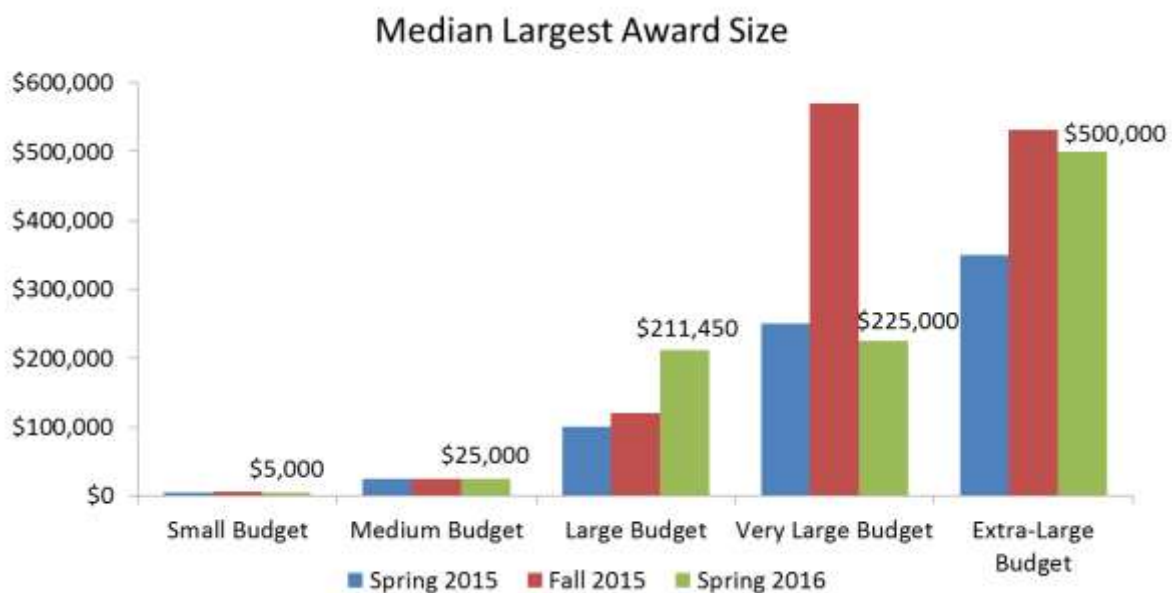
- Small organizations most frequently reported private foundations as their largest award source. They reported community foundations, corporations,

local government, and “other” grant sources as the source of their largest award more frequently than did other organizations.

- Medium organizations most frequently reported private foundations as their largest award source. They reported private foundations as the source of their largest award more frequently than did other organizations.
- Large organizations most frequently reported private foundations as their largest award source.
- Very large organizations most frequently reported the Federal government as their largest award source. They reported state government as the source of their largest award at the same rate as extra-large organizations and more frequently than did other organizations.
- Extra-large organizations most frequently reported the Federal government as their largest award source. They reported the Federal government as the source of their largest award more frequently than did other organizations, and state government as their largest award source at the same rate as extra-large organizations and more frequently than other organizations.

ORGANIZATIONAL BUDGET: LARGEST AWARD BENCHMARKS

The median size of the largest grant award is a key benchmark to measure organizational grantseeking success. Median award size is profoundly impacted by organizational budget size and the implied scope of service or reach and staff size.



- ↓ Small organizations reported a 17% decrease in the median largest award size from the Fall 2015 Report, and no change from the Spring 2015 Report.

- ➔ Medium organizations reported no change in the median largest award size between the Spring 2016, Fall 2015, and Spring 2015 Reports.
- ⬆ Large organizations reported a 77% increase in the median largest award size from the Fall 2015 Report, and a 111% increase from the Spring 2015 Report.
- ⬇ Very large organizations reported a 61% decrease in the median largest award size from the Fall 2015 Report, and a 10% decrease from the Spring 2015 Report.
- ⬇ Extra-large organizations reported a 6% decrease in the median largest award size from the Fall 2015 Report, and a 43% increase from the Spring 2015 Report.

Largest Award Size	Spring 2016	Small Fall 2015	Spring 2015
Lowest \$	\$200	\$100	\$10
Highest \$	\$3.5 Million	\$2 Million	\$2 Million
Median \$	\$5,000	\$6,000	\$5,000
Average \$	\$64,504	\$29,441	\$17,196

Largest Award Size	Spring 2016	Very Large Fall 2015	Spring 2015
Lowest \$	\$15,000	\$5,000	\$3,000
Highest \$	\$25 Million	\$18 Million	\$18 Million
Median \$	\$225,000	\$570,000	\$250,000
Average \$	\$1,122,828	\$1,496,703	\$1,241,624

Largest Award Size	Spring 2016	Medium Fall 2015	Spring 2015
Lowest \$	\$40	\$30	\$58
Highest \$	\$3 Million	\$1.5 Million	\$2.15 Million
Median \$	\$25,000	\$25,000	\$25,000
Average \$	\$67,461	\$64,682	\$70,748

Largest Award Size	Spring 2016	Extra-Large Fall 2015	Spring 2015
Lowest \$	\$10,000	\$10,000	\$75
Highest \$	\$290 Million	\$250 Million	\$25 Million
Median \$	\$500,000	\$532,000	\$400,000
Average \$	\$8,222,242	\$4,954,330	\$1,437,101

Largest Award Size	Spring 2016	Large Fall 2015	Spring 2015
Lowest \$	\$250	\$110	\$570
Highest \$	\$100 Million	\$10 Million	\$5 Million
Median \$	\$211,450	\$119,500	\$100,000
Average \$	\$1,032,500	\$344,572	\$345,797

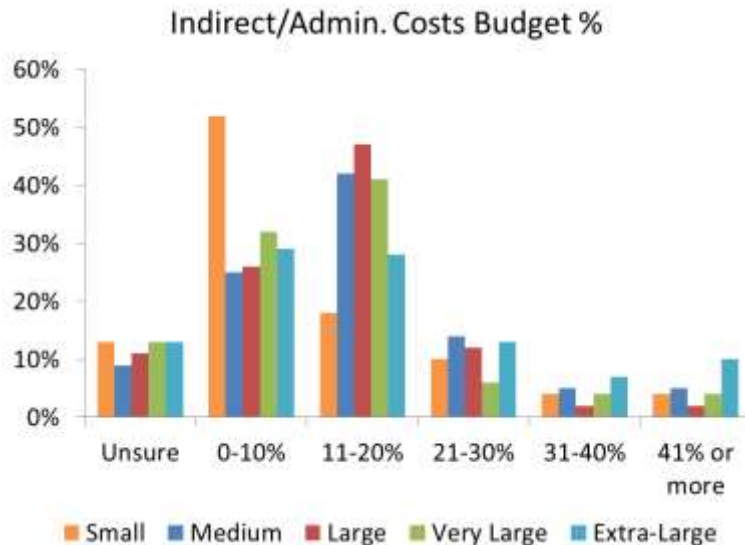
ORGANIZATIONAL BUDGET: INDIRECT/ADMINISTRATIVE COSTS AND FUNDING

Sixty-nine percent of all respondents reported that indirect/administrative costs comprised 20% or less of their annual budget.

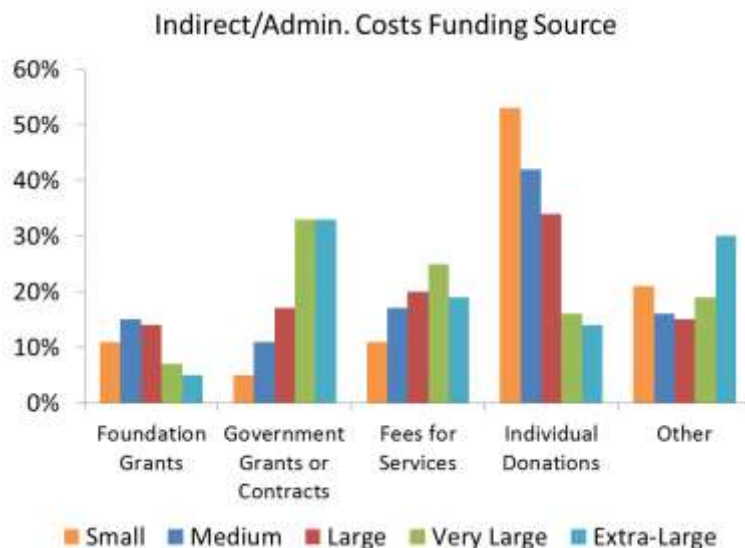
Indirect/administrative costs comprised 20% or less of the annual budget for 70% of small organizations, 67% of medium organizations, 73% of large organizations, 77% of very large organizations, and 57% of extra-large organizations.

Seventeen percent of extra-large organizations reported that indirect/administrative costs comprised 31% or more of their annual budgets, compared to 8% of small

organizations, 10% of medium organizations, 4% of large organizations, and 8% of very large organizations.



Individual donations (37%) were the most frequent source of indirect/administrative funding for all respondents.

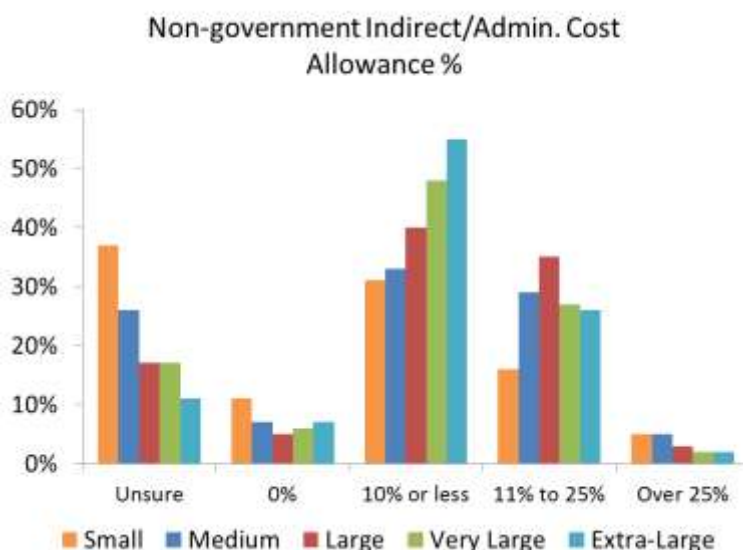


Individual donations were the most frequent source of indirect/administrative funding for 53% of small organizations, 42% of medium organizations, 34% of large organizations, 16% of very large organizations, and 14% of extra-large organizations.

Five percent of small organizations reported that government grants or contracts were the most frequent source of indirect/administrative funding, compared to 11% of medium organizations, 17% of large organizations, 33% of very large organizations, and 33% of extra-large organizations.

ORGANIZATIONAL BUDGET: INDIRECT/ADMINISTRATIVE COST FUNDING LIMITATIONS

Non-government funders allowed under 10% of an award for indirect/administrative costs for 31% of small organizations, 33% of medium organizations, 40% of large organizations, 48% of very large organizations, and 55% of extra-large organizations. Non-government funders allowed 11 to 25% of an award for indirect/administrative costs for 16% of small organizations, 29% of medium organizations, 35% of large organizations, 27% of very large organizations, and 26% of extra-large organizations.



ORGANIZATIONAL BUDGET: INDIRECT/ADMINISTRATIVE COST CONTROLS

Respondents were asked, "How did you reduce your indirect/administrative costs?" Over half of organizations in medium (54%), large (60%), very large (71%), and extra-large (67%) organizations reported that they reduced indirect/administrative costs by eliminating staff, while 57% of small organizations increased their reliance on volunteer labor.

Cost reduction techniques, by budget size, are as follows:

Reduction Technique	Small Budget	Medium Budget	Large Budget	Very Large Budget	Extra-Large Budget
Increased reliance on volunteer labor	57%	36%	21%	7%	10%
Reduced services/programs offered	35%	17%	19%	36%	24%
Reduced number of staff	31%	54%	60%	71%	67%
Reduced staff salaries	22%	17%	16%	14%	10%
Space/location sharing	20%	18%	17%	7%	10%
Reduced staff hours	16%	24%	12%	21%	5%
Reduced organization hours	14%	14%	6%	7%	10%
Buying groups/economy of scale for purchases	14%	9%	20%	0%	19%
Reduced organization geographic scope	12%	3%	1%	0%	0%

ORGANIZATIONAL BUDGET: CHALLENGES TO GRANTSEEKING

The most frequent challenges to grantseeking for all organizational budget ranges were lack of time and/or staff, researching and finding grants, competition, and funder practices and requirements.

Other grantseeking challenges included the need for a grantwriter, reported by 12% of small organizations; relationship building with funders, reported by 11% of large organizations; reduced funding, reported by 12% of very large organizations and 10% of extra-large organizations; and internal organizational issues, reported by 12% of extra-large organizations. Other choices among the challenges to grantseeking were reported by less than 10% of respondents within any budget range.



ORGANIZATIONAL BUDGET: SURVEY RESPONDENTS BY BUDGET SIZE

As illustrated by the *Spring 2016 State of Grantseeking™* Survey results, organizational size determined by annual budget is the greatest factor influencing the grantseeking experience. Annual budget size generally defines the demographic characteristics of an organization, including staff size and organizational age. The following are “typical” organizations from each annual budget range.

SMALL ORGANIZATIONS – ANNUAL BUDGETS UNDER \$100,000:

Organizations with small budgets comprised 14% of survey respondents. The median annual budget reported was \$50,000. Fifty-nine percent of respondents

from small organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised 92% of small organizations. Fifty percent of small organizations were staffed by volunteers, while 21% employed less than one full-time equivalent and 27% employed one to five people. Most small organizations were 25 years or under in age (80%) and 40% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for small organizations was multi-county (23%) or one county (13%). Arts, Culture, and Humanities (23%), Human Services (15%), and Animal-Related (10%) were the most frequently reported mission focuses. Thirty-eight percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

MEDIUM ORGANIZATIONS – ANNUAL BUDGETS BETWEEN \$100,000 AND \$999,999:

The median annual budget reported by medium organizations was \$385,000. Seventy-one percent of respondents from medium organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised 95% of medium organizations, and 58% of medium organizations employed one to five people. Most medium organizations were 11 to 50 years old (67%) and 42% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for medium organizations was multi-county (28%) or one county (16%). Human Services (22%) and Arts, Culture, and Humanities (15%) were the most frequently reported mission focuses. Forty-eight percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

LARGE ORGANIZATIONS – ANNUAL BUDGETS BETWEEN \$1,000,000 AND \$9,999,999:

The median annual budget reported by large organizations was \$2,500,000. Fifty-five percent of respondents from large organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised 90% of large organizations, and 68% of large organizations employed between 11 and 75 people. Most large organizations were 11 to 50 years old (65%), and 40% were located in urban service areas, while 43% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for large organizations was multi-county (28%) or one county (17%). Human Services (32%) and Education (11%) were the most frequently reported mission focuses. Sixty percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

VERY LARGE ORGANIZATIONS – ANNUAL BUDGETS BETWEEN \$10,000,000 AND \$24,999,999:

The median annual budget reported by very large organizations was \$14,695,000. Sixty percent of respondents from very large organizations were directly associated with their organizations at an employee level. Nonprofit organizations comprised 80% of very large organizations, and 57% of very large organizations employed

over 125 people. Most very large organizations were 26 to 100 years old (65%). Forty-eight percent of these organizations were located in a mix of service area types (rural, suburban, and urban) and 30% were located in urban service areas. The most frequent geographic service reach for very large organizations was multi-county (36%) or one state (14%). Human Services (33%), Education (14%), and Healthcare (13%) were the most frequently reported mission focuses. Sixty-two percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

EXTRA-LARGE ORGANIZATIONS – ANNUAL BUDGETS OF \$25,000,000 AND OVER:

The median annual budget reported by extra-large organizations was \$64,500,000. Fifty-three percent of respondents from extra-large organizations were directly associated with their organizations at an employee level. Nonprofit organizations comprised 49%, educational institutions comprised 31%, and government or tribal agencies comprised 19% of extra-large organizations. Eighty-four percent of extra-large organizations employed over 200 people. Most extra-large organizations were over 50 years old (73%). Fifty-two percent of these organizations were located in a mix of service area types (rural, suburban, and urban) and 30% were located in urban service areas. The most frequent geographic service reach for extra-large organizations was multi-county (23%) or international (20%). Education (46%), Healthcare (18%), and Human Services (18%) were the most frequently reported mission focuses. Thirty-six percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

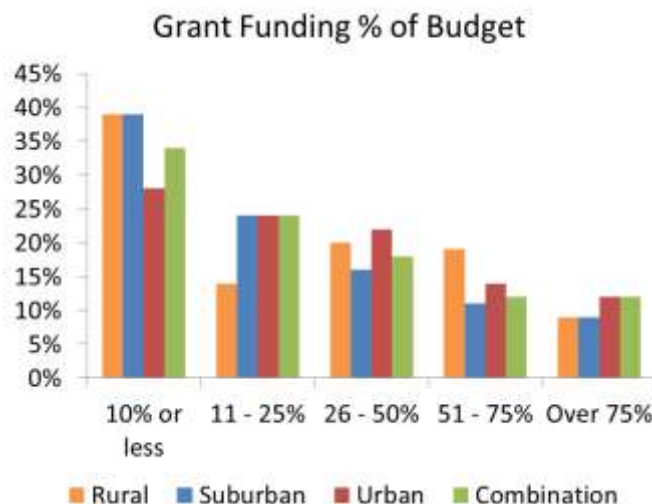
COMPARISON BY SERVICE AREA

The *Spring 2016 State of Grantseeking™ Report* uses the Census Bureau's urban/cluster/rural delineation of population-based geographical areas to segment service areas. For this report, organizational service areas are defined as follows:

- rural designates populations under 2,500 (8% of respondents);
- suburban (cluster) designates populations between 2,500 and 50,000 (18% of respondents);
- urban designates populations over 50,000 (31% of respondents); and,
- a combination of these areas (43% of respondents).

SERVICE AREA: GRANT FUNDING BUDGET CONTRIBUTION

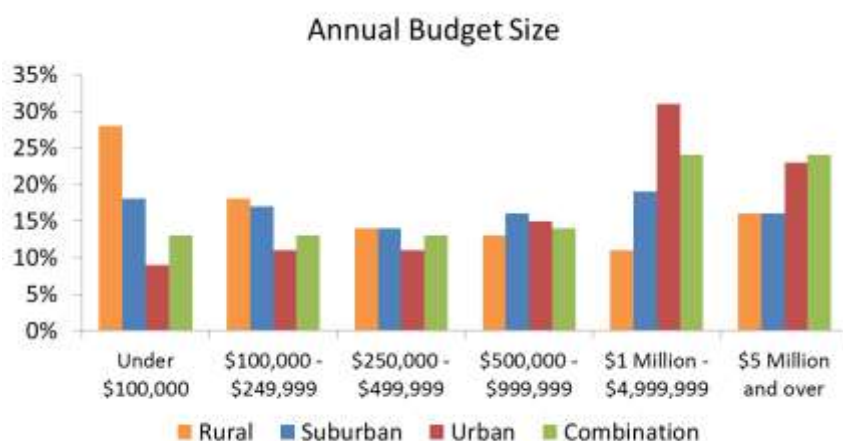
Grant funding contributed a greater overall percentage of the annual budget for organizations serving urban areas, although organizations serving rural areas most frequently reported that grants contributed over half the annual budget.



- Grants contributed over half of the annual budget for 28% of rural organizations, 20% of suburban organizations, 26% of urban organizations, and 24% of organizations serving a combination of areas.
- Grants contributed over 10% of the annual budget for 62% of rural organizations, 60% of suburban organizations, 72% of urban organizations, and 66% of organizations serving a combination of areas.

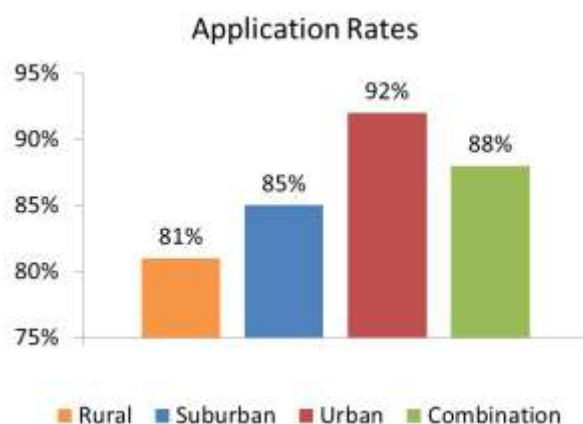
SERVICE AREA: ANNUAL BUDGET

Organizational budget size varied by service area. Organizations in more populous service areas more frequently reported larger annual budgets.



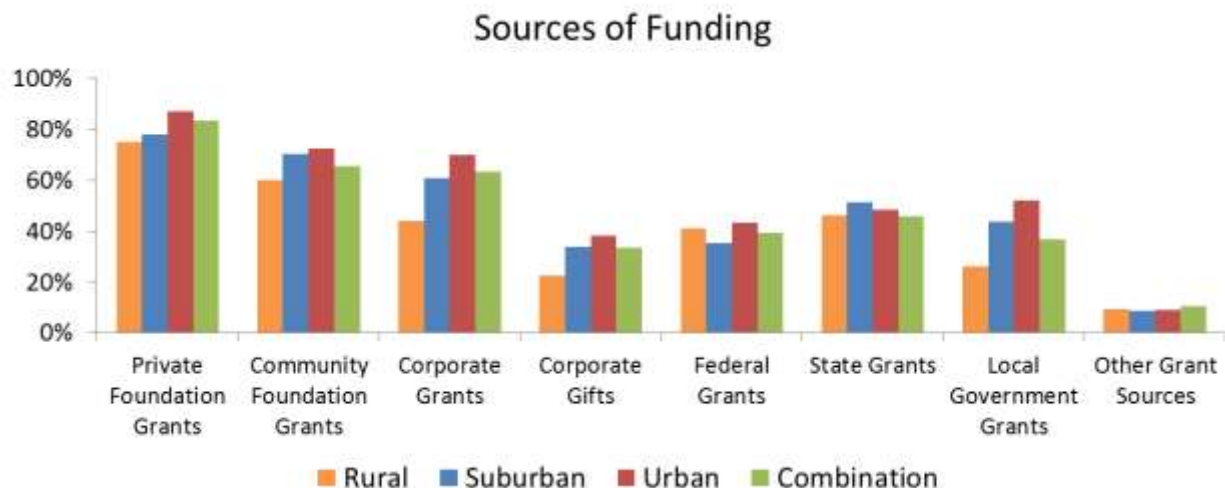
SERVICE AREA: APPLICATION RATES

Organizational grant application rates varied by service area. Organizations with rural service areas reported the lowest application rate (81%), and organizations with urban service areas reported the highest application rate (92%).



SERVICE AREA: GRANT FUNDING SOURCES

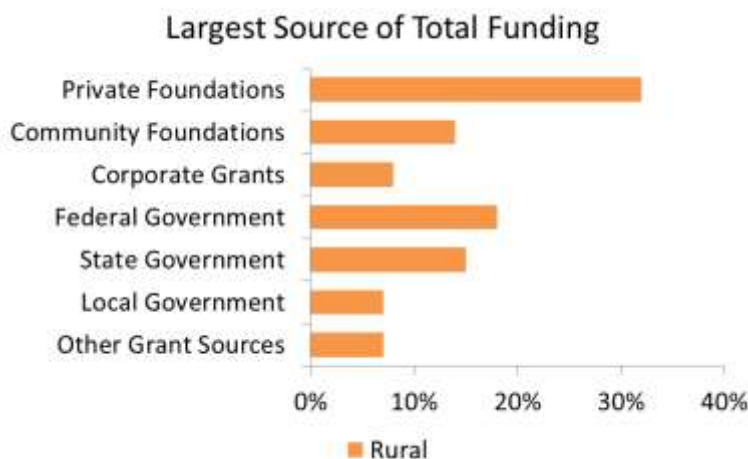
Private foundations continued to be the most frequently cited source of grant awards for organizations in any service area. The frequency of most sources of funding generally increased in conjunction with increased population in service areas, while state funding and other sources of funding (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds) showed little variation by service area.



SERVICE AREA: LARGEST SOURCE OF TOTAL FUNDING

The largest source of total funding varied by organizational service area.

RURAL ORGANIZATIONS

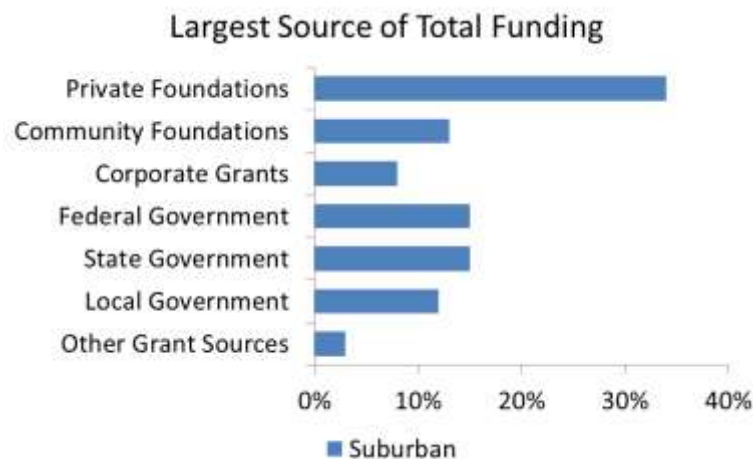


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR RURAL POPULATIONS UNDER 2,500:

- ↑ Private foundations were the largest total funding source for 32% of respondents, a 7% increase from the Fall 2015 Report, and a 19% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 14% of respondents, a 27% increase from the Fall 2015 Report, and a 75% increase from the Spring 2015 Report.
- ↑ Corporate grants were the largest total funding source for 8% of respondents, a 14% increase from both the Fall 2015 and Spring 2015 Reports.

- ↓ Federal government grants were the largest total funding source for 18% of respondents, a 28% decrease from the Fall 2015 Report, and a 33% decrease from the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 15% of respondents, a 12% decrease from the Fall 2015 Report, and a 29% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 7% of respondents, a 600% increase from the Fall 2015 Report, and a 133% increase from the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 7% of respondents, a 22% decrease from the Fall 2015 Report, and a 13% decrease from the Spring 2015 Report.

SUBURBAN ORGANIZATIONS

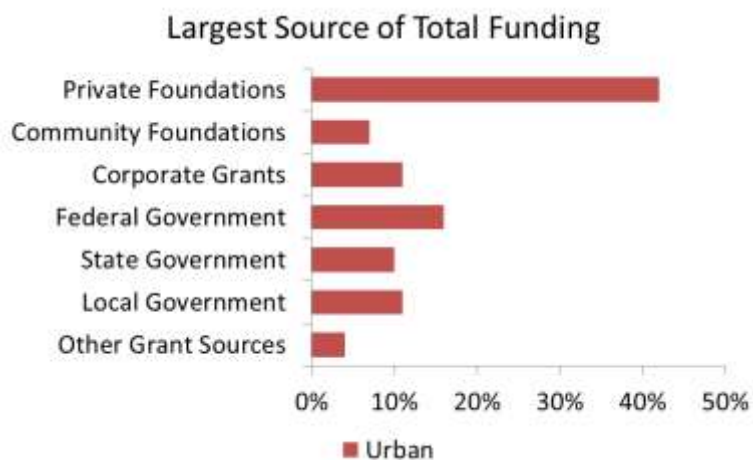


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR SUBURBAN POPULATIONS BETWEEN 2,500 AND 50,000:

- ↑ Private foundations were the largest total funding source for 34% of respondents, a 17% increase from the Fall 2015 Report, and a 31% increase from the Spring 2015 Report.
- Community foundations were the largest total funding source for 13% of respondents, the same rate as in both the Fall 2015 and Spring 2015 Reports.
- ↓ Corporate grants were the largest total funding source for 8% of respondents, an 11% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.

- ↑ Federal government grants were the largest total funding source for 15% of respondents, a 12% increase from the Fall 2015 Report, and a 25% increase from the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 15% of respondents, a 25% decrease from the Fall 2015 Report, and a 32% decrease from the Spring 2015 Report.
- ↑ Local government grants were the largest total funding source for 12% of respondents, a 50% increase from the Fall 2015 Report, and a 71% increase from the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 3% of respondents, a 57% decrease from the Fall 2015 Report, and a 75% decrease from the Spring 2015 Report.

URBAN ORGANIZATIONS

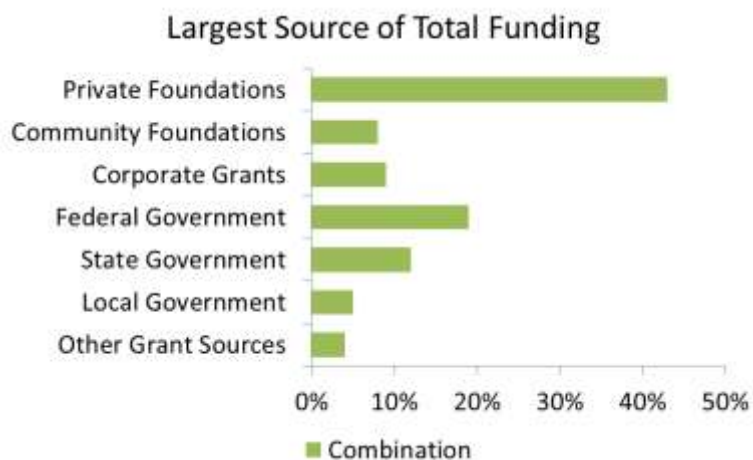


LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR URBAN POPULATIONS OVER 50,000:

- ➔ Private foundations were the largest total funding source for 42% of respondents, the same rate as in the Fall 2015 Report, and an 8% increase from the Spring 2015 Report.
- ➔ Community foundations were the largest total funding source for 7% of respondents, the same rate as in the Fall 2015 Report, and a 40% increase from the Spring 2015 Report.
- ↑ Corporate grants were the largest total funding source for 11% of respondents, a 22% increase from the Fall 2015 Report, and a 38% increase from the Spring 2015 Report.

- ↑ Federal government grants were the largest total funding source for 16% of respondents, a 7% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ State government grants were the largest total funding source for 10% of respondents, a 9% decrease from the Fall 2015 Report, and a 29% decrease from the Spring 2015 Report.
- Local government grants were the largest total funding source for 11% of respondents, the same rate as in the Fall 2015 Report, and a 22% increase from the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 4% of respondents, a 33% decrease from the Fall 2015 Report, and a 56% decrease from the Spring 2015 Report.

COMBINATION ORGANIZATIONS



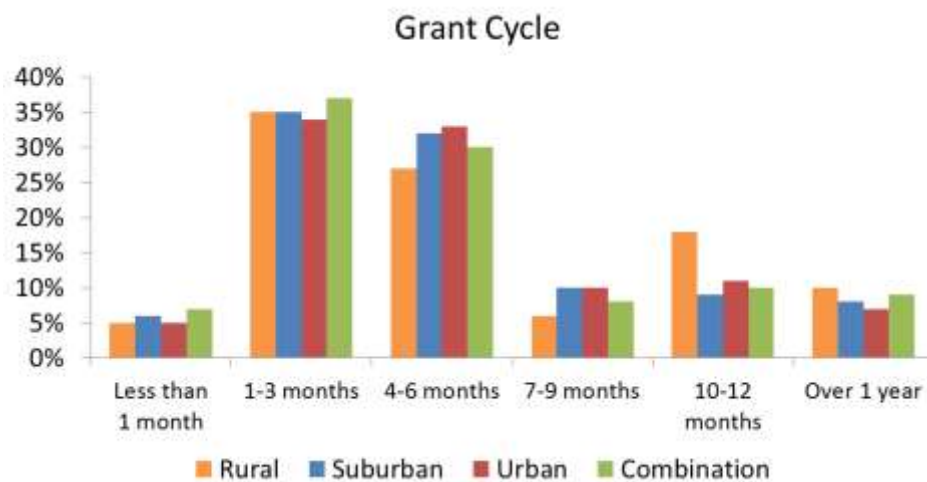
LARGEST SOURCE OF TOTAL FUNDING TRENDS FOR A COMBINATION OF SERVICE AREA POPULATIONS:

- ↑ Private foundations were the largest total funding source for 43% of respondents, a 16% increase from the Fall 2015 Report, and a 39% increase from the Spring 2015 Report.
- ↑ Community foundations were the largest total funding source for 8% of respondents, a 33% increase from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- Corporate grants were the largest total funding source for 9% of respondents, the same rate as in the Fall 2015 Report, and a 25% decrease from the Spring 2015 Report.

- ↓ Federal government grants were the largest total funding source for 19% of respondents, a 5% decrease from the Fall 2015 Report, and a 12% increase from the Spring 2015 Report.
- State government grants were the largest total funding source for 12% of respondents, the same rate as in the Fall 2015 Report, and a 20% decrease from the Spring 2015 Report.
- ↓ Local government grants were the largest total funding source for 5% of respondents, a 17% decrease from the Fall 2015 Report, and the same rate as in the Spring 2015 Report.
- ↓ Other grant sources were the largest total funding source for 4% of respondents, a 60% decrease from the Fall 2015 Report, and a 64% decrease from the Spring 2015 Report.

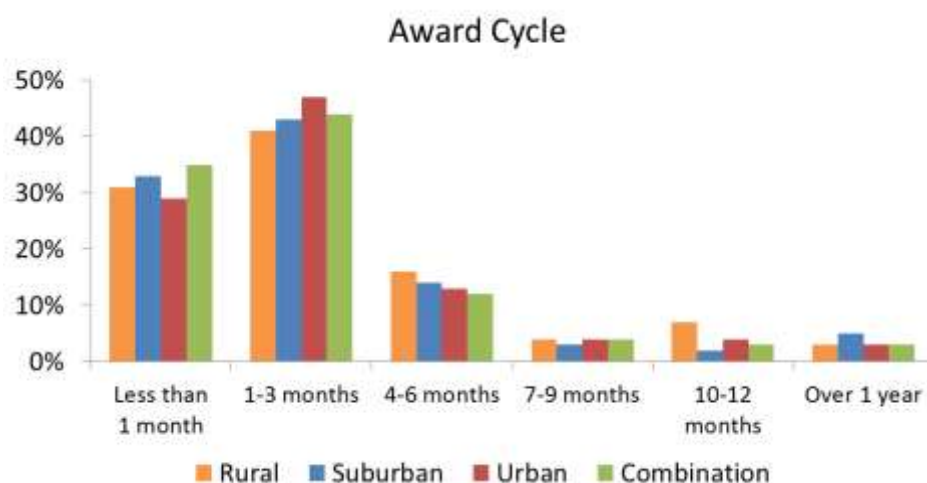
SERVICE AREA: LARGEST AWARD LOGISTICS

The grant cycle length—from proposal submission to award decision—for the largest grant award varied slightly by service area. A longer grant cycle of seven months or more was reported by 34% of rural organizations, 27% of suburban organizations, 28% of urban organizations, and 27% of organizations serving a combination of areas.



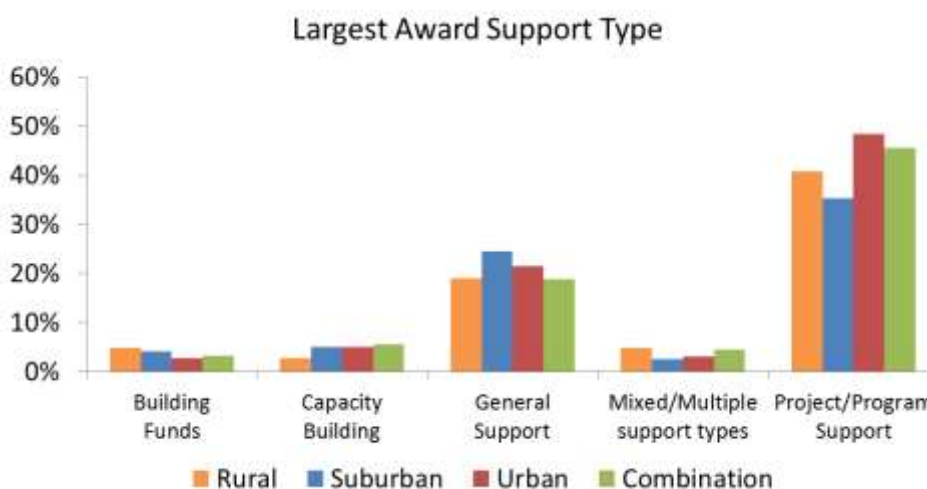
Once an award decision had been determined, funders generally released the award monies quickly. Receipt of award monies in three or fewer months was reported by 72% of rural organizations, 76% of suburban organizations, 76% of urban organizations, and 79% of organizations serving a combination of areas.

Delayed receipt of award monies, taking seven months or more, was reported by 14% of rural organizations, 10% of suburban organizations, 11% of urban organizations, and 10% of organizations serving a combination of areas.



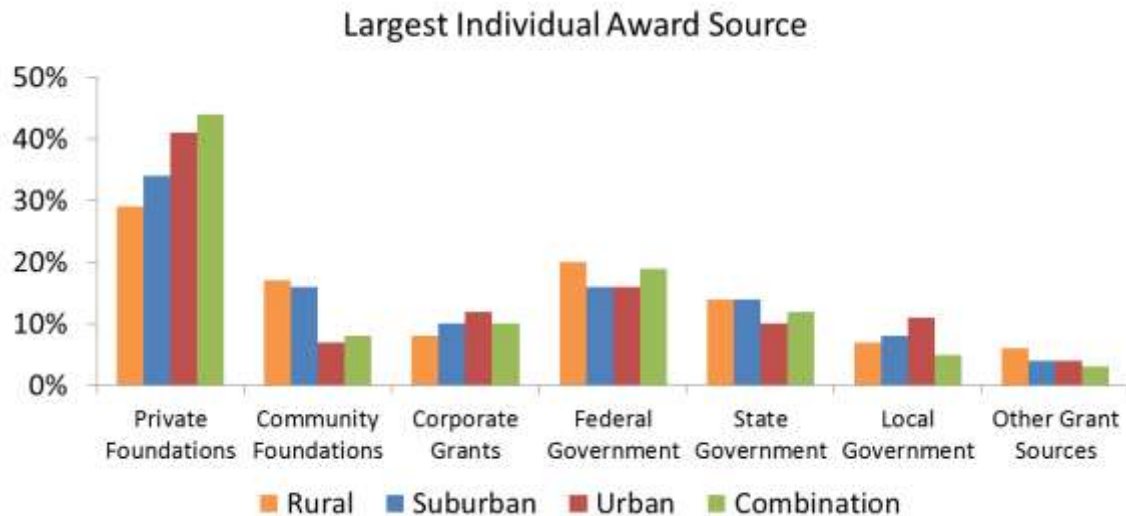
SERVICE AREA: LARGEST AWARD SUPPORT TYPE

Project/program support, general support, capacity building, mixed support, and building funds were the most frequently reported support types, selected by at least 5% of respondents within one service area. The largest award received by organizations in all service area types was in the form of project or program support. General support was reported as the type of the largest award by 19% of rural organizations, 25% of suburban organizations, 21% of urban organizations, and 19% of organizations serving a combination of areas.



SERVICE AREA: LARGEST INDIVIDUAL AWARD SOURCE

Private foundations were the most frequent source of the largest individual award for organizations in all service areas. The following chart illustrates the variation in funding source frequency by organizational service area.



The median award size by funding source is included in the chart below to provide context.

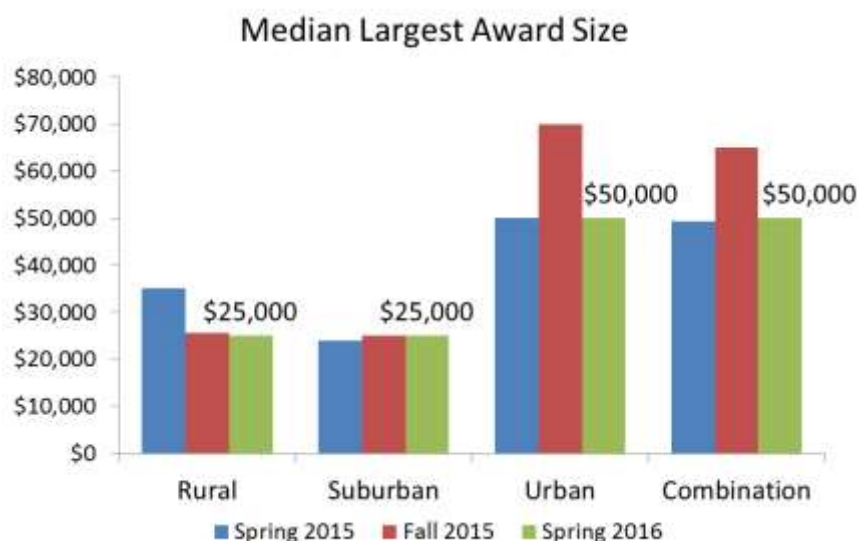
	Median Largest Award	Rural	Suburban	Urban	Combination
Private Foundations	\$40,000	29%	34%	41%	44%
Community Foundations	\$19,878	17%	16%	7%	8%
Corporate Grants	\$25,000	8%	10%	12%	10%
Federal Government	\$360,000	20%	16%	16%	19%
State Government	\$126,633	14%	14%	10%	12%
Local Government	\$40,000	7%	8%	11%	5%
Other Grant Sources	\$32,000	6%	4%	4%	3%

- Rural organizations most frequently reported private foundations and the Federal government as their largest award source. They reported corporate grants as the source of their largest award less frequently than did other organizations.
- Suburban organizations most frequently reported private foundations as their largest award source. They reported community foundations and state government as the source of their largest award more frequently than did organizations in urban or combination service areas.

- Urban organizations most frequently reported private foundations as their largest award source. They reported corporate foundations and local government as the source of their largest award more frequently than did other organizations
- Organizations serving a combination of areas most frequently reported private foundations as their largest award source. They reported private foundations as the source of their largest award more frequently than did other organizations.

SERVICE AREA: LARGEST AWARD BENCHMARKS

The median size of the largest grant award is a key benchmark to measure organizational grantseeking success. Median award size is profoundly impacted by organizational service area population.



Rural			
Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015
Lowest \$	\$400	\$150	\$500
Highest \$	\$4 Million	\$3 Million	\$8 Million
Median \$	\$25,000	\$25,500	\$35,000
Average \$	\$239,999	\$155,438	\$217,191

Suburban			
Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015
Lowest \$	\$40	\$12	\$500
Highest \$	\$5 Million	\$3 Million	\$4.25 Million
Median \$	\$25,000	\$25,000	\$23,900
Average \$	\$182,777	\$159,189	\$146,238

Urban			
Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015
Lowest \$	\$50	\$30	\$60
Highest \$	\$290 Million	\$250 Million	\$18 Million
Median \$	\$50,000	\$70,000	\$50,000
Average \$	\$1,173,390	\$1,135,076	\$370,680

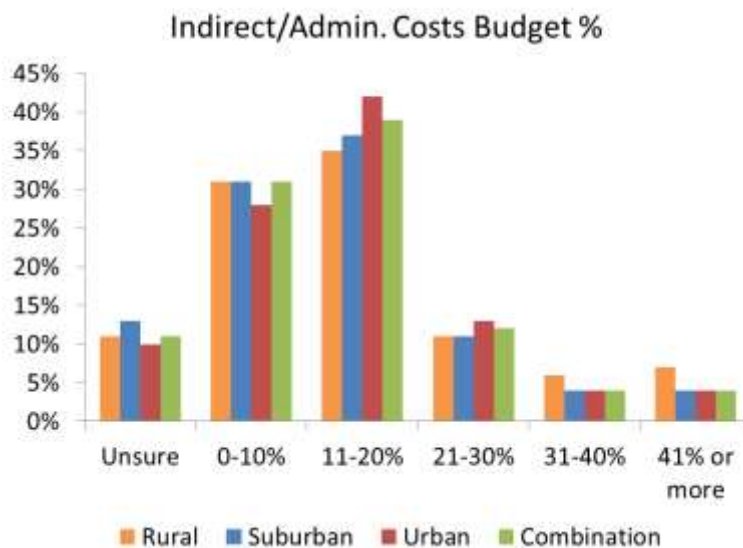
Combination			
Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015
Lowest \$	\$400	\$500	\$250
Highest \$	\$200 Million	\$92 Million	\$20 Million
Median \$	\$50,000	\$65,000	\$49,250
Average \$	\$1,259,384	\$657,408	\$361,740

- ↓ Rural organizations reported a 2% decrease in the median largest award size from the Fall 2015 Report, and a 29% decrease from the Spring 2015 Report.
- Suburban organizations reported no change in the median largest award size from the Fall 2015 Report, and a 5% increase from the Spring 2015 Report.
- ↓ Urban organizations reported a 29% decrease in the median largest award size from the Fall 2015 Report, and no change from the Spring 2015 Report.
- ↓ Organizations serving a combination of areas reported a 23% decrease in the median largest award size from the Fall 2015 Report, and a 2% increase from the Spring 2015 Report.

SERVICE AREA: INDIRECT/ADMINISTRATIVE COSTS AND FUNDING

Sixty-nine percent of all respondents reported that indirect/administrative costs comprised 20% or less of their annual budget.

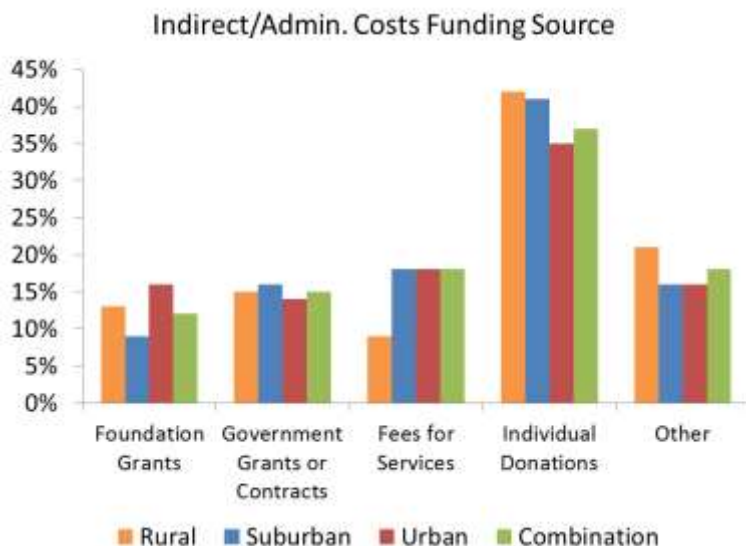
Indirect/administrative costs comprised 20% or less of the annual budget for 66% of rural organizations, 68% of suburban organizations, 70% of urban organizations, and 70% of organizations serving a combination of areas. Thirteen percent of rural organizations reported that indirect/administrative costs comprised 31% or more of their annual budgets, compared to 8% of organizations serving suburban, urban, or combination areas.



Individual donations (37%) were the most frequent source of indirect/administrative funding for all respondents.

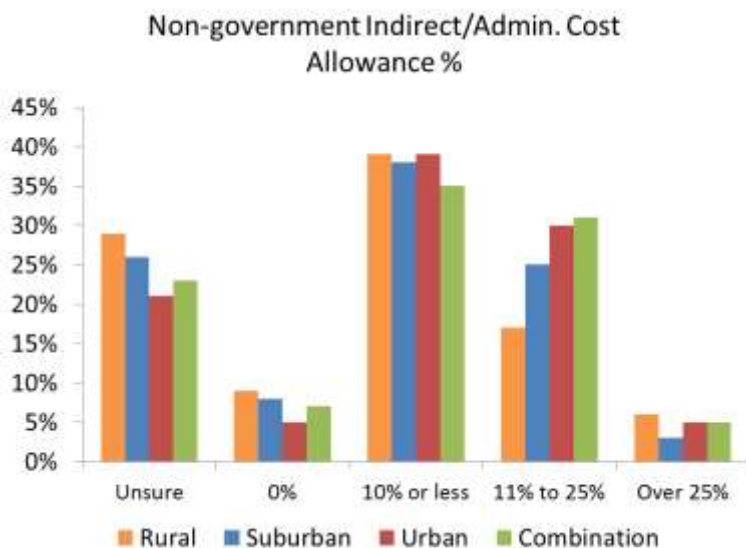
Individual donations were the most frequent source of indirect/administrative funding for 42% of rural organizations, 41% of suburban organizations, 35% of

urban organizations, and 37% of organizations serving a combination of areas. Nine percent of rural organizations reported that fees for services were the most frequent source of indirect/administrative funding, compared to 18% of organizations serving suburban, urban, or combination areas.



SERVICE AREA: INDIRECT/ADMINISTRATIVE COST FUNDING LIMITATIONS

Non-government funders allowed up to 10% of an award for indirect/administrative costs for 39% of rural organizations, 38% of suburban organizations, 39% of urban organizations, and 35% of organizations serving a combination of areas. Non-government funders allowed 11 to 25% of an award for indirect/administrative costs for 17% of rural organizations, 25% of suburban organizations, 30% of urban organizations, and 31% of organizations serving a combination of areas.



SERVICE AREA: INDIRECT/ADMINISTRATIVE COST CONTROLS

Respondents were asked, "How did you reduce your indirect/administrative costs?" Over half of organizations in suburban (54%), urban (64%), and combination (50%) service areas reported that they reduced indirect/administrative costs by eliminating staff, compared to 25% of organizations in rural service areas.

Cost reduction techniques, by service area, are as follows:

Reduction Technique	Rural	Suburban	Urban	Combination
Increased reliance on volunteer labor	31%	35%	23%	37%
Reduced number of staff	25%	54%	64%	50%
Space/location sharing	25%	10%	19%	18%
Reduced organization hours	13%	10%	13%	10%
Reduced staff salaries	13%	19%	19%	15%
Reduced staff hours	13%	24%	17%	18%
Reduced services/programs offered	6%	13%	21%	26%
Buying groups/economy of scale for purchases	6%	14%	14%	12%
Reduced organization geographic scope	0%	3%	4%	4%

SERVICE AREA: CHALLENGES TO GRANTSEEKING

The most frequent challenges to grantseeking for all service areas were lack of time and/or staff, researching and finding grants, competition, and funder practices and requirements.



SERVICE AREA: SURVEY RESPONDENT DEMOGRAPHICS

As illustrated by the Spring 2016 State of Grantseeking™ Survey results, an organization's demographics can be defined by the population-based service area. The following are "typical" organizations from each service area.

RURAL ORGANIZATIONS – POPULATIONS UNDER 2,500:

Sixty-two percent of respondents from rural organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised

87% of rural organizations. Thirty-three percent of rural organizations employed one to five people, while 18% were staffed by volunteers. Most rural organizations were 11 to 50 years of age (58%). Annual budgets under \$500,000 were reported by 60% of rural organizations, while the median annual budget was \$270,000. The most frequent geographic service reach for rural organizations was multi-county (32%) or one county (16%). Human Services (21%), Art, Culture, and Humanities (15%), and Education (14%) were the most frequently reported mission focuses. Fifty percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

SUBURBAN ORGANIZATIONS – POPULATIONS BETWEEN 2,500 AND 50,000:

Sixty-two percent of respondents from suburban organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised 86% of suburban organizations, and 46% of suburban organizations employed one to ten people. Most suburban organizations were 11 to 50 years old (58%). Fifty percent of suburban organizations reported annual budgets under \$500,000, while 19% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$528,000. The most frequent geographic service reach for suburban organizations was multi-county (31%) or one county (22%). Human Services (26%), Education (15%), and Arts, Culture, and Humanities (13%) were the most frequently reported mission focuses. Forty-four percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

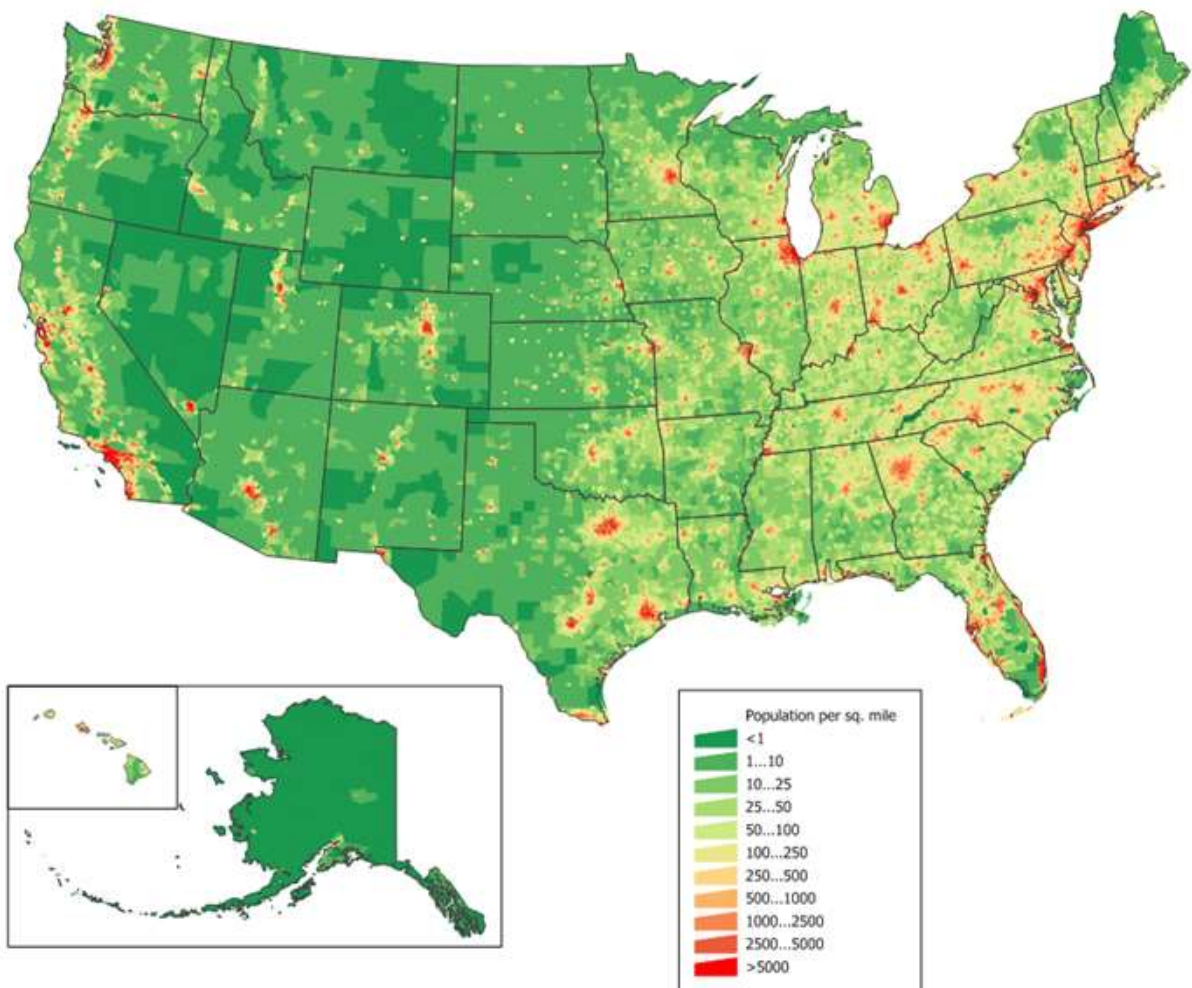
URBAN ORGANIZATIONS – POPULATIONS OVER 50,000:

Fifty-four percent of respondents from urban organizations were directly associated with their organizations at an executive level. Nonprofit organizations comprised 89% of urban organizations, and 55% of urban organizations employed 25 or fewer people. Most urban organizations were 11 to 50 years old (60%). Twenty-six percent of urban organizations reported annual budgets between \$250,000 and \$999,999, and 31% reported annual budgets from \$1,000,000 to \$4,999,999. The median annual budget was \$1,227,000. The most frequent geographic service reach for urban organizations was multi-county (23%) or one county (18%). Human Services (26%), Arts, Culture, and Humanities (15%), and Education (13%) were the most frequently reported mission focuses. Sixty percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.

COMBINATION ORGANIZATIONS – COMBINATION OF SERVICE AREA POPULATIONS:

Fifty-eight percent of respondents from organizations serving a combination of areas were directly associated with their organizations at an executive level. Nonprofit organizations comprised 88% of combination organizations. Most organizations serving a combination of areas were 11 to 50 years old (57%), and

55% employed 25 or fewer people. Annual budgets over \$1,000,000 were reported by 48% of combination organizations. The median annual budget was \$900,000. The most frequent geographic service reach for these organizations was multi-county (28%) or one state (16%). Human Services (24%), Education (11%), and Arts, Culture, and Humanities (10%), were the most frequently reported mission focuses. Forty-six percent of combination organizations reported a service population comprised of over 50% individuals/families at or below the poverty level.



COMPARISON BY MISSION FOCUS

Of the 25 mission focus choices in the *Spring 2016 State of Grantseeking™ Survey*, (which are based on the National Taxonomy of Exempt Entities Classification System), 14 comprised 94% of respondent organizations. For this report, we combined the remaining mission focuses (each of which had less than 2% of respondents) into the Other mission focuses category. In addition, we separated Educational Institutions from the Education mission focus. Respondent organizations by mission focus are as follows.

Mission Focus	Respondents
Animal Related	4%
Art, Culture, and Humanities	13%
Civil Rights and Social Action	2%
Community Improvement	5%
Education	7%
Educational Institutions	5%
Environment	4%
Food, Agriculture, and Nutrition	2%
Healthcare	8%
Housing and Shelter	5%
Human Services	25%
Mental Health	2%
Public Benefit	2%
Religion Related	2%
Youth Development	8%
Other	8%

MISSION FOCUS: GRANT FUNDING BUDGET CONTRIBUTION

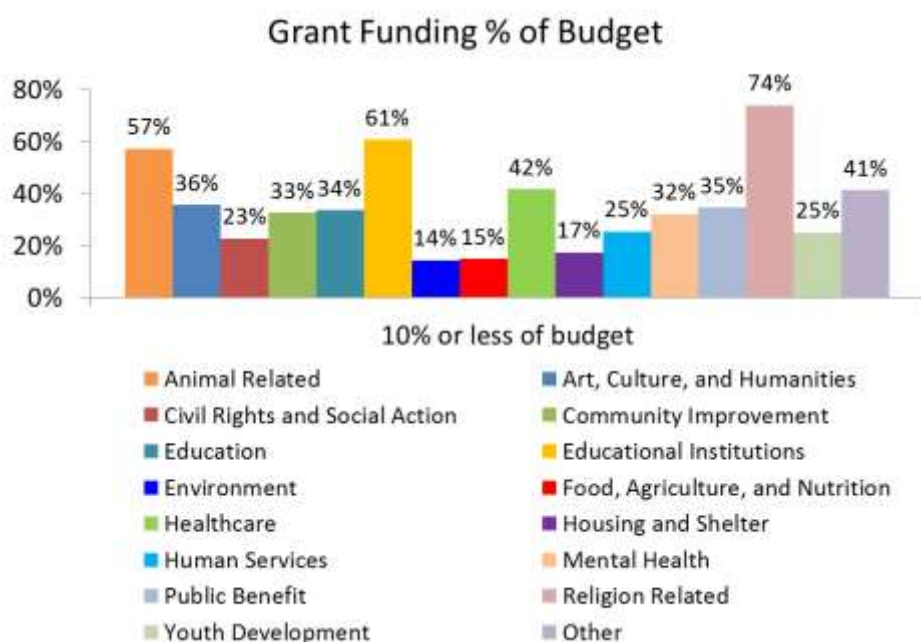
Grant funding as a percentage of the annual budget varied by mission focus.

% of Budget	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
10% or less	57%	36%	23%	33%	34%	61%	14%	15%
11 - 25%	25%	31%	17%	13%	19%	22%	20%	44%
26 - 50%	9%	19%	21%	19%	23%	13%	25%	25%
51 - 75%	7%	9%	26%	17%	14%	1%	25%	8%
Over 75%	2%	5%	13%	19%	11%	3%	16%	8%

% of Budget	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
10% or less	42%	17%	25%	32%	35%	74%	25%	41%
11 - 25%	19%	25%	24%	27%	23%	7%	26%	21%
26 - 50%	15%	27%	21%	16%	25%	11%	20%	16%
51 - 75%	13%	17%	14%	13%	8%	7%	17%	9%
Over 75%	12%	14%	15%	13%	10%	2%	13%	12%

- Grants contributed over half of the annual budget for 41% of Environment organizations, 39% of Civil Rights and Social Action organizations, 36% of Community Improvement organizations, and 31% of Housing and Shelter organizations; these four mission focuses reported the most reliance on grant funding. No other mission focuses reported reliance on grant awards to fund over half of the budget at a rate of 30% or more.
- Grants contributed over half of the annual budget for 4% of Educational Institutions; 9% of Animal-Related organizations; 9% of Religion-Related organizations; 14% of Arts, Culture, and Humanities organizations; 16% of Food, Agriculture, and Nutrition organizations; and 18% of Public Benefit organizations. No other mission focuses reported reliance on grant awards to fund over half of the budget at a rate under 20%.
- Grants contributed over half of the annual budget for 29% of Youth Development organizations, 29% of Human Services organizations, 25% of Education organizations, 25% of Healthcare organizations, 26% of Mental Health organizations, and 21% of organizations with Other mission focuses.

The following chart, which illustrates the effect of mission focus on grant funding, shows the percentage of respondents that rely on grants to fund less than 10% of their annual budget.



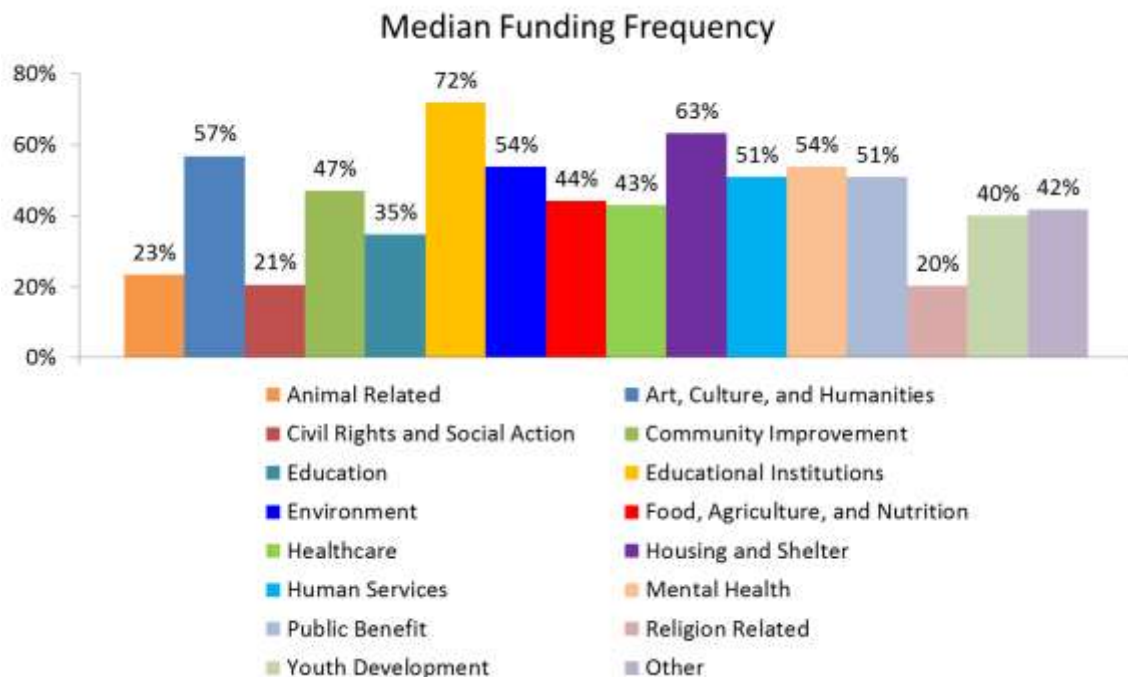
MISSION FOCUS: GRANT FUNDING SOURCES

Grant funding sources varied by mission focus.

Funding Sources	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Private Foundation Grants	86%	81%	94%	68%	78%	90%	93%	97%
Community Foundation Grants	62%	66%	59%	55%	54%	72%	70%	80%
Corporate Grants	58%	57%	47%	49%	63%	72%	67%	77%
Corporate Gifts	34%	28%	22%	22%	38%	45%	38%	41%
Federal Grants	4%	33%	14%	40%	27%	79%	56%	41%
State Grants	12%	62%	20%	48%	31%	77%	52%	34%
Local Government Grants	12%	57%	20%	46%	29%	43%	39%	48%
Other Grant Sources	11%	8%	4%	15%	11%	5%	7%	10%

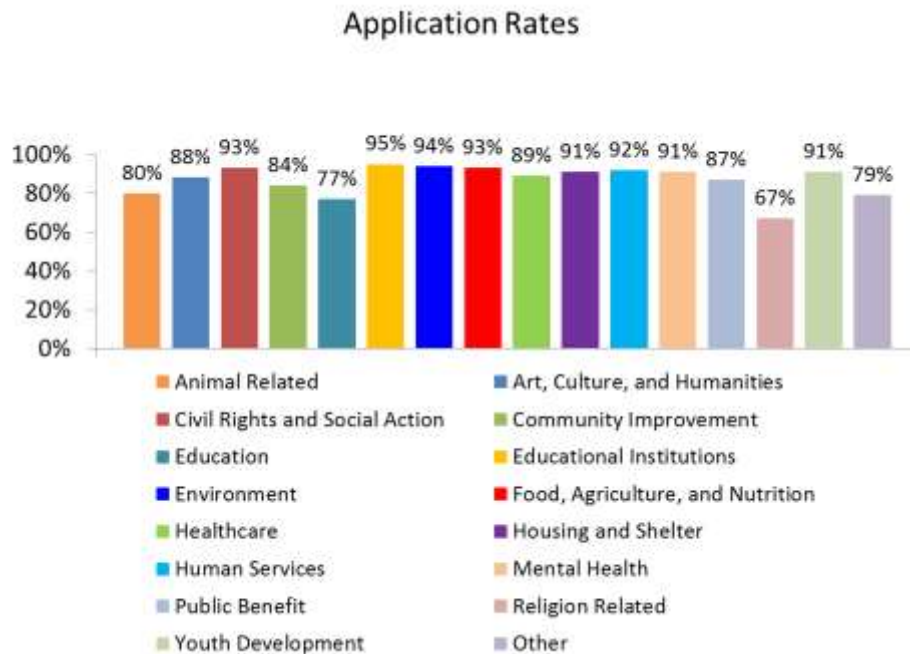
Funding Sources	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Private Foundation Grants	85%	87%	86%	89%	75%	74%	87%	71%
Community Foundation Grants	77%	76%	76%	80%	69%	55%	72%	53%
Corporate Grants	61%	74%	72%	59%	75%	33%	75%	50%
Corporate Gifts	32%	46%	40%	24%	33%	21%	37%	25%
Federal Grants	36%	63%	45%	33%	50%	10%	29%	41%
State Grants	50%	50%	52%	56%	52%	5%	37%	42%
Local Government Grants	32%	64%	50%	52%	33%	7%	43%	24%
Other Grant Sources	7%	7%	9%	6%	17%	19%	11%	13%

The following chart reflects the median rate of all funding sources (private foundations through “other” grant sources) for each mission focus. The chart helps to quantify each mission’s overall funding frequency in comparison to that of other missions.



MISSION FOCUS: APPLICATION RATES

Organizational grant application rates showed some variation by mission focus. Organizations with Religion-Related missions (67%) least frequently submitted grant applications, while Educational Institutions (95%) most frequently submitted grant applications.



MISSION FOCUS: ANNUAL BUDGET

Organizational size determined by annual budget is a key factor influencing the grantseeking experience. Larger budgets imply more staff, greater sustainability as evidenced by organizational age, and a more active grantseeking program.

Mission Focus	Annual Budget
Animal Related	\$249,000
Art, Culture, and Humanities	\$437,020
Civil Rights and Social Action	\$1,019,237
Community Improvement	\$400,000
Education	\$718,000
Educational Institutions	\$52,750,000
Environment	\$580,945
Food, Agriculture, and Nutrition	\$1,042,584
Healthcare	\$850,000
Housing and Shelter	\$1,200,000
Human Services	\$1,400,000
Mental Health	\$1,450,000
Public Benefit	\$1,500,000
Religion Related	\$582,500
Youth Development	\$750,000
Other	\$690,000

MISSION FOCUS: LARGEST SOURCE OF TOTAL FUNDING

Private foundations and the Federal government were most frequently reported as the largest source of total grant funding. The largest source of total grant funding varied by mission focus:

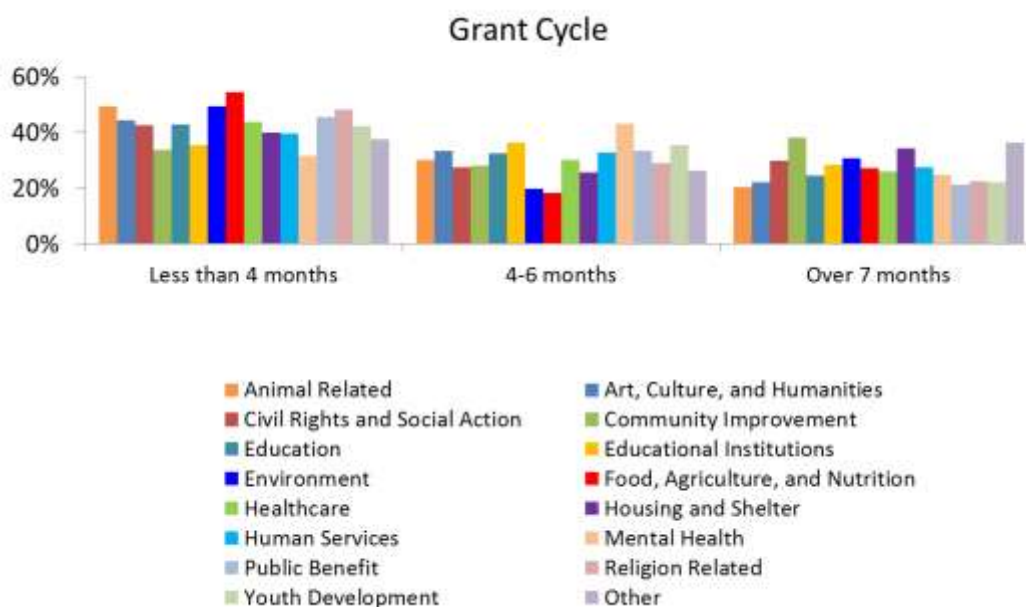
Largest Source of Total Funding	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Private Foundation Grants	66%	46%	85%	28%	41%	28%	52%	53%
Community Foundation Grants	10%	8%	3%	6%	10%	4%	7%	7%
Corporate Grants	16%	7%	3%	8%	19%	5%	4%	9%
Federal Grants	1%	4%	5%	25%	9%	47%	15%	16%
State Grants	1%	13%	5%	16%	9%	14%	11%	7%
Local Government Grants	3%	20%	0%	11%	7%	1%	8%	4%
Other Grant Sources	3%	3%	0%	7%	6%	1%	4%	4%
Largest Source of Total Funding	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Private Foundation Grants	39%	33%	34%	32%	29%	57%	53%	30%
Community Foundation Grants	14%	9%	10%	4%	9%	20%	9%	6%
Corporate Grants	12%	7%	9%	11%	0%	3%	11%	16%
Federal Grants	15%	26%	19%	11%	37%	0%	9%	28%
State Grants	14%	11%	15%	26%	11%	0%	7%	12%
Local Government Grants	5%	13%	9%	11%	9%	3%	5%	2%
Other Grant Sources	1%	2%	4%	6%	6%	17%	6%	5%

- Private foundations were most frequently the largest source of total grant funding for organizations of every mission focus except for Educational Institutions and organizations focused on Public and Society Benefit. Civil Rights and Social Action organizations (85%) most frequently reported private foundations as the largest source of total funding, while Educational Institutions (28%) and Community Improvement organizations (28%) least frequently reported private foundations as the largest source of total funding.
- Community foundations were most frequently reported as the largest source of total funding by Religion-Related organizations (20%), while Civil Rights and Social Action organizations (3%) least frequently reported community foundations as the largest source of total funding.
- Corporations were most frequently reported as the largest source of total funding by Education organizations (19%). Civil Rights and Social Action organizations (3%) and Religion-Related organizations (3%) least frequently reported corporations as the largest total funding source. No Public Benefit organizations reported corporations as the largest source of total funding.
- The Federal government was the largest source of total funding for Educational Institutions (47%). Animal-Related organizations (1%) least frequently reported the Federal government as the largest total funding source. No Religion-Related organizations reported the Federal government as the largest source of total funding.

- State government was most frequently reported as the largest source of total funding by organizations focused on Mental Health (26%), while Animal-Related organizations (1%) least frequently reported state government as the largest total funding source. No Religion-Related organizations reported state government as the largest source of total funding.
- Local government was most frequently reported as the largest source of total funding by Arts, Culture, and Humanities organizations (20%), while Educational Institutions (1%) least frequently reported local government as the largest total funding source. No Civil Rights and Social Action organizations reported local government as the largest source of total funding.
- Other funding sources were most frequently reported as the largest source of total funding by Religion-Related organizations (17%). Educational Institutions and (1%) and Healthcare organizations (1%) least frequently reported “other” funding sources as the largest total funding source. No Civil Rights and Social Action organizations reported “other” funding sources as the largest source of total funding.

MISSION FOCUS: LARGEST AWARD LOGISTICS

The grant cycle length—from proposal submission to award decision—for the largest grant award varied by mission focus. A shorter grant cycle of four months or less was reported most frequently by Food, Agriculture, and Nutrition organizations (55%). A longer grant cycle of seven months or most was reported more frequently by Community Improvement organizations (38%).

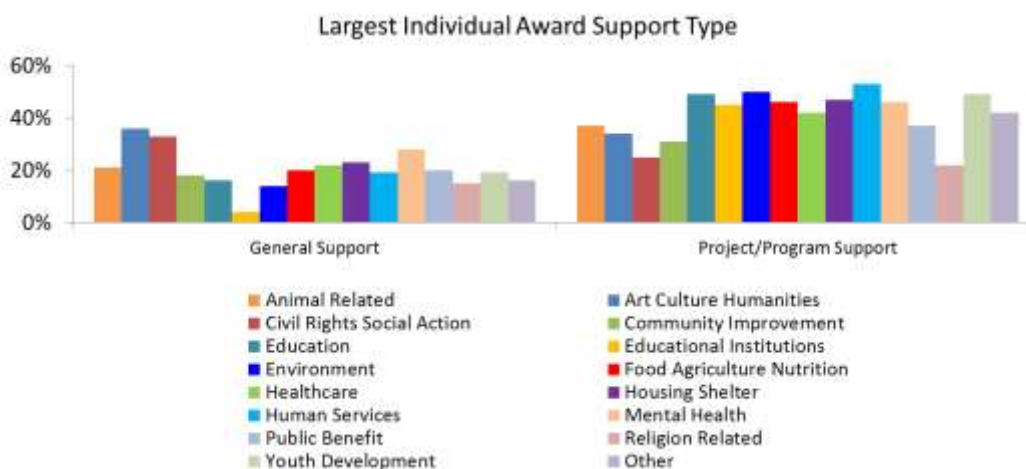


Once an award decision had been determined, funders generally released the award monies quickly. Receipt of award monies in less than four months was reported by most organizations, at rates ranging from 66% to 87%. Delayed receipt of award monies, taking seven months or more, was reported more frequently by Public Benefit organizations (21%), Community Improvement organizations (19%), and Educational Institutions (18%).



MISSION FOCUS: LARGEST AWARD SUPPORT TYPE

Organizations within each mission focus most frequently reported receiving awards in the form of project/program support and general support.



Few organizations reported receiving any other support type at rate of 10% or more. The exceptions were advocacy funds for Civil Rights and Social Benefit organizations (15%); capacity building funds for Community Improvement

organizations (11%) and Food, Agriculture, and Nutrition organizations (12%); and infrastructure funds for Public Benefit organizations (17%). Religion-Related organizations reported building funds (11%), challenge grants (11%), and infrastructure funds (11%) at rates greater than 10%.

MISSION FOCUS: LARGEST INDIVIDUAL AWARD SOURCE

The rate of the largest individual award source varied by mission focus. Private foundations were the source of the largest individual award for organizations of every mission focus, excluding Educational Institutions, for which the Federal government was the largest award source. Organizations focused on Public and Society Benefit reported private foundations and the Federal government as the largest award source at the same rate.

Largest Award Source	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Private Foundation Grants	65%	42%	78%	30%	41%	27%	52%	46%
Community Foundation Grants	11%	11%	5%	5%	12%	5%	6%	14%
Corporate Grants	18%	8%	5%	6%	19%	5%	10%	14%
Federal Grants	1%	6%	5%	28%	7%	50%	17%	18%
State Grants	1%	11%	8%	16%	9%	11%	8%	2%
Local Government Grants	2%	21%	0%	10%	7%	0%	5%	5%
Other Grant Sources	2%	2%	0%	6%	5%	1%	3%	2%

Largest Award Source	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Private Foundation Grants	33%	34%	37%	30%	33%	60%	51%	37%
Community Foundation Grants	17%	9%	10%	7%	3%	17%	9%	5%
Corporate Grants	13%	11%	8%	11%	3%	3%	15%	13%
Federal Grants	16%	22%	20%	11%	33%	3%	9%	26%
State Grants	15%	9%	14%	26%	15%	0%	6%	12%
Local Government Grants	4%	7%	7%	9%	6%	0%	4%	3%
Other Grant Sources	2%	8%	4%	7%	6%	17%	6%	3%

The median award size by funding source is included in the chart below to provide value context. For example, the Federal government, with a median largest award of \$360,000, was reported as the source of the largest award by only 1% of Animal-Related organizations, compared to 50% of Educational Institutions.

Funding Sources	Median Largest Award
Private Foundation Grants	\$40,000
Community Foundation Grants	\$19,878
Corporate Grants	\$25,000
Federal Grants	\$360,000
State Grants	\$126,633
Local Government Grants	\$40,000
Other Grant Sources	\$32,000

MISSION FOCUS: LARGEST AWARD BENCHMARKS

The median size of the largest grant award is a key benchmark to measure organizational grantseeking success. The median largest award size is strongly impacted by organizational mission focus, ranging from \$17,000 for Animal-Related organizations to \$300,000 for Educational Institutions.

Median Largest Award	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Spring 2016	\$17,000	\$18,150	\$75,000	\$60,000	\$54,500	\$300,000	\$50,000	\$65,000
Fall 2015	\$10,000	\$29,000	N/A	\$75,000	\$15,000	\$309,213	\$55,000	\$27,500
Spring 2015	\$7,250	\$15,000	N/A	\$50,000	\$20,000	\$233,415	\$49,878	N/A

Median Largest Award	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Spring 2016	\$50,000	\$65,000	\$50,000	\$75,000	\$50,000	\$50,000	\$40,000	\$50,000
Fall 2015	\$50,000	\$57,129	\$66,000	N/A	\$212,500	N/A	\$50,000	\$50,000
Spring 2015	\$48,000	\$50,000	\$52,000	N/A	N/A	N/A	\$50,000	\$40,000

- ↑ Organizations with Animal-Related missions reported a median largest award of \$17,000, a 70% increase from the Fall 2015 Report, and a 134% increase from the Spring 2015 Report.
- ↓ Arts, Culture, and Humanities organizations reported a median largest award of \$18,150, a 37% decrease from the Fall 2015 Report, and a 21% increase from the Spring 2015 Report.
- Civil Rights and Social Action organizations reported a median largest award of \$75,000 in the Spring 2016 Report. This was the first recent year that organizations with this mission focus participated in sufficient numbers for breakout reporting.
- ↓ Community Improvement organizations reported a median largest award of \$60,000, a 20% decrease from the Fall 2015 Report, and a 20% increase from the Spring 2015 Report.
- ↑ Education organizations reported a median largest award of \$54,500, a 263% increase from the Fall 2015 Report, and a 173% increase from the Spring 2015 Report.
- ↓ Educational Institutions reported a median largest award of \$300,000, a 3% decrease from the Fall 2015 Report, and a 29% increase from the Spring 2015 Report.
- ↓ Environment organizations reported a median largest award of \$50,000, a 9% decrease from the Fall 2015 Report, and a less than 1% increase from the Spring 2015 Report.
- ↑ Food, Agriculture, and Nutrition organizations reported a median largest award of \$65,000, a 136% increase from the Fall 2015 Report. This was the

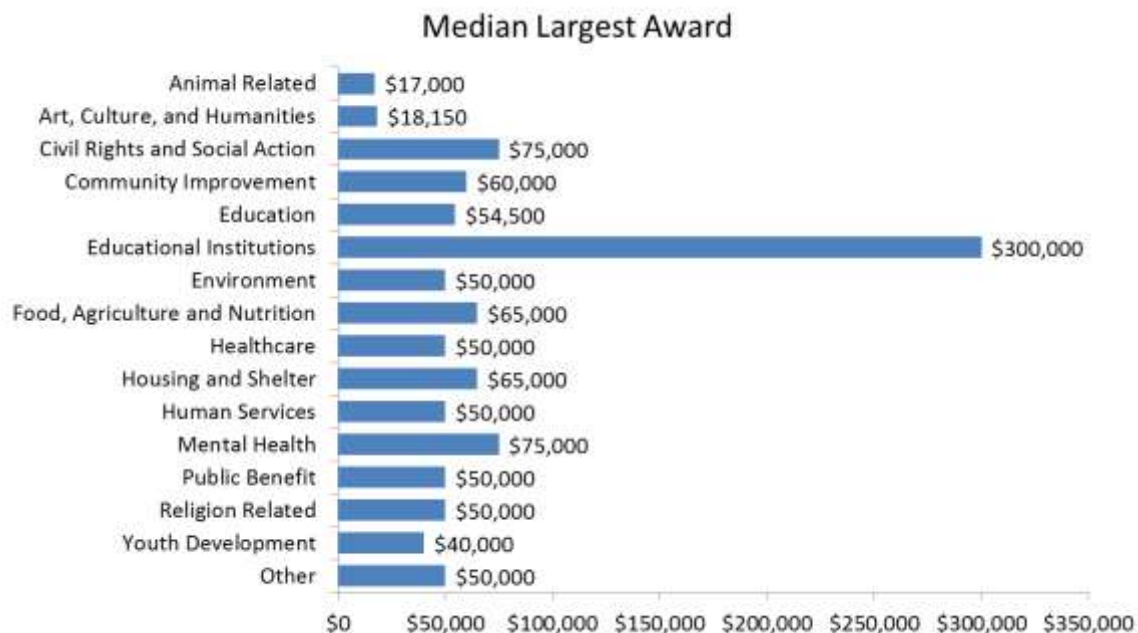
second year that organizations with this mission focus participated in sufficient numbers for breakout reporting.

- ➔ Healthcare organizations reported a median largest award of \$50,000, the same rate as in the Fall 2015 Report, and a 4% increase from the Spring 2015 Report.
- ↑ Housing and Shelter organizations reported a median largest award of \$65,000, a 14% increase from the Fall 2015 Report, and a 30% increase from the Spring 2015 Report.
- ↓ Human Services organizations reported a median largest award of \$50,000, a 24% decrease from the Fall 2015 Report, and a 4% decrease from the Spring 2015 Report.
- Mental Health organizations reported a median largest award of \$75,000 in the Spring 2016 Report. This was the first year that organizations with this mission focus participated in sufficient numbers for breakout reporting.
- ↓ Organizations focused on Public and Society Benefit reported a median largest award of \$50,000, a 76% decrease from the Fall 2015 Report. This was the second year that organizations with this mission focus participated in sufficient numbers for breakout reporting.
- ↓ Youth Development organizations reported a median largest award of \$40,000, a 20% decrease from both the Fall 2015 and Spring 2015 Reports.
- ➔ Other organizations reported a median largest award of \$50,000, the same rate as in the Fall 2015 Report, and a 25% increase from the Spring 2015 Report.

The following chart shows, by mission focus, the lowest and highest dollar awards, median award size, and average award size for the largest grant award.

Median Largest Award	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Lowest \$	\$400	\$50	\$1,000	\$1,000	\$700	\$1,000	\$3,000	\$3,000
Highest \$	\$4 Million	\$25 Million	\$731,268	\$28 Million	\$13 Million	\$200 Million	\$20 Million	\$1.5 Million
Median \$	\$17,000	\$18,150	\$75,000	\$60,000	\$54,500	\$300,000	\$50,000	\$65,000
Average \$	\$148,845	\$194,005	\$114,630	\$670,982	\$281,577	\$5,662,178	\$507,515	\$176,503
Median Largest Award	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Lowest \$	\$1,000	\$1,000	\$400	\$500	\$305	\$3,000	\$350	\$40
Highest \$	\$290 Million	\$3.5 Million	\$140 Million	\$2.75 Million	\$28 Million	\$1.1 Million	\$15 Million	\$35 Million
Median \$	\$50,000	\$65,000	\$50,000	\$75,000	\$50,000	\$50,000	\$40,000	\$50,000
Average \$	\$3,446,608	\$193,142	\$792,975	\$276,193	\$1,691,936	\$121,289	\$239,033	\$778,249

The chart below provides another view of the median largest award to illustrate the variation in award size by mission focus.



MISSION FOCUS: INDIRECT/ADMINISTRATIVE COSTS AND FUNDING

Sixty-nine percent of all respondents reported that indirect/administrative costs comprised 20% or less of their annual budget. Mental Health organizations (82%), Animal-Related organizations (81%), and Housing and Shelter organizations (80%) most frequently reported that indirect/administrative costs comprised 20% or less of their annual budgets. Educational Institutions (28%) and Religion-Related organizations (19%) most frequently reported that indirect/administrative costs comprised 31% or more of their annual budgets.

Indirect/Admin. Cost Budget %	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
0-10%	42%	24%	33%	36%	24%	34%	28%	50%
11-20%	39%	36%	45%	34%	46%	15%	44%	23%
21-30%	6%	16%	12%	14%	12%	5%	7%	14%
31-40%	1%	6%	0%	3%	3%	15%	3%	2%
41% or more	2%	4%	0%	6%	5%	14%	3%	0%
Unsure	10%	14%	10%	9%	10%	17%	15%	11%
Indirect/Admin. Cost Budget %	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
0-10%	26%	38%	31%	30%	17%	24%	32%	27%
11-20%	39%	42%	46%	52%	32%	17%	44%	32%
21-30%	12%	11%	11%	10%	17%	21%	12%	18%
31-40%	3%	4%	2%	2%	2%	12%	4%	4%
41% or more	7%	3%	2%	4%	5%	7%	2%	6%
Unsure	12%	2%	7%	2%	27%	19%	7%	13%

Individual donations (37%) were the most frequent source of indirect/administrative funding for all respondents. By mission focus, individual donations were the most frequent source of indirect/administrative funding for all organizations except Educational Institutions and Mental Health organizations.

Indirect/Admin. Cost Funding Source	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Foundation Grants	2%	10%	29%	14%	18%	8%	21%	16%
Government Grants	1%	11%	10%	21%	10%	35%	5%	2%
Fees for Services	20%	26%	2%	16%	20%	22%	12%	7%
Individual Donations	61%	38%	52%	25%	36%	4%	49%	59%
Other	16%	16%	7%	25%	16%	31%	13%	16%

Indirect/Admin. Cost Funding Source	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Foundation Grants	17%	15%	11%	14%	15%	12%	17%	12%
Government Grants	14%	15%	21%	22%	10%	0%	9%	16%
Fees for Services	24%	10%	13%	27%	5%	14%	15%	20%
Individual Donations	26%	48%	43%	22%	30%	62%	38%	28%
Other	18%	12%	12%	14%	40%	12%	20%	24%

MISSION FOCUS: INDIRECT/ADMINISTRATIVE COST FUNDING LIMITATIONS

Most organizations reported that non-government funders allowed between 10% and 25% of an award for indirect/administrative costs. Food, Agriculture, and Nutrition organizations (14%), Community Improvement organizations (7%), and Religion-Related organizations (7%) most frequently reported that non-government funders allowed over 25% of an award for indirect/administrative costs.

Indirect/Admin. Cost Funding Limitations	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Unsure	27%	34%	36%	17%	30%	16%	17%	33%
0%	17%	9%	7%	6%	5%	14%	6%	7%
10% or less	33%	27%	21%	39%	34%	56%	37%	35%
11-25%	22%	26%	36%	29%	29%	10%	37%	12%
Over 25%	1%	4%	0%	7%	3%	4%	3%	14%

Indirect/Admin. Cost Funding Limitations	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Unsure	20%	18%	19%	20%	24%	48%	21%	24%
0%	3%	7%	6%	2%	2%	5%	7%	4%
10% or less	40%	40%	41%	46%	49%	24%	36%	36%
11-25%	34%	31%	30%	32%	20%	17%	32%	31%
Over 25%	3%	6%	5%	0%	5%	7%	5%	5%

MISSION FOCUS: INDIRECT/ADMINISTRATIVE COST CONTROLS

Respondents were asked, "How did you reduce your indirect/administrative costs?" The majority of organizations most frequently reported reducing the number of staff members as a cost control method. Animal-Related organizations (62%) and Education organizations (47%) most frequently reported controlling costs through increased reliance on volunteer labor. Food, Agriculture, and Nutrition organizations

(50%) most frequently reported the reduction of services and programs as a cost control measure.

Cost reduction techniques, by mission focus, are as follows.

Indirect/Admin. Cost Controls	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Reduced services/programs offered	15%	7%	18%	32%	29%	25%	13%	50%
Reduced organization hours	15%	7%	9%	11%	24%	17%	13%	0%
Reduced organization geographic scope	0%	0%	0%	11%	6%	0%	13%	0%
Reduced staff salaries	0%	17%	9%	16%	24%	25%	13%	0%
Reduced number of staff	54%	49%	64%	58%	35%	67%	38%	25%
Reduced staff hours	23%	24%	0%	42%	29%	8%	13%	0%
Increased reliance on volunteer labor	62%	37%	36%	37%	47%	8%	38%	25%
Buying groups/economy of scale	23%	20%	9%	11%	0%	8%	0%	25%
Space/location sharing	8%	17%	9%	26%	12%	8%	38%	25%

Indirect/Admin. Cost Controls	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Reduced services/programs offered	22%	29%	28%	0%	0%	0%	24%	8%
Reduced organization hours	8%	7%	9%	20%	0%	17%	12%	16%
Reduced organization geographic scope	8%	0%	4%	0%	0%	0%	4%	4%
Reduced staff salaries	19%	21%	19%	0%	0%	0%	28%	8%
Reduced number of staff	53%	64%	49%	80%	100%	67%	68%	52%
Reduced staff hours	14%	14%	21%	0%	0%	33%	24%	0%
Increased reliance on volunteer labor	22%	14%	35%	40%	50%	17%	28%	28%
Buying groups/economy of scale	28%	14%	11%	20%	0%	17%	8%	0%
Space/location sharing	31%	14%	9%	0%	0%	17%	32%	20%

MISSION FOCUS: CHALLENGES TO GRANTSEEKING

The most frequent challenge to grantseeking for most organizational mission focuses was lack of time and/or staff. Other challenges mentioned most frequently by at least one mission focus included competition, researching and finding grants, and funder practices and requirements.

Challenges to Grantseeking	Animal Related	Art Culture Humanities	Civil Rights Social Action	Community Improvement	Education	Educational Institutions	Environment	Food Agriculture Nutrition
Competition	20%	13%	7%	9%	15%	21%	13%	21%
Reduced Funding	3%	7%	2%	5%	4%	10%	6%	2%
Economic Conditions	3%	5%	7%	12%	8%	7%	7%	2%
Funder Practices/Requirements	15%	15%	17%	13%	10%	7%	18%	23%
Internal Organizational Issues	3%	3%	2%	4%	4%	13%	6%	2%
Lack of Time and/or Staff	24%	23%	19%	24%	17%	23%	21%	16%
We Need a Grantwriter	9%	7%	5%	7%	8%	1%	1%	0%
Funder Relationship Building	4%	9%	7%	5%	12%	3%	10%	16%
Research, Finding Grants	15%	10%	21%	10%	11%	12%	13%	14%
Writing Grants	4%	3%	5%	6%	4%	2%	1%	0%
Other Challenges	3%	5%	7%	5%	8%	1%	5%	5%

Challenges to Grantseeking	Healthcare	Housing Shelter	Human Services	Mental Health	Public Benefit	Religion Related	Youth Development	Other
Competition	20%	15%	16%	20%	12%	10%	16%	13%
Reduced Funding	7%	12%	9%	2%	7%	0%	7%	8%
Economic Conditions	6%	8%	5%	2%	5%	5%	6%	8%
Funder Practices/Requirements	8%	13%	16%	10%	17%	12%	14%	7%
Internal Organizational Issues	6%	4%	3%	2%	10%	12%	4%	3%
Lack of Time and/or Staff	19%	10%	19%	12%	15%	12%	19%	19%
We Need a Grantwriter	3%	5%	5%	10%	2%	10%	9%	7%
Funder Relationship Building	9%	8%	8%	12%	5%	2%	12%	9%
Research, Finding Grants	13%	19%	13%	24%	17%	29%	8%	16%
Writing Grants	3%	0%	2%	4%	2%	7%	4%	3%
Other Challenges	5%	7%	5%	2%	7%	2%	4%	8%

MISSION FOCUS: SURVEY RESPONDENT DEMOGRAPHICS

As illustrated by the *Spring 2016 State of Grantseeking™ Survey* results, organizational mission focus is a factor influencing the grantseeking experience. The following are “typical” organizations from each mission focus.

ANIMAL-RELATED

Sixty-one percent of respondents from Animal-Related organizations were directly associated with their organizations at an executive level, and 100% of respondents represented nonprofit organizations. Twenty-two percent of Animal-Related organizations employed one to five people, while 33% were staffed by volunteers and 8% employed less than one full-time equivalent. Annual budgets under \$250,000 were reported by 58% of respondents. The median annual budget was \$249,000. Most Animal-Related organizations were between six and 25 years old (51%). Fifty-six percent of these organizations were located in a mix of service area types (rural, suburban, and urban); the most frequent geographic service reach for Animal-Related organizations was multi-county (29%) or multi-state (16%). Fifty-three percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

ARTS, CULTURE, AND HUMANITIES

Sixty-two percent of respondents from Arts, Culture, and Humanities organizations were directly associated with their organizations at an executive level, and 95% of respondents represented nonprofit organizations. Forty-two percent of Arts, Culture, and Humanities organizations employed one to five people. Annual budgets between \$250,000 and \$999,999 were reported by 51% of respondents. The median annual budget was \$437,000. Most Arts, Culture, and Humanities organizations were between 11 and 50 years old (62%). Thirty-five percent of these organizations were located in a mix of service area types (rural, suburban, and urban) and 37% were located in urban service areas. The most frequent geographic service reach for Arts, Culture, and Humanities organizations was multi-county (28%) or international (14%). Seventy-three percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

CIVIL RIGHTS AND SOCIAL ACTION

Sixty-three percent of respondents from Civil Rights and Social Action organizations were directly associated with their organizations at an executive level, and 98% of respondents represented nonprofit organizations. Thirty-one percent of Civil Rights and Social Action organizations employed one to five people, while 27% employed six to ten people, and 24% employed 11 to 25 people. Thirty-four percent of respondents reported annual budgets between \$250,000 and \$999,999, whereas 38% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$ \$1,019,237. Most Civil Rights and Social Action organizations

were between 11 and 50 years old (56%). Sixty-eight percent of these organizations were located in a mix of service area types (rural, suburban, and urban); the most frequent geographic service reach for Civil Rights and Social Action organizations was one state (36%) or national (25%). Sixty-one percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

COMMUNITY IMPROVEMENT

Fifty percent of respondents from Community Improvement organizations were directly associated with their organizations at an executive level, and 79% of respondents represented nonprofit organizations. Thirty-three percent of Community Improvement organizations employed one to five people, while 15% employed six to ten people, and 14% were staffed by volunteers. Annual budgets under \$500,000 were reported by 50% of respondents, and annual budgets between \$1,000,000 and \$4,999,999 were reported by 19% of respondents. The median annual budget was \$400,000. Most Community Improvement organizations were between 11 and 50 years old (56%). Forty-one percent of these organizations were located in a mix of service area types (rural, suburban, and urban), while 29% were located in urban service areas. The most frequent geographic service reach for Community Improvement organizations was multi-county (19%) or one state (16%). Fifty percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

EDUCATION

Sixty-six percent of respondents from Education organizations were directly associated with their organizations at an executive level, and 100% of respondents represented nonprofit organizations. Thirty-six percent of Education organizations employed one to five people, while 21% employed 11 to 25 people. Forty-six percent of respondents reported annual budgets between \$100,000 and \$999,999, whereas 23% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$718,000. Most Education organizations were between 11 and 50 years old (63%). Thirty-three percent of these organizations were located in urban service areas, while 36% were located in a mix of service area types (rural, suburban, and urban). The most frequent geographic service reach for Education organizations was multi-county (22%) or one state (16%). Fifty-four percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

EDUCATIONAL INSTITUTIONS

Fifty percent of respondents from Educational Institutions were directly associated with their organizations at an employee level. Fifty-five percent of Educational Institutions employed over 200 people. Annual budgets of \$25,000,000 and over were reported by 51% of respondents. The median annual budget was

\$52,750,000. Most Educational Institutions were over 50 years old (69%). Forty-two percent of these organizations were located in a mix of service area types (rural, suburban, and urban), and 29% were located in urban service areas. The most frequent geographic service reach for Educational Institutions was multi-county (24%) or international (22%). Sixty-three percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

ENVIRONMENT

Fifty-seven percent of respondents from Environment organizations were directly associated with their organizations at an executive level, and 94% of respondents represented nonprofit organizations. Thirty-seven percent of Environment organizations employed one to five people, while 36% employed six to 25 people. Twenty-one percent of respondents reported annual budgets between \$500,000 and \$999,999, while 25% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$580,945. Most Environment organizations were between 11 and 50 years old (73%). Fifty-two percent of these organizations were located in a mix of service area types (rural, suburban, and urban); the most frequent geographic service reach for Environment organizations was multi-county (24%) or international (20%). Fifty-nine percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

FOOD, AGRICULTURE, AND NUTRITION

Forty-nine percent of respondents from Food, Agriculture, and Nutrition organizations were directly associated with their organizations at an executive level, and 98% of respondents represented nonprofit organizations. Twenty-nine percent of Food, Agriculture, and Nutrition organizations employed one to five people, while 19% employed six to ten people, and 19% employed 26 to 75 people. Twenty-two percent of respondents reported annual budgets between \$100,000 and \$249,999, while 21% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$1,042,584. Most Food, Agriculture, and Nutrition organizations were between 11 and 50 years old (67%). Forty percent of these organizations were located in a mix of service area types (rural, suburban, and urban), and 29% were located in urban service areas. The most frequent geographic service reach for Food, Agriculture, and Nutrition organizations was multi-county (30%) or one county (18%). Seventy-nine percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

HEALTH

Fifty-four percent of respondents from Health organizations were directly associated with their organizations at an executive level, and 95% of respondents represented

nonprofit organizations. Twenty-seven percent of Health organizations employed one to five people, whereas 23% were staffed by over 200 people. Twenty percent of respondents reported annual budgets between \$1,000,000 and \$4,999,999, while 19% reported annual budgets of \$25,000,000 and over. The median annual budget was \$850,000. Most Health organizations were between 11 and 50 years old (57%). Forty-nine percent of these organizations were located in a mix of service area types (rural, suburban, and urban), while 28% were located in urban service areas. The most frequent geographic service reach for Health organizations was multi-county (38%) or one state (16%). Fifty-four percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

HOUSING AND SHELTER

Fifty-eight percent of respondents from Housing and Shelter organizations were directly associated with their organizations at an executive level, and 99% of respondents represented nonprofit organizations. Twenty-nine percent of Housing and Shelter organizations employed one to five people, while 27% employed 11 to 25 people. Forty-two percent of respondents reported annual budgets between \$1,000,000 and \$4,999,999, and 24% reported annual budgets between \$100,000 and \$499,999. The median annual budget was \$1,200,000. Most Housing and Shelter organizations were between 11 and 50 years old (76%). Forty-two percent of these organizations were located in urban service areas, while 28% were located in a mix of service area types (rural, suburban, and urban), and 24% were located in suburban service areas. The most frequent geographic service reach for Housing and Shelter organizations was multi-county (26%) or one county (27%). Eighty-one percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

HUMAN SERVICES

Sixty-two percent of respondents from Human Services organizations were directly associated with their organizations at an executive level, and 96% of respondents represented nonprofit organizations. Twenty-three percent of Human Services organizations employed one to five people, while 16% employed 11 to 25 people, and 20% employed 26 to 75 people. Annual budgets between \$1,000,000 and \$9,999,999 were reported by 41% of respondents. The median annual budget was \$1,400,000. Most Human Services organizations were between 11 and 50 years old (62%). Forty-two percent of these organizations were located in a mix of service area types (rural, suburban, and urban) and 32% were located in urban service areas. The most frequent geographic service reach for Human Services organizations was multi-county (33%) or one county (23%). Seventy-five percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

MENTAL HEALTH

Eighty-three percent of respondents from Mental Health organizations were directly associated with their organizations at an executive level, and 91% of respondents represented nonprofit organizations. Twenty-eight percent of Mental Health organizations employed one to five people, while 23% employed 11 to 25 people, and 20% employed 26 to 75 people. Annual budgets between \$1,000,000 and \$9,999,999 were reported by 26% of respondents, while 16% of respondents reported annual budgets between \$100,000 and \$249,999. The median annual budget was \$1,450,000. Most Mental Health organizations were between 26 and 100 years old (60%). Fifty-two percent of these organizations were located in a mix of service area types (rural, suburban, and urban), while 25% were located in a suburban service area, and 21% were located in urban service areas. The most frequent geographic service reach for Mental Health organizations was multi-county (39%) or one state (21%). Sixty-one percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

PUBLIC AND SOCIETY BENEFIT

Forty percent of respondents from Public and Society Benefit organizations were directly associated with their organizations at an executive level, while 24% were employees. Sixty-nine percent of respondents represented nonprofit organizations; 29% represented government or tribal entities. Twenty-one percent of Public and Society Benefit organizations employed one to five people, whereas 25% were staffed by over 200 people. Annual budgets over \$25,000,000 were reported by 26% of respondents, while annual budgets between \$250,000 and \$499,999 were reported by 17% of respondents. The median annual budget was \$1,500,000. Most Public and Society Benefit organizations were between 11 and 50 years old (39%) or were over 100 years old (22%). Forty percent of these organizations were located in a mix of service area types (rural, suburban, and urban), while 27% were located in urban service areas, and 27% were located in suburban service areas. The most frequent geographic service reach for Public and Society Benefit organizations was multi-county (16%) or one county (16%). Fifty-six percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

RELIGION RELATED

Fifty-two percent of respondents from Religion-Related organizations were directly associated with their organizations at an executive level, and 91% of respondents represented nonprofit organizations. Forty-one percent of Religion-Related organizations employed one to five people, while 19% employed six to ten people. Seventeen percent of respondents reported annual budgets between \$100,000 and \$249,999, while 24% reported annual budgets between \$1,000,000 and

\$4,999,999. The median annual budget was \$582,500. Most Religion-Related organizations were between 11 and 25 years old (26%) or between 51 and 100 years old (22%). Fifty-five percent of these organizations were located in a mix of service area types (rural, suburban, and urban), and 25% were located in suburban service areas. The most frequent geographic service reach for Religion-Related organizations was international (39%) or multi-county (17%). Fifty percent of these organizations reported a service population comprised of less than 50% individuals/families at or below the poverty level.

YOUTH DEVELOPMENT

Fifty-nine percent of respondents from Youth Development organizations were directly associated with their organizations at an executive level, and 97% of respondents represented nonprofit organizations. Thirty percent of Youth Development organizations employed one to five people, while 19% employed 11 to 25 people. Thirty-one percent of respondents reported annual budgets between \$100,000 and \$499,999, while 27% reported annual budgets between \$1,000,000 and \$4,999,999. The median annual budget was \$750,000. Most Youth Development organizations were between 11 and 50 years old (59%). Thirty-eight percent of these organizations were located in a mix of service area types (rural, suburban, and urban) and 41% were located in urban service areas. The most frequent geographic service reach for Youth Development organizations was multi-county (28%) or one county (16%). Seventy-one percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

OTHER FOCUSES

The category of Other organizations is comprised of those mission focuses without sufficient respondents for statistical veracity. Fifty-four percent of respondents from Other organizations were directly associated with their organizations at an executive level, and 83% of respondents represented nonprofit organizations. Thirty-four percent of Other organizations employed one to five people, while 29% employed six to 25 people. Annual budgets between \$1,000,000 and \$4,999,999 were reported by 22% of respondents, while 30% of respondents reported annual budgets between \$250,000 and \$999,999. The median annual budget was \$690,000. Most Other organizations were between 11 and 50 years old (58%). Fifty-eight percent of these organizations were located in a mix of service area types (rural, suburban, and urban); the most frequent geographic service reach for Other organizations was multi-county (23%) or international (21%). Forty percent of these organizations reported a service population comprised of more than 50% individuals/families at or below the poverty level.

SURVEY RESPONDENTS



ORGANIZATIONAL AFFILIATION

Of the respondents, 91% were directly associated with the organizations they represented as executives (56%), employees (28%), board members (5%), or volunteers (2%). Consultants (6%) and government employees (3%) comprised the remaining 9% of respondents.

TYPE OF ORGANIZATION

The majority of respondents (96%) represented nonprofit organizations (87%), educational institutions (6%), or government entities and tribal organizations (4%). The remainder (4%) included businesses and consultants. Among respondents from educational institutions, 34% represents K-12 schools and 66% represent two or four year colleges and universities.

ORGANIZATIONAL AGE

The organizational age most frequently reported was between ten and 50 years old (58%). Organizations under ten years old comprised 19% of respondents and organizations over 50 years of age comprised 23% of respondents.

ANNUAL BUDGET

Respondent organizations reported annual budgets less than \$100,000 (14%), between \$100,000 and \$999,999 (40%), between \$1 million and \$9,999,999 (31%), between \$10,000,000 and \$24,999,999 (6%), and \$25 million and over (9%). The median annual budget of respondent organizations was \$850,000.

STAFF SIZE

One to five people were employed by 29% of respondent organizations. Twenty-seven percent of respondent organizations employed six to 25 people, while 12% employed 26 to 75 people. Eight percent of respondent organizations employed 76 to 200 people, and 11% employed over 200 people. Less than one full-time equivalent employee was reported by 6% of respondents. All-volunteer organizations comprised 9% of respondents.

STAFF ETHNICITY

Respondents were asked, "What percentage of your organization (staff, management, and board) self-identify as persons of color?" For 43% of respondents, less than 10% of their organization was comprised of persons of color. Organizations reporting 11% to 50% persons of color comprised 33% of respondents, and 24% of respondents were from organizations with 51% or more persons of color on their staff, management, or board.

PRIMARY GRANTSEEKER

The majority of respondent organizations relied on staff members (74%) to fill the role of primary grantseeker. Board members (8%), volunteers (6%), and contract grant writers (8%) were also cited as the primary grantseeker. Five percent of respondent organizations were not engaged with active grantseekers.

LOCATION

Within the United States, respondents came from all 50 states, the District of Columbia, and two territories. In addition, respondents from seven Canadian provinces participated, and 22 respondents were from countries outside of the United States and Canada.

SERVICE AREA

The Spring 2016 State of Grantseeking™ Report utilized the Census Bureau's population-based area classification. Rural service areas containing fewer than 2,500 people were reported by 8% of respondents. Eighteen percent of respondents reported cluster/suburban service areas containing between 2,500 and 50,000 people. Urban service areas containing over 50,000 people were reported by 31% of respondents. In addition, 43% of respondents reported a service area comprised of a combination of these population-defined areas.

GEOGRAPHIC REACH

Organizations with an international, continental, or global geographic reach comprised 11% of respondents, while organizations with a national geographic reach comprised 8%. Multi-state organizational reach was reported by 10% of respondents, while 12% reported an individual-state reach. A multi-county reach was reported by 27% of respondents, and a one-county reach was reported by 15%. Eight percent of respondents reported a multi-city organizational reach, while

7% reported a geographic reach within an individual city. In addition, 2% of respondents reported a reach comprised of other geographic or municipal divisions.

POVERTY LEVEL

Respondents were asked, "What percentage of your service recipients/clients/program participants are comprised of individuals/families at or below the poverty level?" Service to individuals or families in poverty was reported at a rate of 76% or more by 34% of respondents, while 16% reported serving those in poverty at a rate of 51% to 75%. Service to individuals or families in poverty at a rate of 26% to 50% was reported by 16% of respondents. Service to those in poverty at a rate of 11% to 25% was reported by 14% of respondents, while 9% reported a service rate of 10% to those in poverty. This question was not applicable for 11% of respondents.

MISSION FOCUS

The 25 major codes (A to Y) from the NTEE Classification System, developed by the National Center for Charitable Statistics, were utilized as mission focus answer choices. Each mission focus choice had some respondents.

Half of the respondent organizations reported one of three mission focuses: Human Services (25%), Arts, Culture, and Humanities (13%), and Education (12%). The next most frequent mission focus responses were Health (8%), Youth Development (7%), Community Improvement (5%), Housing and Shelter (5%), Animal-Related (4%), and Environment (4%). Mental Health, Civil/Social Advocacy, Public Benefit, Religion Related, and Food, Agriculture, and Nutrition were each reported by 2% of respondents. Each of the remaining mission focuses, reported at a rate under 2% by respondent organizations, were aggregated into the category of Other.

METHODOLOGY

This survey and the corresponding report present a trending, ground-level look at the state of grantseeking. The survey was conducted online using Survey Monkey, and was not scientifically conducted. In this report, for the purpose of visual brevity, response rates are rounded to the nearest whole number; totals will add up to 99% to 102%. The survey was open from February 18, 2016, through March 31, 2016, and received 3,311 responses. It was produced by [GrantStation](#), underwritten by the [Grant Professionals Association](#), [Altum/PhilanTrack](#), [Granthub](#), and [Elevate](#), and promoted by many generous partner organizations via emails, e-newsletters, websites, and various social media outlets, including Facebook and Twitter. Ellen Mowrer, Diana Holder, and Juliet Vile wrote, edited, and contributed to the report.

For media inquiries or permission to use the information contained in *The Spring 2016 State of Grantseeking™ Report* in oral or written format, presentations, texts, online, or other contexts, please contact Ellen Mowrer at ellen.mowrer@grantstation.com.

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