Organizational Age
The Fall 2017 State of Grantseeking™ Report

86% Submitted a Grant Application

$932,500 Median Annual Budget

81% Won Awards

$50,000 Median Largest Award

4,047 Participants

217 International Participants

Grant Station

Your Fast Track To Funding
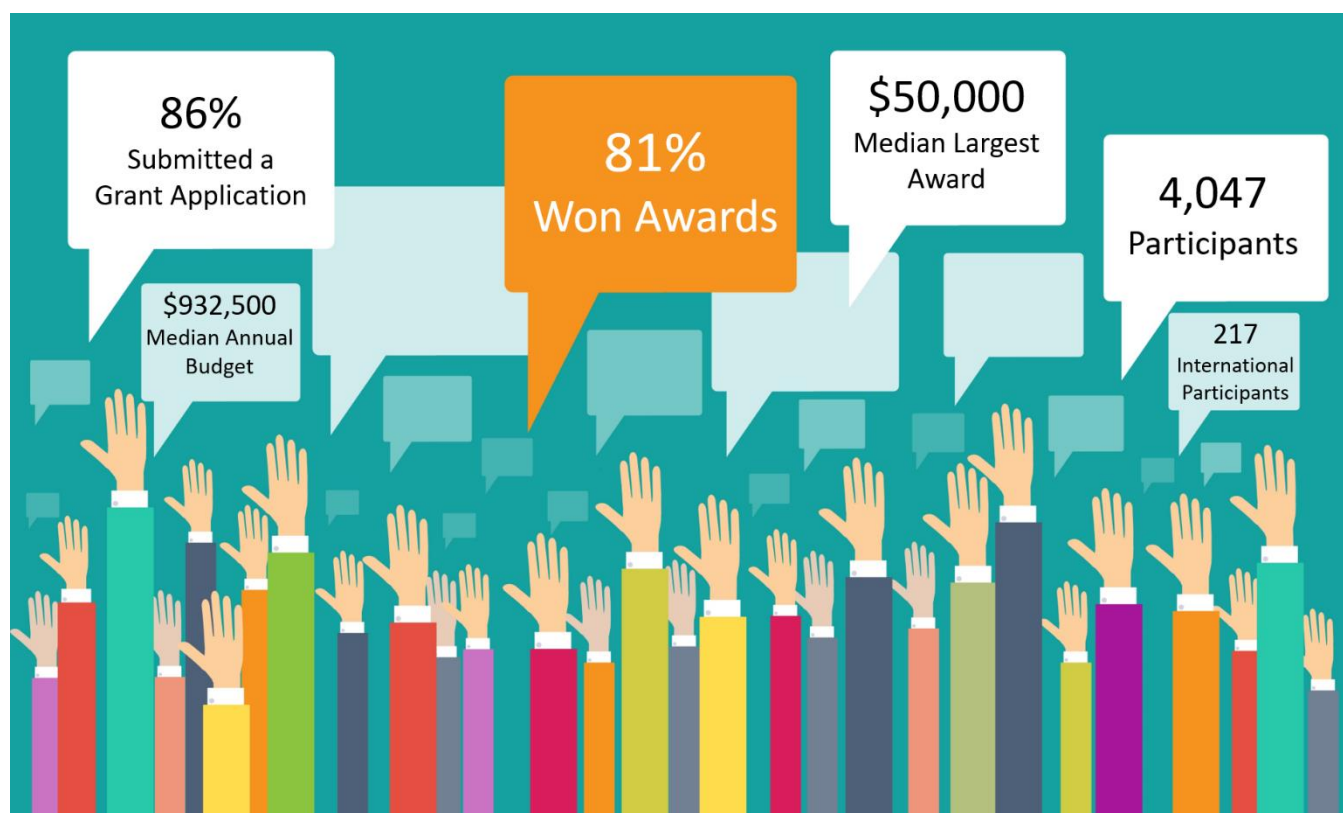
OUR UNDERWRITERS

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

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FOUNDANT
for Grantseekers

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GrantVantage
Grants Management
Built on Microsoft Cloud technology

techsoup

OUR ADVOCATES

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

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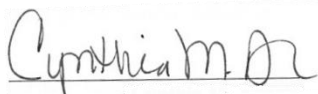
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INTRODUCTION

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. 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 Fall 2017 State of Grantseeking™ Report*, is the result of the 15th semiannual informal survey of organizations conducted by GrantStation to help illustrate the current state of grantseeking in the U.S.

Underwritten by Altum/PhilanTrack, Foundant-GrantHub, the Grant Professionals Association, GrantVantage, and TechSoup, 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 4,047 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.

Cynthia M. Adams

Founder and CEO

EXECUTIVE SUMMARY

The recent, grassroots results of *The Fall 2017 State of Grantseeking™ Survey* suggest that the sector is reflecting the atmosphere of uncertainty caused by Federal and state government program changes. Based on the results of this survey, we suggest that for 2018 you may want to project the same total number of awards as in 2017, and plan for no increase in the value of those awards.

However, be aware that grant funding is available. According to *The Fall 2017 State of Grantseeking™ Report*, 66% of those organizations that submitted just one grant application won an award. In addition, submitting a higher number of applications increased the likelihood of winning awards. Eighty-eight percent of our respondents who submitted three to five grant applications received at least one award, and 98% of those who submitted six to ten 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, especially for organizations with small annual budgets. Only 57% of small organizations submitted at least one application in the first six months of 2017, compared to 84% of medium organizations, 92% of large organizations, 97% of very large organizations, and 98% of extra-large organizations.

Private foundations continue to be a funding source for most respondents; 80% reported that they received awards from private foundations. Within organizational budget ranges, 53% of small organizations, 79% of medium organizations, 86% of large organizations, 90% of very large organizations, and 89% of extra-large organizations reported that they received funding from private foundations. Although government awards are still "big money," organizations should research today's private foundations to learn how they can fund projects or programs.

Another benchmark to consider before submitting an application is organizational age. Funders (particularly the Federal government) tend to look for proof of an organization's sustainability as evidenced by its age. Over 80% of organizations that reported the Federal government as the source of their largest award were over twenty-five years old. However, 50% of organizations that reported corporations as the source of their largest award were over twenty-five years old. Thus, a younger organization may expect an award from a corporation more frequently than from the Federal government. Organizational age tends to increase with increases in organizational budget size; 78% of organizations with small budgets were 25 years old or younger, while 73% of extra-large organizations were over 50 years old.

Organizational collaboration may be another way to increase grantseeking success; it is a trending topic and is encouraged by many funders. Keep in mind that an organization's annual budget, with the implied increases in staff and infrastructure in tandem with the increases in budget size, has an effect on collaborative activities. In the Fall 2017 Report, the budget entry

point to participation in collaborative grantseeking was $25,000,000. Sixty-four percent of organizations with budgets of $25,000,000 or more participated in collaborative grantseeking in the first six months of 2017. In comparison, 27% of organizations with budgets under $25,000,000 participated in collaborative grantseeking in the first six months of 2017.

With just 18% of respondents reporting general support as their largest award type, grant funding for indirect/administrative costs is a continued challenge to organizations. Our respondents generally kept their costs low; 61% reported indirect/administrative costs as 20% or less of their total budgets. By budget range, indirect/administrative costs comprised 20% or less of the annual budget for 68% of small organizations, 62% of medium organizations, 78% of large organizations, 58% of very large organizations, and 45% of extra-large organizations.

Respondents were asked, "How did you reduce your indirect/administrative costs?" Just over half (51%) reported that they reduced these costs by eliminating staff, while 31% reported increased reliance on volunteer labor. By budget size, more than half of respondents in medium (53%), large (63%), very large (73%), and extra-large (52%) organizations reported that they reduced indirect/administrative costs by eliminating staff, while 58% of small organizations increased their reliance on volunteer labor.

We at GrantStation hope the State of Grantseeking Reports help to alleviate some of the frustration among nonprofit organizations as they engage in grantseeking activities. Overall, this report speaks to the importance of targeting the right grantmakers. How can this report help your organization find the funding it needs?

First, compare your organization's grantseeking to this report. Are there areas of performance where your organization excels, or where it could stand to improve? Next, set realistic expectations for the projected contribution of grant awards to your total budget, using the results of this survey as one of your guides.

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

President, GrantStation

COMPARISON BY ORGANIZATIONAL AGE

Organizational age is a key factor influencing the grantseeking experience.

When viewed through the lens of age, variations among organizational demographic profiles and grant management and strategy profiles help us to understand the state of grantseeking in 2017 at a more granular and actionable level, and serve as a tool to assist in the 2018 planning process.

Increased organizational age implies an increase in annual budget size and organizational sustainability. For example, while most very young organizations (81%) reported annual budgets under $1,000,000, only 11% of very mature organizations reported annual budgets under $1,000,000.

Increased organizational age and annual budget size reflect larger numbers of staff, and increased staff size influences the frequency of grantseeking activity. While only 11% of very young organizations employed more than 25 people, 85% of very mature organizations reported staff sizes of over 25 people. Those increased staff sizes increased the frequency of applications, ranging from 65% of very young organizations to 95% of very mature organizations.

Organizational Age		Respondents	Median Annual Budget	Over 25 Staff Members	Applied for Grant
Very Young	0-5 years	9%	$100,000	11%	65%
Young	6-10 years	10%	$211,500	18%	75%
Younger Middle Age	11-25 years	21%	$477,170	19%	83%
Older Middle Age	26-50 years	29%	$1,458,439	41%	91%
Mature	51-100 years	17%	$4,200,000	65%	89%
Very Mature	Over 100 years	14%	$13,287,527	85%	95%

Organizational age, which was first explored in the Fall 2016 Report, is an interesting take on the grantseeking experience. It can provide an organization with milestones to look for and to attain, much like an individual looks forward to driving or voting.

GRANT ACTIVITY

GRANT FUNDING BUDGET CONTRIBUTION

Grant funding represented a lower percentage of the annual budget for very young organizations as well as mature and very mature organizations.

For very young organizations, this lower reliance on grant funding is a result of fewer staff members to manage grantseeking and fewer funders willing to award grants to organizations that have not yet proven sustainability through age. For mature and very mature organizations, lesser dependence on grants reflected the higher percentage of educational institutions (40%) among respondents, with the resulting reliance on tuition and alumni donations.

Grants contributed under ten percent of the annual budget for 47% of very young organizations, 33% of young organizations, 25% of younger middle age organizations, 29% of older middle age organizations, 41% of mature organizations, and 41% of very mature organizations.

Grant Funding % of Budget
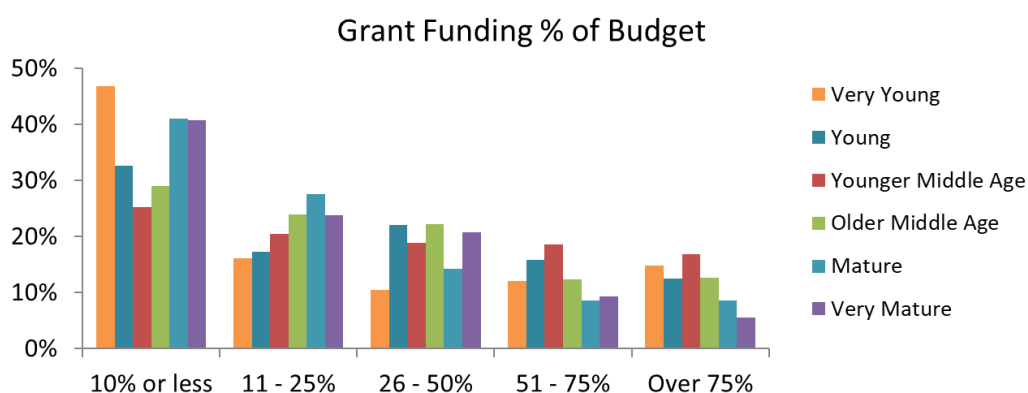
APPLICATION AND AWARD RATES

Organizational grant application and award rates related positively to greater age, budget, and staff sizes. Larger organizations reported higher application rates and resulting award rates.

Application Rates and Awards Won	Very Young	Young	Younger Middle Age	Older Middle Age	Mature	Very Mature
Applied	65%	75%	83%	91%	89%	95%
Awarded	53%	68%	78%	89%	88%	93%

GRANT FUNDING SOURCES

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

Government funding frequency increased with organizational age; organizations over 25 years old were more frequently funded, and the Federal government most frequently funded organizations over 100 years of age.

Younger organizations 25 years of age or under more frequently received support from "other" sources of funding (including religious organizations, the United Way, donor-advised funds, civic organizations, and tribal funds).
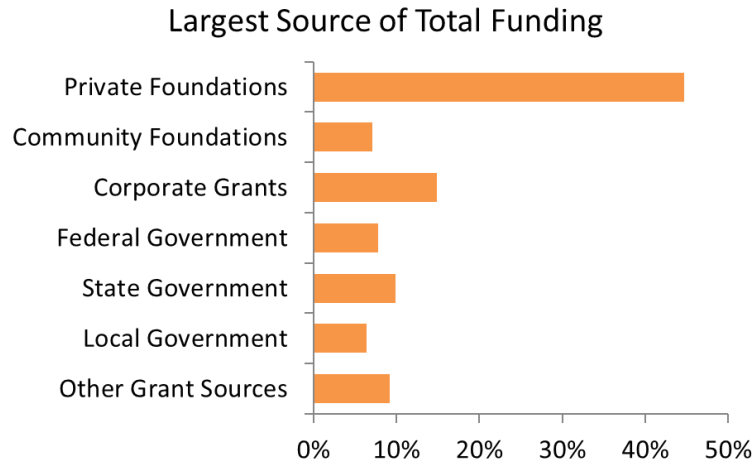
Grant Funding Sources
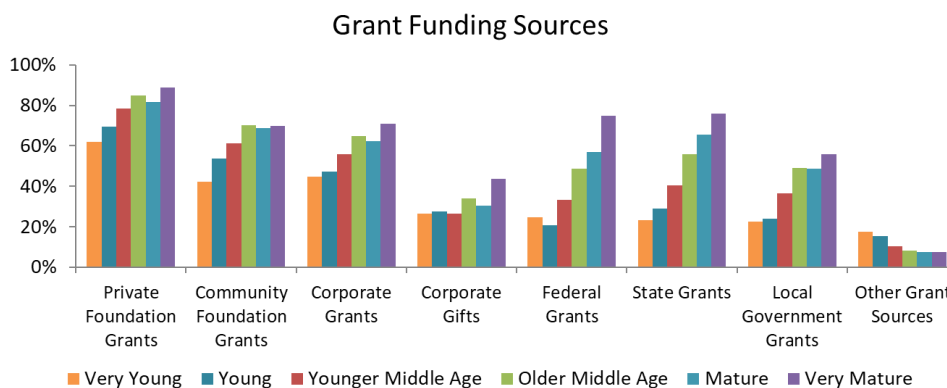
LARGEST SOURCE OF TOTAL FUNDING

When the largest source of total funding is viewed through the lens of organizational age, differences in funding preferences become apparent. Community foundations, corporations, and "other" grant sources tended to fund younger organizations, while Federal and state government funding was more frequently awarded to older organizations. Private foundations were the most frequent source of total funding for organizations of any age. We suggest that organizations consider funding frequency by organizational age as they determine how to best allot their limited time and staff for grantseeking activities.
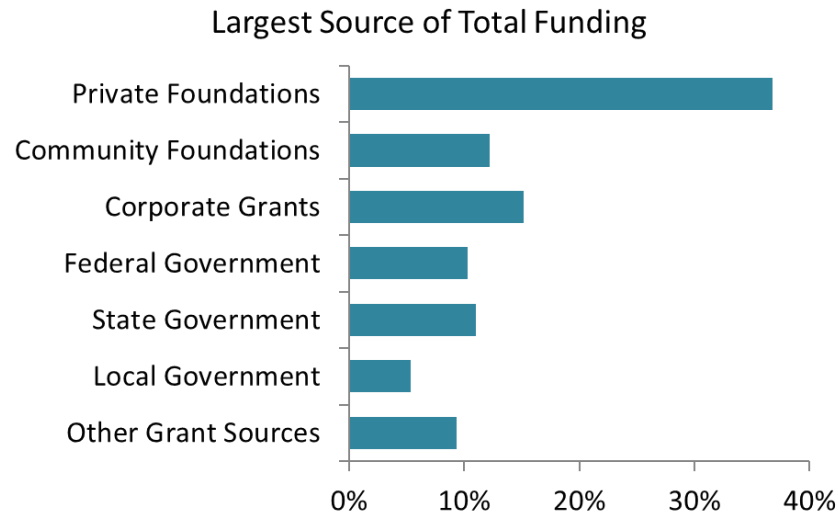
Largest Source of Total Funding
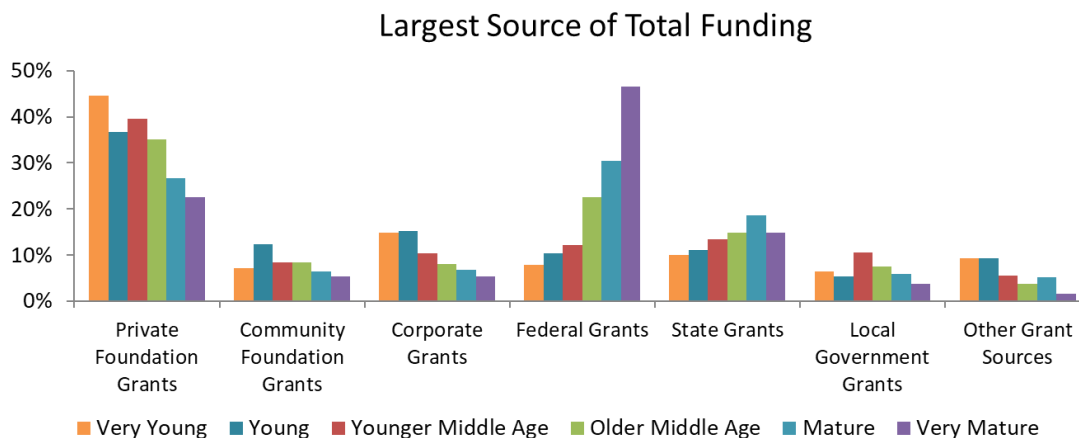
Largest Source of Total Funding

Largest source of total funding trends for organizations from zero to five years of age:

- ⬆ Private foundations were the largest total funding source for 45% of respondents, an 18% increase from the Spring 2017 Report, and a 1% decrease from the Fall 2016 Report.

- ⬇ Community foundations were the largest total funding source for 7% of respondents, a 61% decrease from the Spring 2017 Report, and a 42% increase from the Fall 2016 Report.

- ⬆ Corporate grants were the largest total funding source for 15% of respondents, a 6% increase from the Spring 2017 Report, and a 49% increase from the Fall 2016 Report.

- ⬆ Federal government grants were the largest total funding source for 8% of respondents, a 56% increase from the Spring 2017 Report, and a 29% decrease from the Fall 2016 Report.

- ⬆ State government grants were the largest total funding source for 10% of respondents, a 24% increase from the Spring 2017 Report, and a 1% decrease from the Fall 2016 Report.

- ⬆ Local government grants were the largest total funding source for 6% of respondents, a 28% increase from the Spring 2017 Report, and a 29% decrease from the Fall 2016 Report.

- ⬇ Other grant sources were the largest total funding source for 9% of respondents, a 23% decrease from both the Spring 2017 and Fall 2016 Reports.
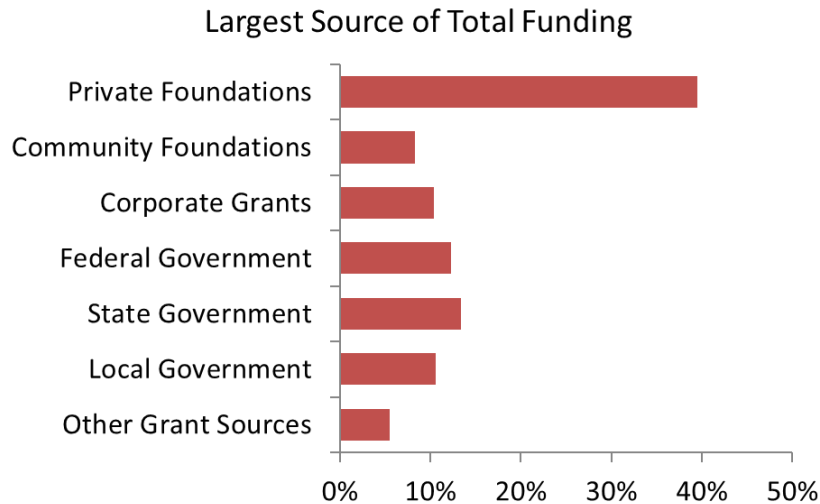
Largest Source of Total Funding

Largest source of total funding trends for organizations from six to ten years of age:

- ↓ Private foundations were the largest total funding source for 37% of respondents, a 23% decrease from the Spring 2017 Report, and a 31% decrease from the Fall 2016 Report.

- ↑ Community foundations were the largest total funding source for 12% of respondents, an 11% increase from the Spring 2017 Report, and a 6% decrease from the Fall 2016 Report.

- ↑ Corporate grants were the largest total funding source for 15% of respondents, a 52% increase from the Spring 2017 Report, and a 9% increase from the Fall 2016 Report.

- ↓ Federal government grants were the largest total funding source for 10% of respondents, a 6% decrease from the Spring 2017 Report, and a 29% increase from the Fall 2016 Report.

- ↑ State government grants were the largest total funding source for 11% of respondents, a 57% increase from the Spring 2017 Report, and a 22% increase from the Fall 2016 Report.

- ↑ Local government grants were the largest total funding source for 5% of respondents, a 34% increase from the Spring 2017 Report, and an 11% decrease from the Fall 2016 Report.

- ↑ Other grant sources were the largest total funding source for 9% of respondents, a 133% increase from both the Spring 2017 and Fall 2016 Reports.
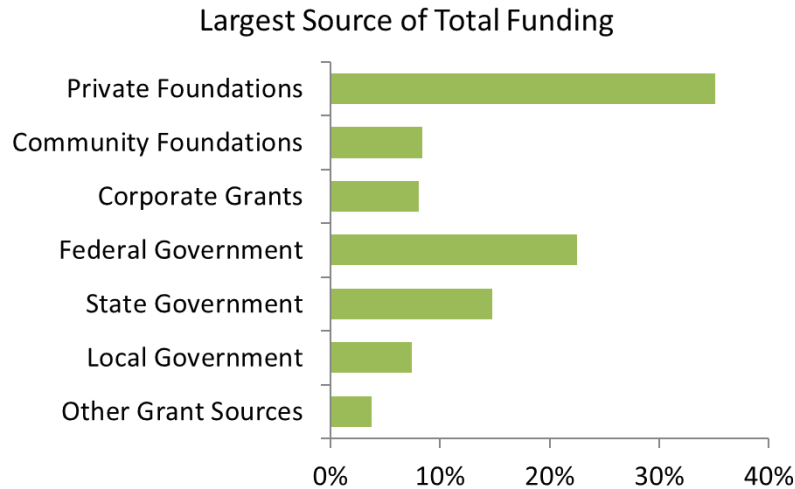
Largest Source of Total Funding

Largest source of total funding trends for organizations from 11–25 years of age:

- ⬇ Private foundations were the largest total funding source for 39% of respondents, an 8% decrease from the Spring 2017 Report, and a 1% decrease from the Fall 2016 Report.

- ⬇ Community foundations were the largest total funding source for 8% of respondents, a 2% decrease from the Spring 2017 Report, and an 8% decrease from the Fall 2016 Report.

- ⬇ Corporate grants were the largest total funding source for 10% of respondents, a 13% decrease from the Spring 2017 Report, and a 6% decrease from the Fall 2016 Report.

- ⬇ Federal government grants were the largest total funding source for 12% of respondents, an 11% decrease from the Spring 2017 Report, and a 2% increase from the Fall 2016 Report.

- ⬆ State government grants were the largest total funding source for 13% of respondents, a 17% increase from the Spring 2017 Report, and a 3% increase from the Fall 2016 Report.

- ⬆ Local government grants were the largest total funding source for 11% of respondents, a 54% increase from the Spring 2017 Report, and a 33% increase from the Fall 2016 Report.

- ⬆ Other grant sources were the largest total funding source for 6% of respondents, a 15% increase from the Spring 2017 Report, and a 21% decrease from the Fall 2016 Report.

Largest Source of Total Funding

Largest source of total funding trends for organizations from 26–50 years of age:

➔ Private foundations were the largest total funding source for 35% of respondents, the same rate as both the Spring 2017 and Fall 2016 Reports.

⬇ Community foundations were the largest total funding source for 8% of respondents, a 4% decrease from the Spring 2017 Report, and a 4% increase from the Fall 2016 Report.

⬇ Corporate grants were the largest total funding source for 8% of respondents, a 19% decrease from the Spring 2017 Report, and a 10% decrease from the Fall 2016 Report.

⬆ Federal government grants were the largest total funding source for 23% of respondents, a 15% increase from the Spring 2017 Report, and a 41% increase from the Fall 2016 Report.

⬆ State government grants were the largest total funding source for 15% of respondents, a 7% increase from the Spring 2017 Report, and a 13% decrease from the Fall 2016 Report.
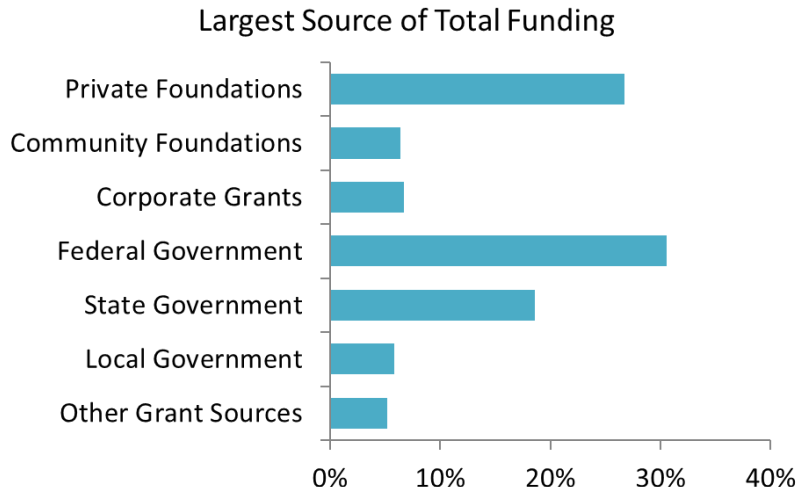
⬇ Local government grants were the largest total funding source for 7% of respondents, a 12% decrease from the Spring 2017 Report, and a 17% decrease from the Fall 2016 Report.

⬇ Other grant sources were the largest total funding source for 4% of respondents, a 25% decrease from the Spring 2017 Report, and a 17% decrease from the Fall 2016 Report.

Largest Source of Total Funding

Largest source of total funding trends for organizations from 51–100 years of age:

- ⬇ Private foundations were the largest total funding source for 27% of respondents, a 33% decrease from the Spring 2017 Report, and a 16% decrease from the Fall 2016 Report.

- ➔ Community foundations were the largest total funding source for 6% of respondents, the same rate as the Spring 2017 Report, and a 29% decrease from the Fall 2016 Report.

- ⬇ Corporate grants were the largest total funding source for 7% of respondents, a 39% decrease from the Spring 2017 Report, and a 44% decrease from the Fall 2016 Report.
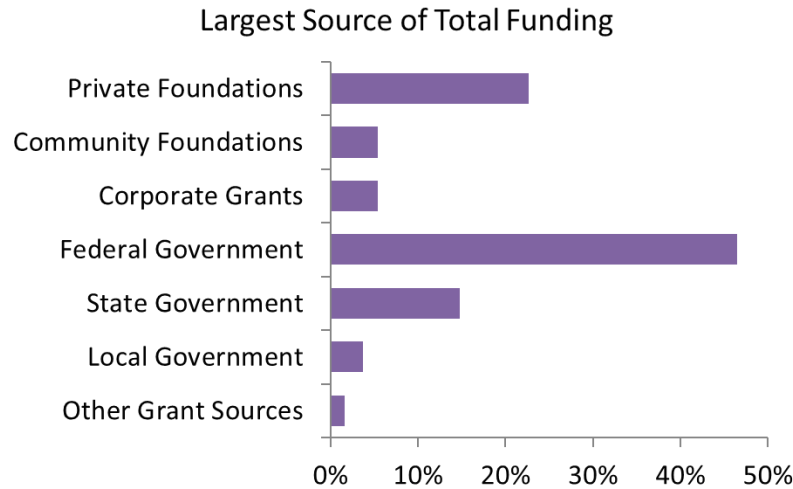
- ⬆ Federal government grants were the largest total funding source for 31% of respondents, a 31% increase from the Spring 2017 Report, and a 45% increase from the Fall 2016 Report.

- ⬆ State government grants were the largest total funding source for 19% of respondents, a 51% increase from the Spring 2017 Report, and a 16% increase from the Fall 2016 Report.

- ⬆ Local government grants were the largest total funding source for 6% of respondents, a 57% increase from the Spring 2017 Report, and a 16% increase from the Fall 2016 Report.

- ⬆ Other grant sources were the largest total funding source for 5% of respondents, a 41% increase from the Spring 2017 Report, and the same rate as the Fall 2016 Report.

Largest Source of Total Funding

Largest source of total funding trends for organizations over 100 years of age:

- ⬇ Private foundations were the largest total funding source for 23% of respondents, a 27% decrease from the Spring 2017 Report, and a 25% decrease from the Fall 2016 Report.

- ⬇ Community foundations were the largest total funding source for 5% of respondents, a 40% decrease from the Spring 2017 Report, and an 11% decrease from the Fall 2016 Report.

- ⬇ Corporate grants were the largest total funding source for 5% of respondents, a 36% decrease from the Spring 2017 Report, and a 24% decrease from the Fall 2016 Report.

- ⬆ Federal government grants were the largest total funding source for 47% of respondents, a 62% increase from the Spring 2017 Report, and a 50% increase from the Fall 2016 Report.

- ⬇ State government grants were the largest total funding source for 15% of respondents, an 11% decrease from the Spring 2017 Report, and an 18% decrease from the Fall 2016 Report.

- ⬇ Local government grants were the largest total funding source for 4% of respondents, an 18% decrease from the Spring 2017 Report, and a 38% decrease from the Fall 2016 Report.

- ➔ Other grant sources were the largest total funding source for 2% of respondents, the same rate as both the Spring 2017 and Fall 2016 Reports.

LARGEST INDIVIDUAL AWARDS

LARGEST AWARD LOGISTICS

The grant cycle length was predominantly six months or fewer. A longer grant cycle of seven months or more was reported by 18% of very young organizations, 29% of young organizations, 26% of younger middle age organizations, 31% of older middle age organizations, 35% of mature organizations, and 47% of very mature organizations.

Grant Cycle
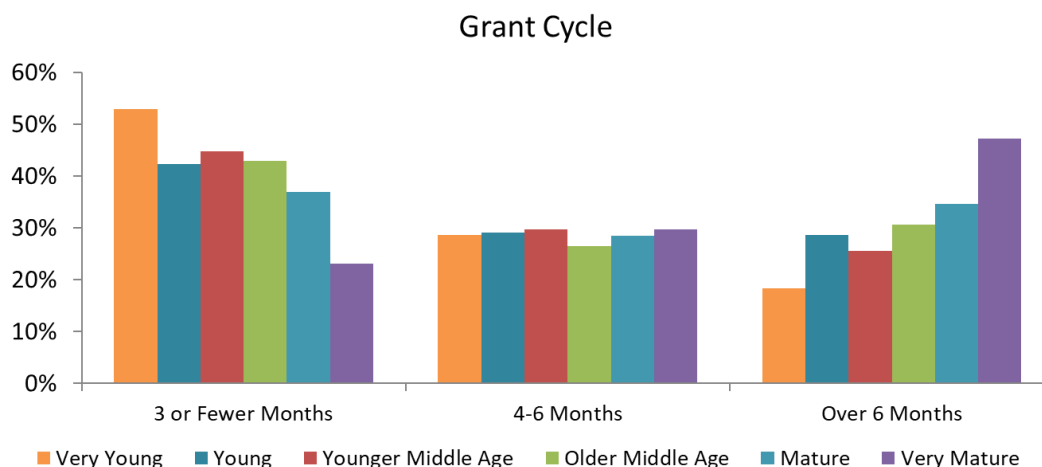
Once an award decision had been determined, funders generally released the award monies quickly, usually in three or fewer months. Delayed receipt of award monies, taking four months or more, was reported by 24% of very young organizations, 29% of young organizations, 26% of younger middle age organizations, 22% of older middle age organizations, 33% of mature organizations, and 38% of very mature organizations. Longer award cycles relate to the rate of Federal and state funding, and may reflect more protracted government fund release procedures.

Award Cycle
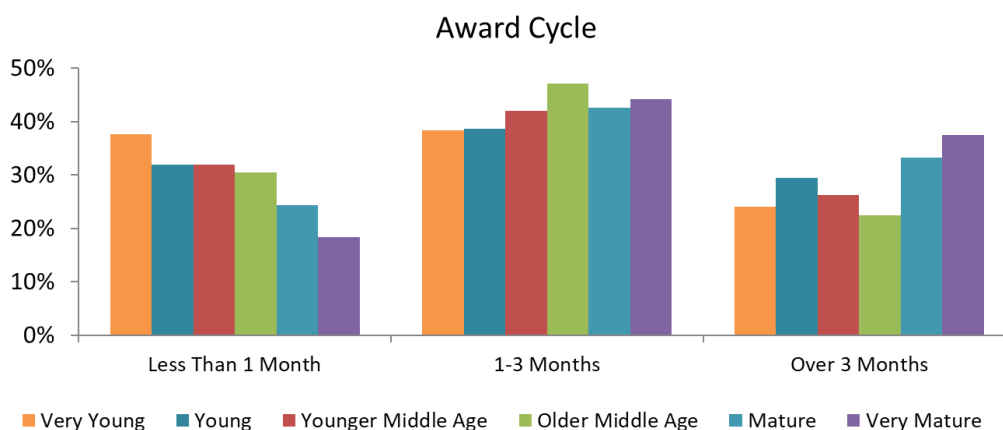
LARGEST AWARD SUPPORT TYPE

Project or program support was the most frequently reported largest award support type for organizations from all age ranges, although the rate was lower for very young organizations (33%). General support was least frequently reported by very mature organizations (8%).

Largest Award Support Type
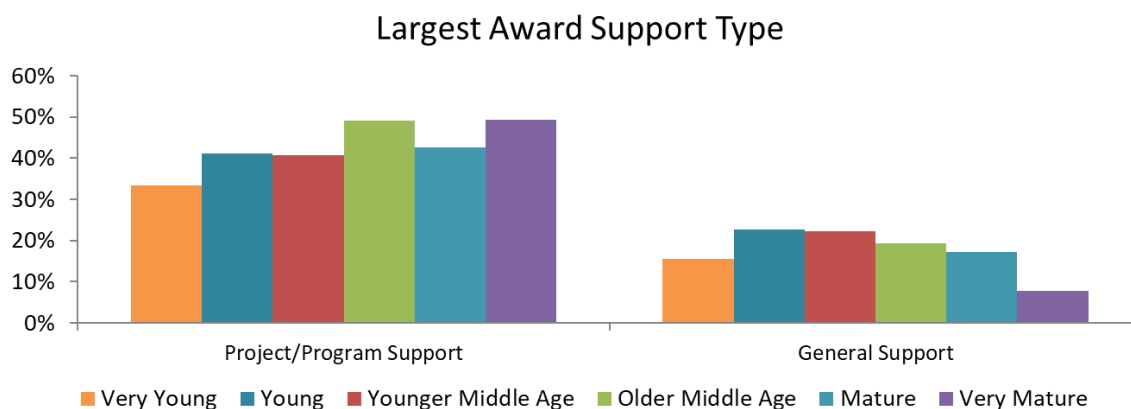
LARGEST INDIVIDUAL AWARD SOURCE

When the source of the largest individual award is viewed through the lens of organizational age, variations in funding rates become apparent. Private foundations were the most frequent funder reported by very young through older middle age organizations. Mature and very mature organizations most frequently reported receiving Federal grants. Community foundations, corporations, and "other" grant sources tended to fund younger organizations, while the rate of Federal government funding increased in proportion to organizational age.

| Largest Individual Award Source	Very Young	Young	Younger Middle Age	Older Middle Age	Mature	Very Mature
Private Foundation Grants	42%	38%	37%	36%	24%	22%
Community Foundation Grants	11%	14%	9%	8%	7%	5%
Corporate Grants	11%	15%	12%	10%	6%	4%
Federal Grants	8%	11%	13%	21%	30%	45%
State Grants	12%	9%	14%	15%	20%	15%
Local Government Grants	6%	5%	10%	7%	7%	4%
Other Grant Sources	9%	8%	5%	4%	6%	4%

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

Funding Sources	Median Largest Award
Private Foundation Grants	$40,000
Community Foundation Grants	$15,000
Corporate Grants	$21,250
Federal Government Grants	$580,100
State Government Grants	$110,000
Local Government Grants	$41,650
Other Grant Sources	$30,000

LARGEST AWARD BENCHMARKS

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

Median Largest Award	Very Young	Young	Younger Middle Age	Older Middle Age	Mature	Very Mature
Lowest $	$100	$500	$175	$250	$259	$1,000
Highest $	$5,700,000	$52,000,000	$72,000,000	$32,000,000	$80,000,000	$650,000,000
Median $	$21,000	$30,000	$65,250	$96,500	$105,000	$200,000
Average $	$232,433	$836,557	$674,204	$704,335	$1,826,547	$10,827,414

Median Largest Award

Fall 2017 ■ Spring 2017 ■ Fall 2016
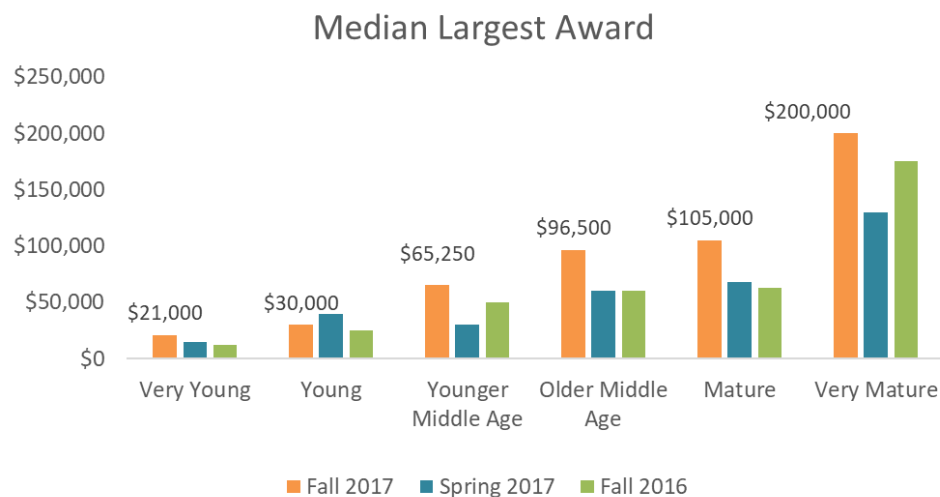
↑ The median largest award received by very young organizations increased by 40% ($6,000) compared to the Spring 2017 Report and increased by 75% ($9,000) compared to the Fall 2016 Report.

↓ The median largest award received by young organizations decreased by 25% ($10,000) compared to the Spring 2017 Report and increased by 20% ($5,000) compared to the Fall 2016 Report.

↑ The median largest award received by younger middle age organizations increased by 118% ($35,250) compared to the Spring 2017 Report and increased by 31% ($15,250) compared to the Fall 2016 Report.

↑ The median largest award received by older middle age organizations increased by 61% ($36,500) compared to both the Spring 2017 and Fall 2016 Reports.

↑ The median largest award received by mature organizations increased by 55% ($37,300) compared to the Spring 2017 Report and increased by 68% ($42,600) compared to the Fall 2016 Report.

↑ The median largest award received by very mature organizations increased by 54% ($70,000) compared to the Spring 2017 Report and increased by 14% ($25,000) compared to the Fall 2016 Report.

COLLABORATIVE GRANTSEEKING

COLLABORATION BY ANNUAL BUDGET

Organizational age, with the implied increases in annual budget, staff, and infrastructure, had a significant effect on collaborative activities.

Fifty-one percent of organizations over 100 years old participated in collaborative grantseeking in the first six months of 2017. Seventy-two percent of organizations 100 years of age or younger did *not* participate in collaborative grantseeking in the first six months of 2017.

Organizational Age	Median Budget	Collaborative Application
Very Young	$100,000	21%
Young	$211,500	22%
Younger Middle Age	$477,170	28%
Older Middle Age	$1,458,439	33%
Mature	$4,200,000	35%
Very Mature	$13,287,527	51%

Of those organizations that did submit a collaborative application, older organizations (26 years of age or older) more frequently reported winning an award. The response "unsure" may reflect submitted applications for which award decisions were still pending at the time of the survey.

Collaborative Awards

Chart legend: ■ Won an Award ■ No Award ■ Unsure

Data labels (Won an Award): Very Young 19%, Young 15%, Younger Middle Age 28%, Older Middle Age 32%, Mature 34%, Very Mature 35%
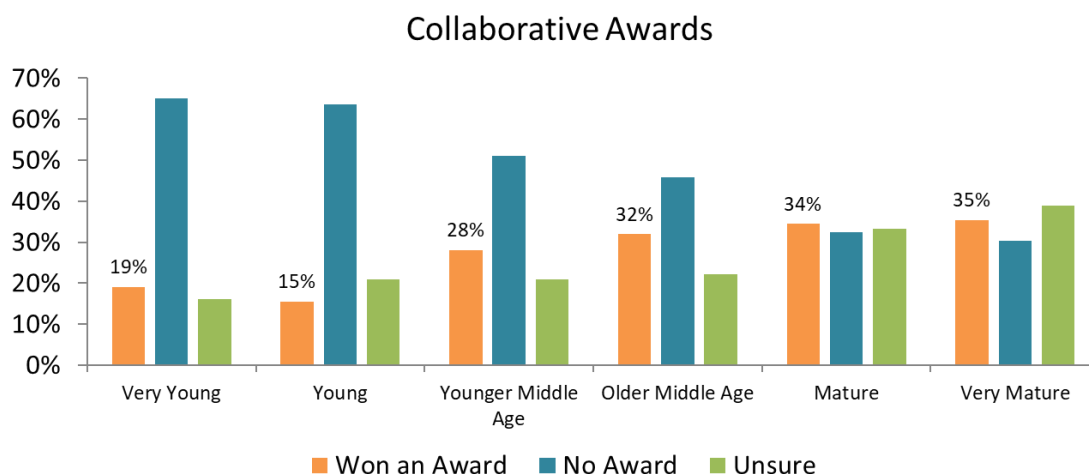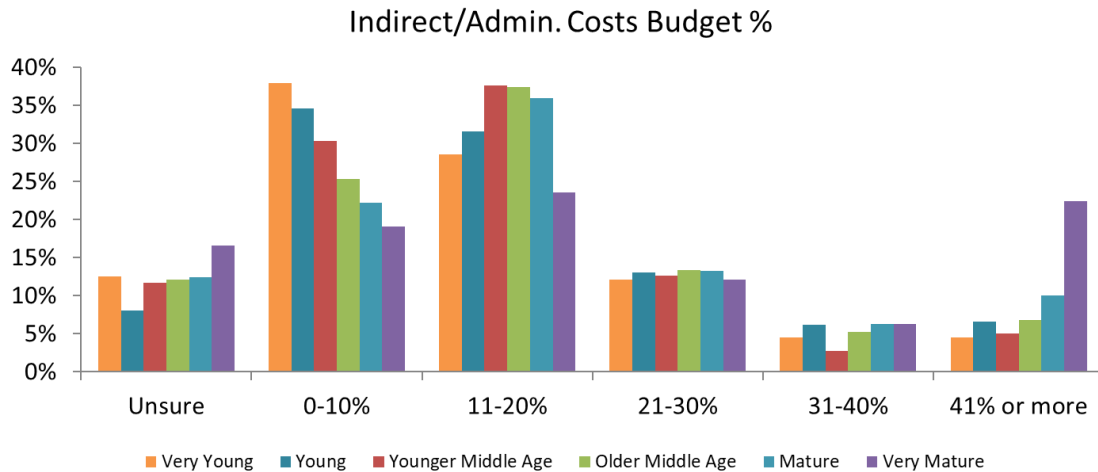
INDIRECT/ADMINISTRATIVE COSTS AND FUNDING

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

By organizational age, indirect/administrative costs comprised 20% or less of the annual budget for 67% of very young organizations, 66% of young organizations, 68% of younger middle age organizations, 63% of older middle age organizations, 58% of mature organizations, and 43% of very mature organizations.

Twenty-nine percent of very mature organizations reported that indirect/administrative costs comprised 31% or more of their annual budgets, compared to 8% of very young organizations, 13% of young organizations, 8% of younger middle age organizations, 12% of older middle age organizations, and 16% of mature organizations.

Indirect/Admin. Costs Budget %

Legend: Very Young, Young, Younger Middle Age, Older Middle Age, Mature, Very Mature

The most frequent source of indirect/administrative funding for younger respondents was individual donations, while older respondents more frequently reported government grants or contracts as the most frequent source of indirect/administrative funding.

Indirect/Admin. Costs Funding Source

Legend: Very Young, Young, Younger Middle Age, Older Middle Age, Mature, Very Mature
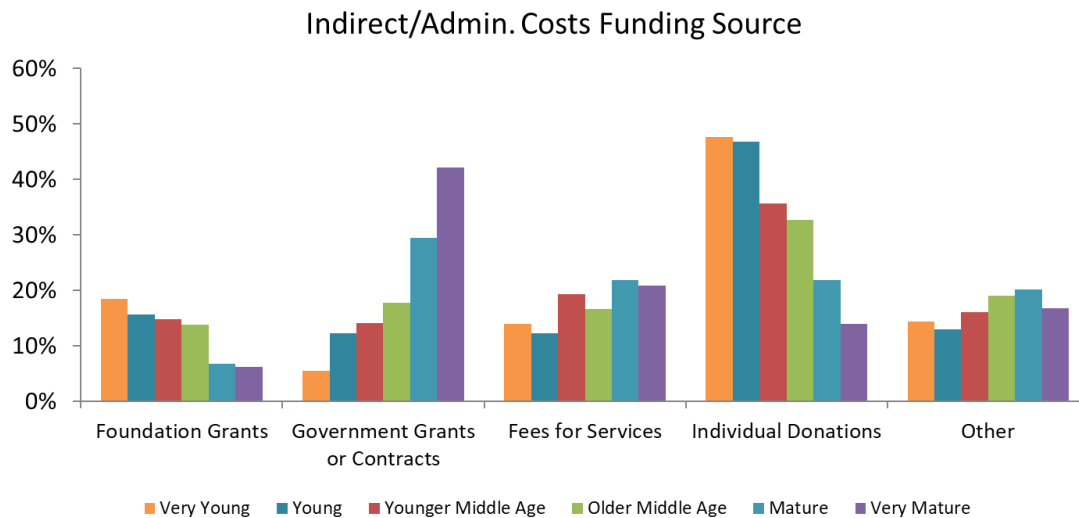
By organizational age, individual donations were the most frequent source of indirect/administrative funding for 48% of very young organizations, 47% of young organizations, 36% of younger middle age organizations, 33% of older middle age organizations, 22% of mature organizations, and 14% of very mature organizations.

Six percent of very young organizations reported that government grants or contracts were the most frequent source of indirect/administrative funding, compared to 12% of young organizations, 14% of younger middle age organizations, 18% of older middle age organizations, 29% of mature organizations, and 42% of very mature organizations.

INDIRECT/ADMINISTRATIVE COST FUNDING LIMITATIONS

Non-government funders allowed up to 10% of an award for indirect/administrative costs for 31% of very young organizations, 38% of young organizations, 39% of younger middle age organizations, 42% of older middle age organizations, 40% of mature organizations, and 46% of very mature organizations.

Non-government funders allowed over 10% of an award for indirect/administrative costs for 25% of very young organizations, 26% of young organizations, 25% of younger middle age organizations, 27% of older middle age organizations, 27% of mature organizations, and 23% of very mature organizations.

Of note, many organizations were unsure of the amount of an award allowed for indirect/administrative costs. By organizational age, 32% of very young organizations, 29% of young organizations, 28% of younger middle age organizations, 24% of older middle age organizations, 24% of mature organizations, and 22% of very mature organizations were unsure of cost allowances.
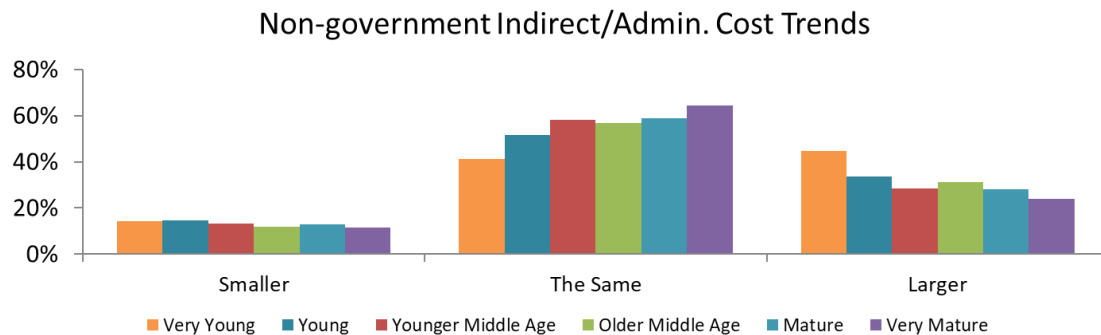

Non-government Indirect/Admin. Cost Allowance %
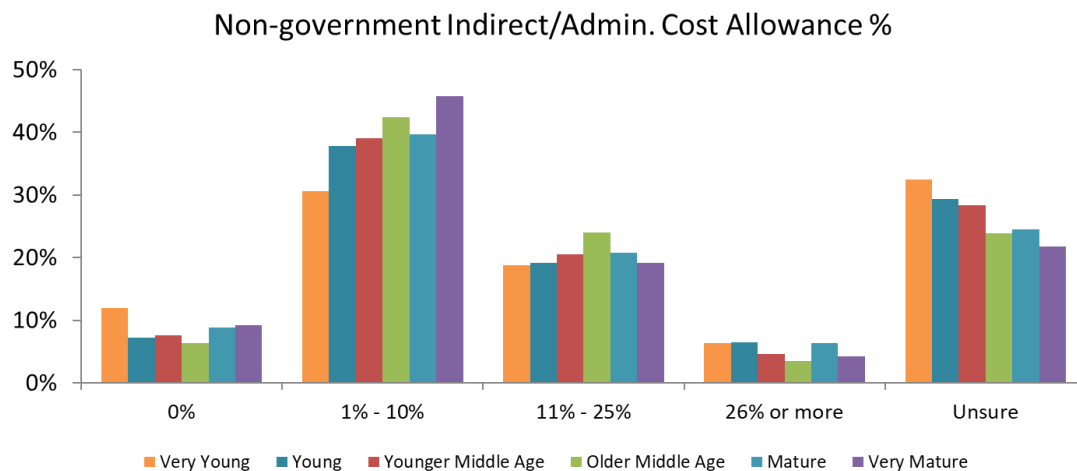
INDIRECT/ADMINISTRATIVE COST TRENDS

Most respondents reported that their indirect/administrative costs remained the same, although 24% to 45% reported that their costs increased and 11% to 15% reported that their costs decreased.

Non-government Indirect/Admin. Cost Trends

INDIRECT/ADMINISTRATIVE COST CONTROLS

Respondents were asked, "How did you reduce your indirect/administrative costs?" Among all respondents, nearly two-thirds (51%) reported that they reduced indirect/administrative costs by eliminating staff, while 31% reported increased reliance on volunteer labor. Reductions in the number of staff as a cost control technique increased by 22% from the Spring 2017 Report and decreased by 18% from the Fall 2016 Report.

At least 40% of organizations of all age ranges reported that they reduced indirect/administrative costs by eliminating staff or increasing reliance on volunteer labor. Cost reduction techniques, by organizational age range, are as follows:

Indirect/Admin. Cost Controls	Very Young	Young	Younger Middle Age	Older Middle Age	Mature	Very Mature
Reduced services/programs offered	9%	29%	28%	21%	26%	15%
Reduced organization hours	12%	20%	12%	9%	9%	4%
Reduced organization geographic scope	12%	15%	2%	3%	0%	0%
Reduced staff salaries	21%	39%	25%	14%	7%	7%
Reduced number of staff	27%	51%	60%	58%	42%	52%
Reduced staff hours	15%	22%	20%	21%	33%	11%
Increased reliance on volunteer labor	42%	54%	25%	28%	33%	11%
Buying groups/economy of scale	12%	2%	6%	4%	12%	15%
Space/location sharing	21%	15%	12%	7%	16%	7%

CHALLENGES TO GRANTSEEKING

Respondents continued to report that grantseeking's greatest challenges stem from the lack of time and staff for grantseeking activities (18%), although this was reported at the lowest frequency within the past eight reports.

The percentage of respondents citing the challenges of competition for grant awards (15%) and funder practices and requirements (12%) continue to be among the highest.

By organizational age range, challenges to grantseeking were reported as follows:

Challenges to Grantseeking	Very Young	Young	Younger Middle Age	Older Middle Age	Mature	Very Mature
Competition	11%	15%	15%	16%	16%	19%
Reduced Funding	3%	5%	8%	10%	11%	22%
Economic Conditions	4%	7%	6%	8%	7%	8%
Funder Practices/Requirements	8%	12%	14%	10%	12%	9%
Internal Organizational Issues	3%	3%	3%	4%	7%	8%
Lack of Time and/or Staff	20%	19%	17%	21%	17%	9%
We Need a Grantwriter	8%	11%	8%	4%	4%	4%
Funder Relationship Building	9%	6%	10%	9%	6%	5%
Research, Finding Grants	15%	12%	10%	11%	11%	8%
Writing Grants	8%	4%	3%	2%	5%	4%
Other Challenges	9%	6%	6%	5%	4%	5%

SURVEY RESPONDENTS BY ORGANIZATIONAL AGE

As illustrated by the *Spring 2017 State of Grantseeking™ Survey* results, organizational age can define the demographic characteristics of an organization, including staff size and annual budget. The following are typical organizations from each age range.

VERY YOUNG ORGANIZATIONS – ZERO TO FIVE YEARS OF AGE:

Organizations five years of age or younger comprised 9% of survey respondents; the median annual budget reported was $100,000. Most very young organizations had annual budgets under $1,000,000 (81%). Sixty-four percent of respondents from very young organizations were directly associated with their organizations at an executive level; 13% of respondents were staff-level employees. Nonprofit organizations comprised 82% of very young organizations. Thirty percent of very young organizations were staffed by volunteers, while 14% employed less than one full-time equivalent and 31% employed one to five people. Staff members (43%) and board members (24%) held grantseeking responsibilities. Forty-three percent were located in a mix of service area types (rural, suburban, and urban), while the most frequent geographic service reach for very young organizations was international (16%). Human Services (14%), Education (12%), and Community Improvement (10%) were the most frequently reported mission focuses. Forty-nine percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level, while poverty level was not applicable to 17% of very young organizations.

YOUNG ORGANIZATIONS – SIX TO TEN YEARS OF AGE:

Organizations six to ten years of age comprised 10% of survey respondents; the median annual budget reported was $211,500. Most young organizations had annual budgets under $1,000,000 (80%). Sixty-one percent of respondents from young organizations were directly associated with their organizations at an executive level; 17% of respondents were staff-level employees. Nonprofit organizations comprised 87% of young organizations. Twenty-one percent of young organizations were staffed by volunteers, while 39% employed one to five people. Staff members (54%), volunteers (12%), and board members (14%) held grantseeking responsibilities. Forty-seven percent were located in a mix of service area types (rural, suburban, and urban), while the most frequent geographic service reach for young organizations was multi-county (21%). Human Services (18%), Youth Development (9%), and Healthcare (8%) were the most frequently reported mission focuses. Forty-nine percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level, while poverty level was not applicable to 17% of young organizations.

YOUNGER MIDDLE AGE ORGANIZATIONS – 11-25 YEARS OF AGE:

Organizations 11 to 25 years of age comprised 21% of survey respondents; the median annual budget reported was $477,170. Most younger middle age organizations had annual budgets under $1,000,000 (65%). Sixty-one percent of respondents from younger middle age organizations were directly associated with their organizations at an executive level; 23% of respondents were staff level employees. Nonprofit organizations comprised 90% of younger middle age organizations. Thirty-seven percent of younger middle age organizations were staffed by one to five people, while 28% employed six to 25 people. Staff members (73%) held grantseeking responsibilities. Forty-four percent were located in a mix of service area types (rural, suburban, and urban), while the most frequent geographic service reach for younger middle age organizations was multi-county (24%). Human Services (18%), Education (13%), and Art, Culture, and Humanities (13%) were the most frequently reported mission focuses. Fifty-one percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level, while poverty level was not applicable to 12% of younger middle age organizations.

OLDER MIDDLE AGE ORGANIZATIONS – 26-50 YEARS OF AGE:

Organizations 26 to 50 years of age comprised 29% of survey respondents; the median annual budget reported was $1,458,439. More than half of older middle age organizations had annual budgets over $1,000,000 (59%). Fifty-one percent of respondents from older middle age organizations were directly associated with their organizations at an executive level; 37% of respondents were staff-level employees. Nonprofit organizations comprised 88% of older middle age organizations. Twenty-one percent of older middle age organizations were staffed by one to five people, while 29% employed six to 25 people, and 41% employed 26 or more people. Staff members (83%) held grantseeking responsibilities. Forty-five percent were located in a mix of service area types (rural, suburban, and urban), while the most frequent geographic service reach for older middle age organizations was multi-county (30%) or one county (15%). Human Services (27%), Art, Culture, and Humanities (13%), and Education (12%) 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, while poverty level was not applicable to 11% of older middle age organizations.

## MATURE ORGANIZATIONS – 51-100 YEARS OF AGE:

Organizations 51 to 100 years of age comprised 17% of survey respondents; the median annual budget reported was $4,200,000. Most mature organizations had annual budgets over $1,000,000 (77%). Thirty-eight percent of respondents from mature organizations were directly associated with their organizations at an executive level; 44% of respondents were staff-level employees. Nonprofit organizations comprised 65% of mature organizations. Twenty percent of mature organizations were staffed by one to ten people, while 23% employed 11 to 75 people, and 52% employed 76 or more people. Staff members (80%) held grantseeking responsibilities. Forty-three percent were located in a mix of service area types (rural, suburban, and urban),

while the most frequent geographic service reach for mature organizations was multi-county (28%) or international (18%). Education (24%), Human Services (20%), and Art, Culture, and Humanities (13%) 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, while poverty level was not applicable to 13% of mature organizations.

VERY MATURE ORGANIZATIONS – OVER 100 YEARS OF AGE:

Organizations over 100 years of age comprised 14% of survey respondents; the median annual budget reported was $13,287,527. Most very mature organizations had annual budgets over $1,000,000 (89%). Twenty-five percent of respondents from very mature organizations were directly associated with their organizations at an executive level; 60% of respondents were staff-level employees. Nonprofit organizations comprised 41% of very mature organizations, while 47% of very mature organizations were educational institutions and 10% were government or tribal entities. Nineteen percent of very mature organizations were staffed by 26 to 200 people, and 67% employed over 200 people. Staff members (87%) held grantseeking responsibilities. Forty percent of these organizations were located in a mix of service area types (rural, suburban, and urban), while the most frequent geographic service reach for very mature organizations was international (34%), multi-county (16%), or multi-state (14%). Education (35%) and Human Services (15%) were the most frequently reported mission focuses. Twenty-eight percent of these organizations reported a service population comprised of over 50% individuals/families at or below the poverty level, while poverty level was not applicable to 21% of very mature organizations.

RESPONDENT DEMOGRAPHICS
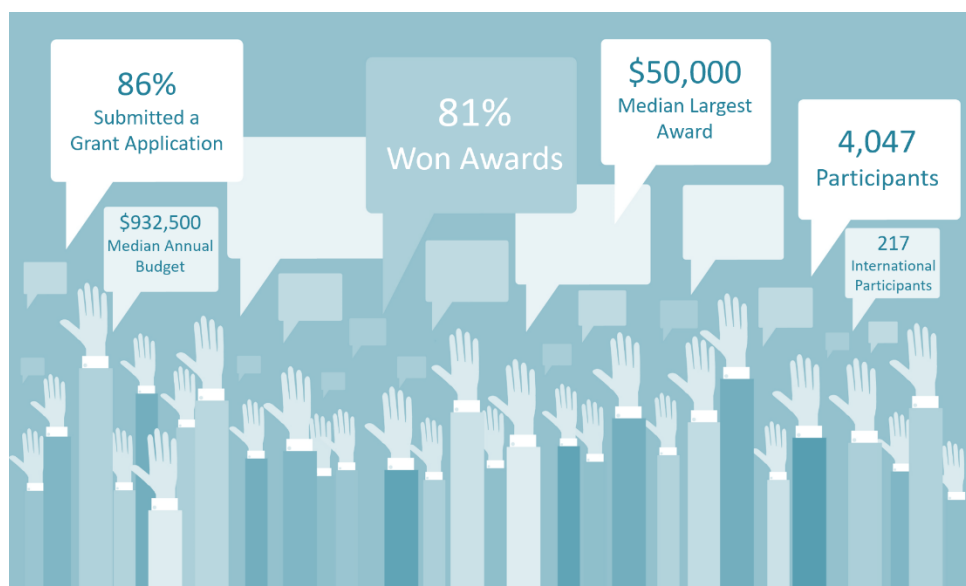
ORGANIZATIONAL AFFILIATION

Of the respondents, 90% were directly associated with the organizations they represented as executives (47%), employees (36%), board members (5%), or volunteers (3%). Consultants (5%) and government employees (5%) comprised the remaining 10% of respondents.

TYPE OF ORGANIZATION

Most respondents (95%) represented nonprofit organizations (75%), educational institutions (15%), or government entities and tribal organizations (5%). The remainder (5%) included businesses and consultants. Among respondents from educational institutions, 14% represented K-12 schools and 86% represented two- or four-year colleges and universities.

ORGANIZATIONAL AGE

Organizations ten years of age or under comprised 19% of respondents. Organizational ages of 11 to 25 years were reported by 21% of respondents, while 29% reported organizational ages of 26 to 50 years. Organizations from 51 to 100 years of age comprised 17% of respondents, and 14% of respondents comprised organizations over 100 years of age.

ANNUAL BUDGET

Respondent organizations reported annual budgets less than $100,000 (15%), between $100,000 and $499,999 (23%), between $500,000 and $999,999 (9%), between $1 million and $4,999,999 (22%), between $5 million and $9,999,999 (7%), between $10 million and $24,999,999 (8%), and $25 million and over (17%). The median annual budget of respondent organizations was $932,500.

STAFF SIZE

One to five people were employed by 24% of respondent organizations. Twenty-one percent of respondent organizations employed six to 25 people, while 11% employed 26 to 75 people. Nine percent of respondent organizations employed 76 to 200 people, and 20% employed over 200 people. Less than one full-time equivalent employee was reported by 6% of respondents. All-volunteer organizations comprised 8% of respondents.

STAFF ETHNICITY

Respondents were asked, "What percentage of your organization (staff, management, and board) self-identify as persons of color?" For 38% of respondents, less than 10% of their organization was comprised of persons of color. Organizations reporting 11% to 50% persons of color comprised 34% of respondents, and 14% of respondents were from organizations with 51% or more persons of color on their staff, management, or board. This question was not applicable for 13% of respondents.

PRIMARY GRANTSEEKER

Most respondent organizations relied on staff members (74%) to fill the role of primary grantseeker. Board members (7%), volunteers (5%), and contract grantwriters (7%) were also cited as the primary grantseeker. Seven 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 eight Canadian provinces participated, and 160 respondents were from countries outside of the United States and Canada.

SERVICE AREA

The State of Grantseeking™ Report utilizes the Census Bureau's population-based area classification. Rural service areas containing fewer than 2,500 people were reported by 7% of respondents. Seventeen 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 32% of respondents. In addition, 44% 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 17% of respondents, while organizations with a national geographic reach comprised 9%. Multi-state organizational reach and an individual-state reach were each reported by 11% of respondents. A multi-county reach was reported by 24% of respondents, and a one-county reach was reported by 12%. Eight percent of respondents reported a multi-city organizational reach, while

6% 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 30% of respondents, while 15% 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 16% of respondents, while 10% reported a service rate of 10% or less to those in poverty. This question was not applicable for 14% 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.

Almost half (48%) of the respondent organizations reported one of three mission focuses: Human Services (20%), Education (17%), and Art, Culture, and Humanities (11%). The next most frequent mission focus responses were Health (9%), Youth Development (6%), Community Improvement (5%), and Medical Research (4%). Housing and Shelter, Environment, and Animal Related were each reported by 3% of respondents. Food, Agriculture, and Nutrition, Public and Society Benefit, Civil Rights, and Religion-Related missions were each reported by 2% of respondents. The remaining mission focuses, reported at a rate of under 2% by respondent organizations, were aggregated into the category of Other (11%).

METHODOLOGY

The Fall 2017 State of Grantseeking™ Report presents a trending, ground-level look at the grantseeking experience, and focuses on funding from non-government grant sources and government grants and contracts. The information in this report, unless otherwise specified, reflects recent and trending grantseeking activity during the first six months of 2017 (January through June). For the purpose of visual brevity, response rates are rounded to the nearest whole number; totals will range from 99% to 102%.

The Fall 2017 State of Grantseeking™ Survey was open from August 15, 2017, through September 30, 2017, and received 4,047 responses. The survey was conducted online using Survey Monkey, and was not scientifically conducted. Survey respondents are a nonrandom sample of organizations that self-selected to take the survey based on their affiliation to GrantStation and GrantStation partners. Due to the variation in respondent organizations over time, using focused survey results, for example reports by mission focus or budget size, may provide a more beneficial resource for your specific organization.

This report was produced by GrantStation, and underwritten by Altum/PhilanTrack, Foundant-GrantHub, the Grant Professionals Association, GrantVantage, and TechSoup. In addition, it was promoted by many generous partner organizations via emails, e-newsletters, websites, and various social media outlets. Ellen C. 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 Fall 2017 State of Grantseeking™ Report* in oral or written format, presentations, texts, online, or other contexts, please contact Ellen Mowrer at ellen.mowrer@grantstation.com.

STATISTICAL DEFINITIONS
- Descriptive statistics: The branch of statistics devoted to the exploration, summary, and presentation of data. The State of Grantseeking Reports use descriptive statistics to report survey findings. Because this survey was not scientifically conducted, inference—the process of deducing properties of the underlying population—is not used.
- Maximum: The highest value in a set of numbers.
- Mean: The sum of a set of numbers, divided by the number of entries in a set. The mean is sometimes called the average.
- Median: The middle value in a set of numbers.
- Minimum: The lowest value in a set of numbers.
- Mode: The most common or frequent number in a set.
- Frequency: How often a number is present in a set.
- Percentage: A rate per hundred. For a variable with n observations, of which the frequency of a certain characteristic is r, the percentage is 100*r/n.
- Population: A collection of units being studied.

ABOUT GRANTSTATION

Serving over 30,000 individual grantseekers and hundreds of partners that represent hundreds of thousands of grantseekers, GrantStation is a premiere suite of online resources for nonprofits, municipalities, tribal groups, and educational institutions. We write detailed and comprehensive profiles of grantmakers, both private and governmental, and organize them into searchable databases (U.S., Canadian, and International).

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Altum offers industry-leading grants management solutions. Altum's products include proposalCENTRAL®, an online grantmaking website shared by many government, nonprofit, and private grantmaking organizations; PhilanTrack® for Grantmakers, an online grantmaking website that streamlines the grants process for grantmakers and their grantees; and PhilanTrack® for Grantseekers, an online solution that helps grantseeking organizations better manage the grants they're pursuing.

Our work has received distinction and awards including: the Deloitte Fast 50 award two years in a row, the Inc. 5000 list for five years including 2016, an Excellence.gov finalist, and recognition as a 2015 Computerworld Premier IT Leader.

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