

Nonprofit Finance Fund
2014 State of the Nonprofit Sector Survey
 National Results (Arts Edition)
 March 2014



Generously Supported by:



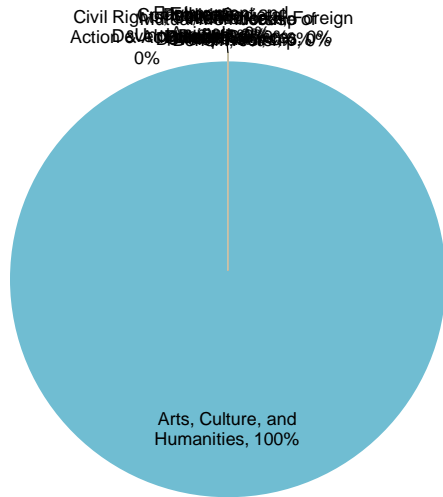
About the Respondents

Nonprofit respondents by state

AK	11	1%
AL	2	0%
AR	3	0%
AZ	11	1%
CA	113	12%
CO	5	1%
CT	29	3%
DC	16	2%
DE	12	1%
FL	46	5%
GA	43	5%
HI	1	0%
IA	3	0%
ID	2	0%
IL	48	5%
IN	3	0%
KS	4	0%
KY	0	0%
LA	38	4%
MA	70	8%
MD	8	1%
ME	6	1%
MI	11	1%
MN	16	2%
MO	10	1%
MS	0	0%
MT	6	1%
NC	15	2%
ND	0	0%
NE	0	0%
NH	6	1%
NJ	27	3%
NM	5	1%
NV	3	0%
NY	102	11%
OH	11	1%
OK	3	0%
OR	38	4%
PA	50	5%
PR	0	0%
RI	3	0%
SC	2	0%
SD	4	0%
TN	7	1%
TX	37	4%
UT	34	4%
VA	13	1%
VT	6	1%
WA	31	3%
WI	0	0%
WV	5	1%
WY	0	0%
Other	0	0%
Total	919	100%

What type of organization are you?

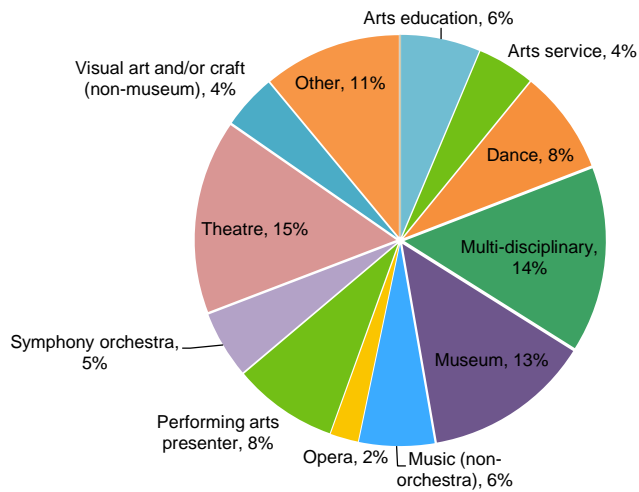
Respondents by sector



Sectors	Total #	% of total
Arts, Culture, and Humanities	919	100%
Civil Rights, Social Action & Advocacy	0	0%
Community Development	0	0%
Education	0	0%
Environment and Animals	0	0%
Foundation	0	0%
Health	0	0%
House of Worship	0	0%
Human Services	0	0%
International, Foreign Affairs	0	0%
Mutual/Membership Benefit	0	0%
Public, Societal Benefit	0	0%
Workforce Development	0	0%
Other	0	0%
Unknown, Unclassified	0	0%
Total	919	100%

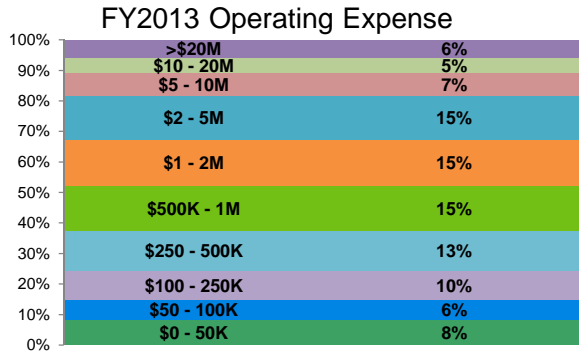
What type of arts & culture organization are you?

Arts & Culture Sub-Sectors



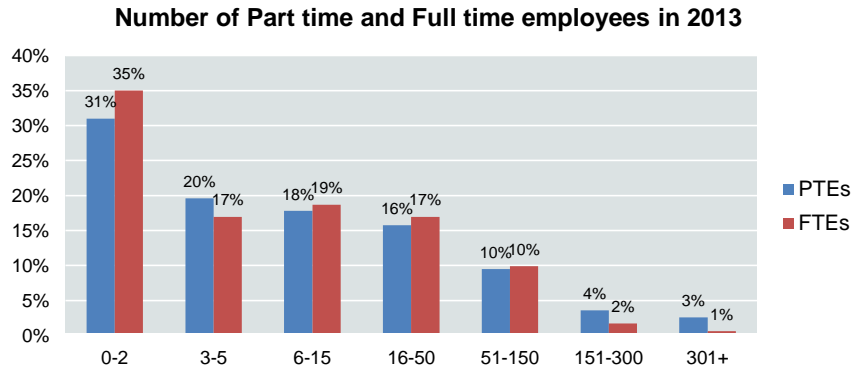
Arts & Culture Sub-Sectors	Total #	% of total
Arts education	57	6%
Arts service	41	4%
Dance	74	8%
Multi-disciplinary	133	14%
Museum	120	13%
Music (non-orchestra)	54	6%
Opera	20	2%
Performing arts presenter	75	8%
Symphony orchestra	48	5%
Theatre	139	15%
Visual art and/or craft (non-museum)	39	4%
Other	99	11%
Unclassified	20	2%
Total	919	100%

What was your total annual operating expense for the fiscal year ending in 2013?



Total Annual Op Exp 2013	Total #	% of total
\$0-\$50,000	77	8%
\$50,001-\$100,000	59	6%
\$100,001-\$250,000	88	10%
\$250,001-\$500,000	119	13%
\$500,001-\$1,000,000	137	15%
\$1,000,001-\$2,000,000	138	15%
\$2,000,001-\$5,000,000	134	15%
\$5,000,001-\$10,000,000	68	7%
\$10,000,001-\$20,000,000	46	5%
Greater than \$20,000,000	53	6%
Total	919	100%

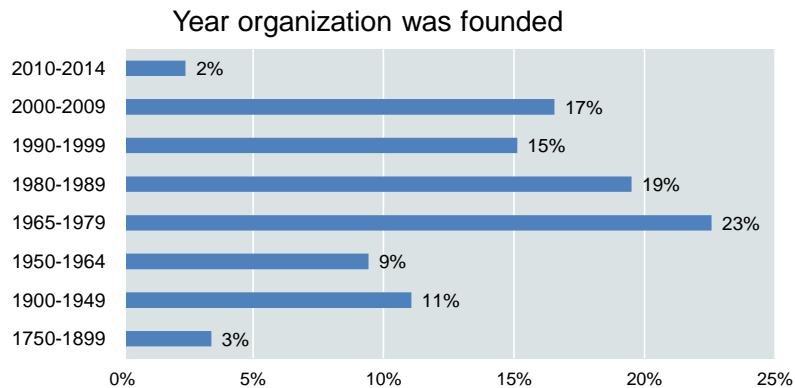
Please estimate how many employees your organization had in 2013



Number of full time employees (FTE)	Total #	% of total
0-2	318	35%
3-5	154	17%
6-15	170	19%
16-50	154	17%
51-150	90	10%
151-300	16	2%
301+	6	1%
Total	908	100%

Number of part time employees (PTE)	Total #	% of total
0-2	273	31%
3-5	173	20%
6-15	157	18%
16-50	139	16%
51-150	84	10%
151-300	32	4%
301+	23	3%
Total	881	100%

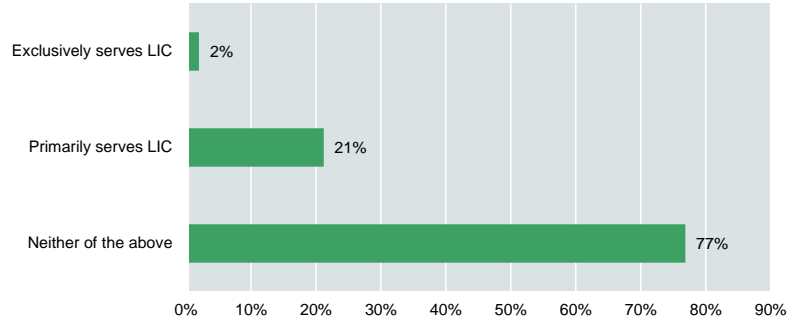
In what year was your organization founded?



Year	Total #	% of total
1750-1899	31	3%
1900-1949	101	11%
1950-1964	86	9%
1965-1979	206	23%
1980-1989	178	19%
1990-1999	138	15%
2000-2009	151	17%
2010-2014	22	2%
Total	913	100%

Does your organization serve low-income communities?

Does your organization serve a low-income community?

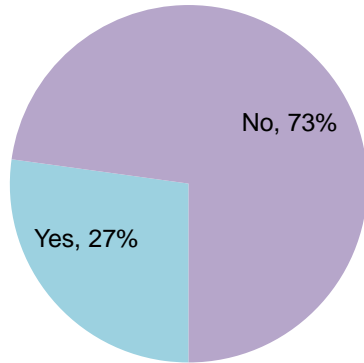


Serve low-income communities (LIC)?

	Total #	% of total
Exclusively serves LIC	18	2%
Primarily serves LIC	193	21%
Neither of the above	701	77%
Total	912	100%

Is your organization located in a low-income community?

Located in a low-income community?

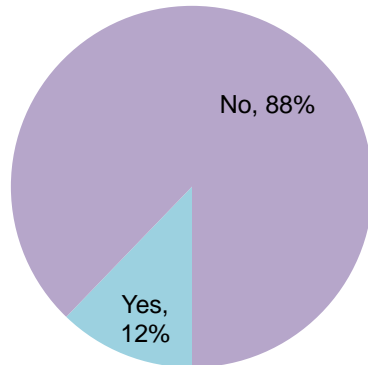


Located in a low-income community?

	Total #	% of total
Yes	246	27%
No	659	73%
Total	905	100%

Do you consider yourself a 'lifeline' organization? (i.e., providing critical services to people in need)?

'Lifeline' organization?

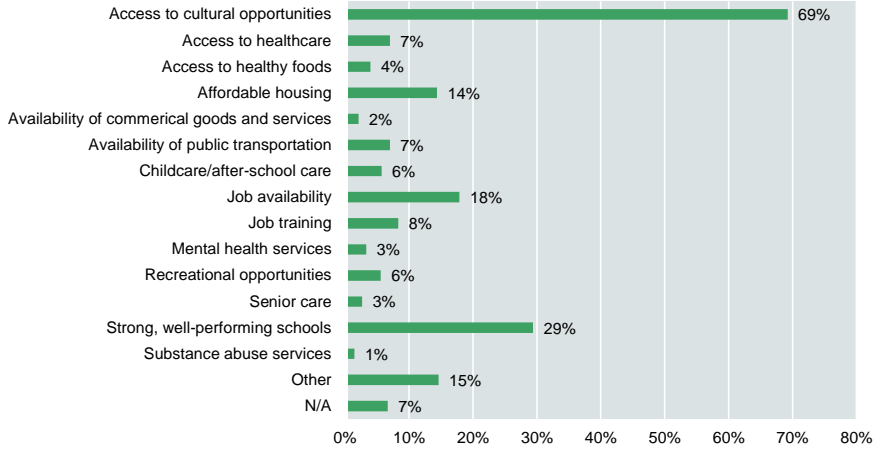


'Lifeline' organization?

	Total #	% of total
Yes	112	12%
No	805	88%
Total	917	100%

What would you identify as the most critical need(s) of the communities your organization serves? (Select up to 3)

Most critical community needs identified by NPOs

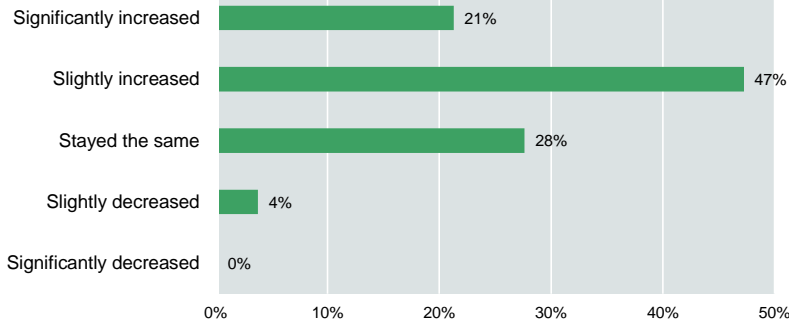


Most critical needs identified by NPOs

Need	Total #	% of total
Access to cultural opportunities	636	69%
Access to healthcare	64	7%
Access to healthy foods	36	4%
Affordable housing	132	14%
Availability of commercial goods and services	19	2%
Availability of public transportation	64	7%
Childcare/after-school care	52	6%
Job availability	164	18%
Job training	76	8%
Mental health services	30	3%
Recreational opportunities	51	6%
Senior care	24	3%
Strong, well-performing schools	270	29%
Substance abuse services	13	1%
Other	134	15%
N/A	61	7%
Total survey respondents	919	

In 2013, demand for my organization's services or programs...

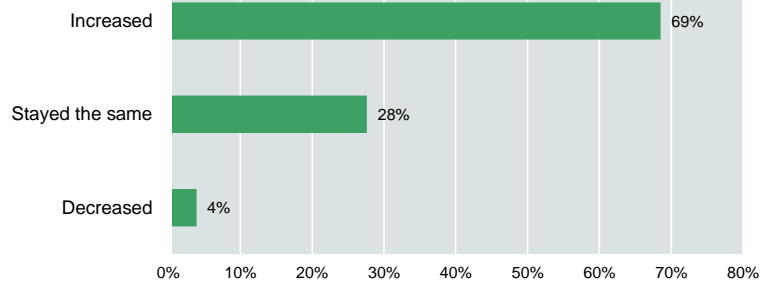
In 2013, service demand...



In 2013, service demand...

Category	Total #	% of total
Significantly increased	192	21%
Slightly increased	426	47%
Stayed the same	249	28%
Slightly decreased	34	4%
Significantly decreased	1	0%
Total	902	100%

In 2013, service demand...

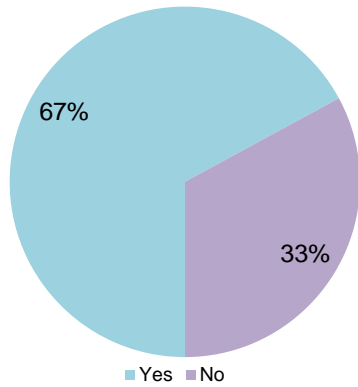


In 2013, service demand...

Category	Total #	% of total
Increased	618	69%
Stayed the same	249	28%
Decreased	35	4%
Total	902	100%

In 2013, were you able to fully meet demand for your services or programs?

Able to meet 2013 service demand?

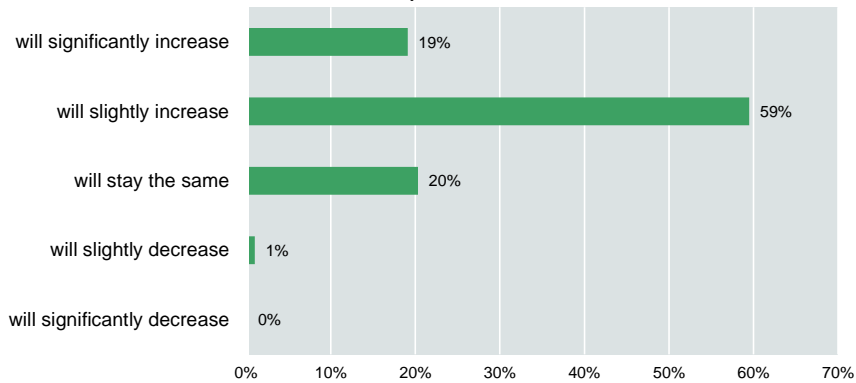


Able to meet 2013 demand?

	Total #	% of total
Yes	601	67%
No	295	33%
Total	896	100%

In 2014, I anticipate that demand for my organization's services or program...

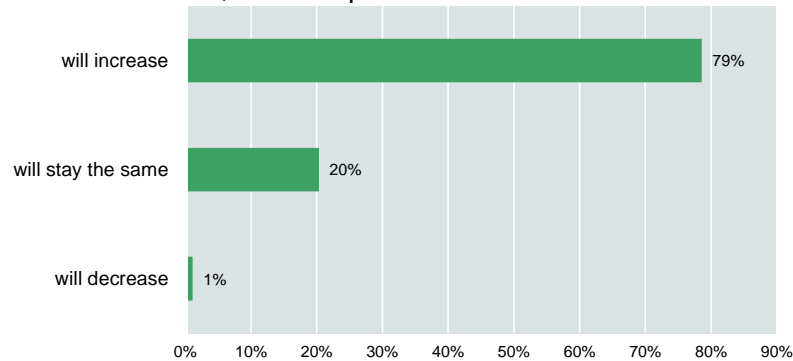
In 2014, we anticipate service demand will...



2014 anticipated service demand

	Total #	% of total
will significantly increase	171	19%
will slightly increase	533	59%
will stay the same	182	20%
will slightly decrease	9	1%
will significantly decrease	1	0%
Total	896	100%

In 2014, we anticipate service demand will...

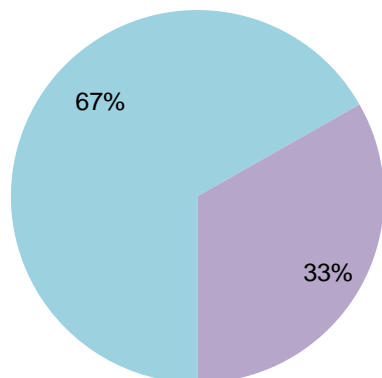


2014 anticipated service demand

	Total #	% of total
will increase	704	79%
will stay the same	182	20%
will decrease	10	1%
Total	896	100%

In 2014, do you anticipate that you will be able to fully meet demand for your services or programs?

In 2014, will you be able to meet demand?



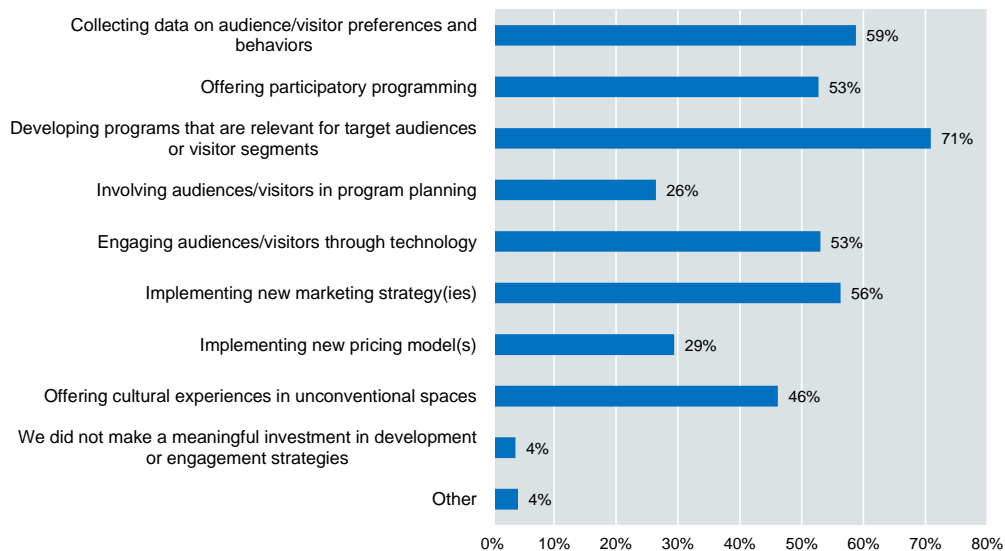
■ Yes ■ No

Will you be able to meet 2014 demand?

Response	Total #	% of total
Yes	599	67%
No	298	33%
Total	897	100%

In 2013, did your organization make a meaningful investment in any of the following strategies to develop and engage audiences/visitors?

In 2013, my NPO made a meaningful investment in...

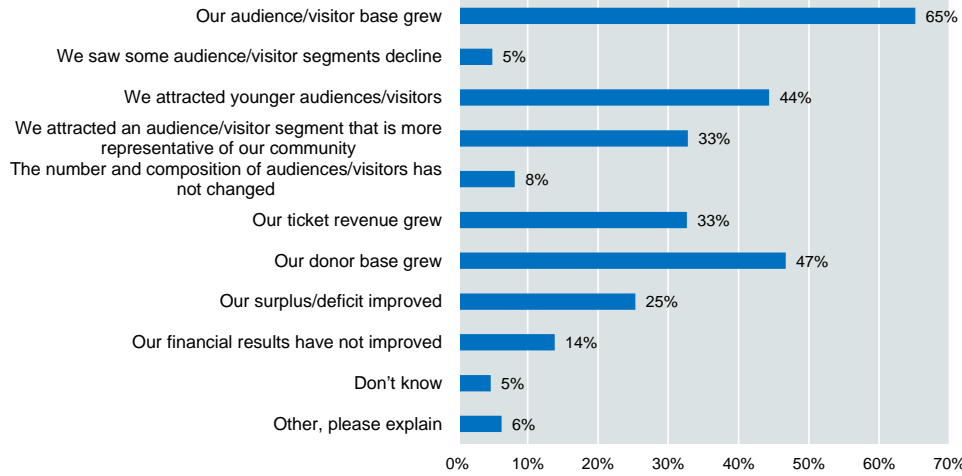


My organization made a meaningful investment in...

Strategy	Total #	% of total
Collecting data on audience/visitor preferences and behaviors	540	59%
Offering participatory programming	484	53%
Developing programs that are relevant for target audiences or visitor segments	651	71%
Involving audiences/visitors in program planning	243	26%
Engaging audiences/visitors through technology	487	53%
Implementing new marketing strategy(ies)	517	56%
Implementing new pricing model(s)	270	29%
Offering cultural experiences in unconventional spaces	424	46%
We did not make a meaningful investment in development or engagement strategies	34	4%
Other	38	4%
Total Arts Orgs	919	

If a meaningful investment in audience development was made, what results are you seeing?

What was the impact of audience development activities?



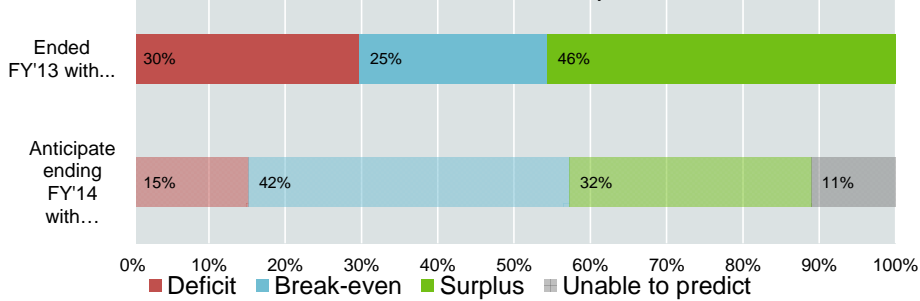
Impact of audience development activities:

	Total #	% of total
Our audience/visitor base grew	551	65%
We saw some audience/visitor segments decline	42	5%
We attracted younger audiences/visitors	375	44%
We attracted an audience/visitor segment that is more representative of our community	277	33%
The number and composition of audiences/visitors has not changed	69	8%
Our ticket revenue grew	276	33%
Our donor base grew	395	47%
Our surplus/deficit improved	214	25%
Our financial results have not improved	117	14%
Don't know	40	5%
Other, please explain	53	6%
Total Arts Orgs that made an investment	846	

Your Financial Story

Operating results: FY2013 vs. FY2014 Anticipated

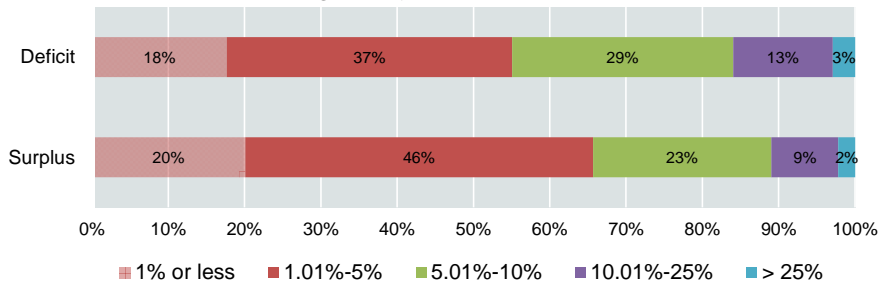
Financial results: FY 2013 vs. anticipated FY 2014



	Ended FY'13 with...		Anticipate ending FY'14 with...	
	Total #	% of total	Total #	% of total
Operating deficit	241	30%	123	15%
Operating surplus	371	46%	257	32%
Break-even (revenue matched expenses)	200	25%	342	42%
Unable to predict			90	11%
Total	812	100%	812	100%

If you finished FY 2013 with a surplus or deficit, please approximate it as a percent of annual expense:

In FY '13, how big was your surplus or deficit?*

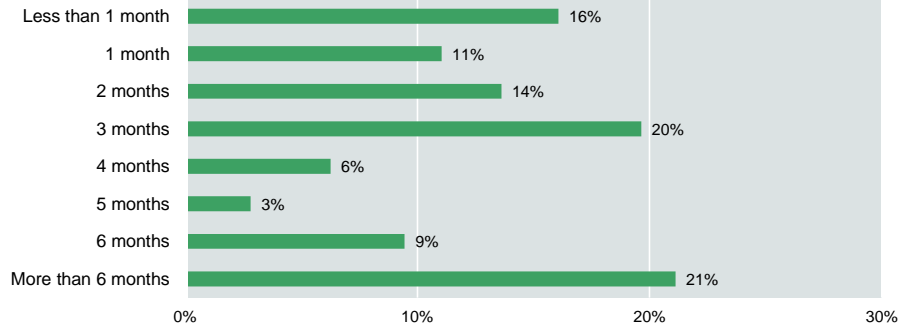


*respondents were asked to classify surplus/deficit size as a % of annual expense

	Surplus		Deficit	
	Total #	% of total	Total #	% of total
1% or less	73	20%	42	18%
1.01%-5%	166	46%	89	37%
5.01%-10%	85	23%	69	29%
10.01%-25%	32	9%	31	13%
> 25%	8	2%	7	3%
Total	364	100%	238	100%

Please indicate how many months of cash the organization has in reserves. Months of Cash = Total available (unrestricted) cash divided by average monthly operating expenses.

How many months of cash are in reserves?

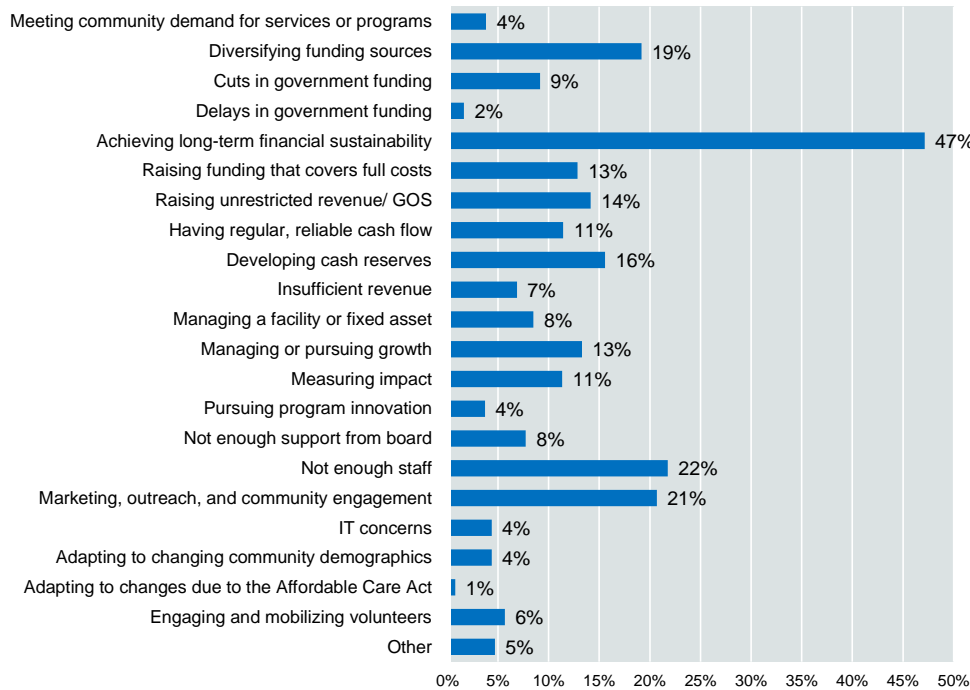


Months of cash in reserves:	Total #	% of total
Less than 1 month	131	16%
1 month	90	11%
2 months	111	14%
3 months	160	20%
4 months	51	6%
5 months	23	3%
6 months	77	9%
More than 6 months	172	21%
Total	815	100%

Challenges & Responses

What are the greatest challenges your organization is facing? Please select up to 3 options.

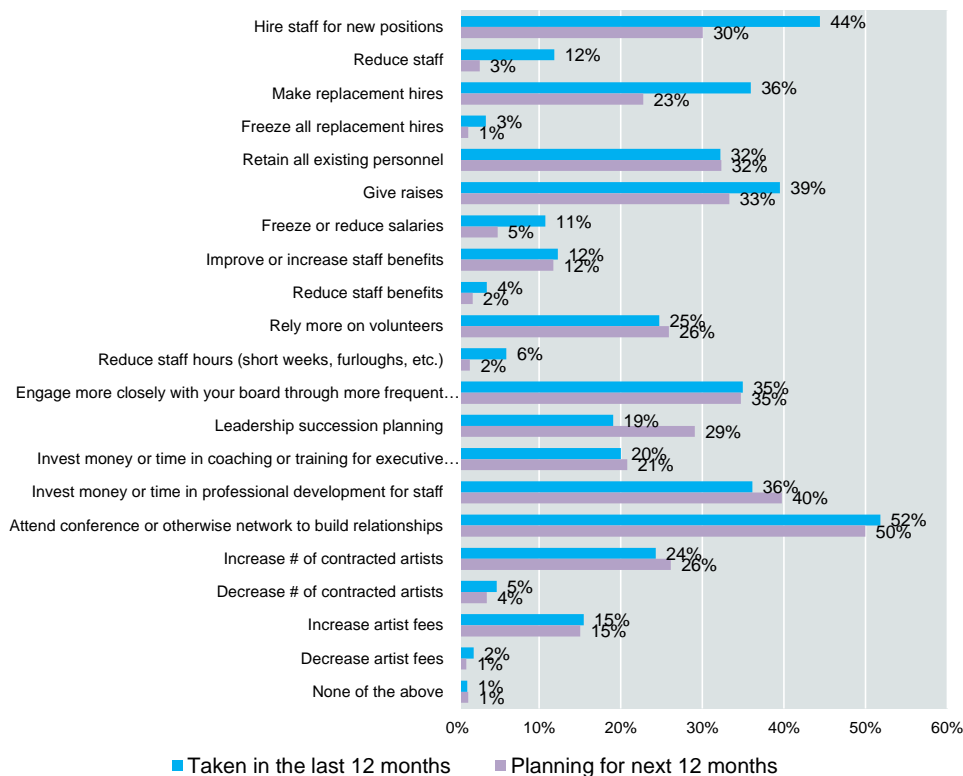
Top challenges that nonprofits are facing



Greatest challenges:	Total #	% of total
Meeting community demand for services or programs	35	4%
Diversifying funding sources	176	19%
Cuts in government funding	84	9%
Delays in government funding	15	2%
Achieving long-term financial sustainability	433	47%
Raising funding that covers full costs	118	13%
Raising unrestricted revenue/ GOS	130	14%
Having regular, reliable cash flow	105	11%
Developing cash reserves	143	16%
Insufficient revenue	63	7%
Managing a facility or fixed asset	78	8%
Managing or pursuing growth	122	13%
Measuring impact	104	11%
Pursuing program innovation	34	4%
Not enough support from board	71	8%
Not enough staff	200	22%
Marketing, outreach, and community engagement	190	21%
IT concerns	40	4%
Adapting to changing community demographics	40	4%
Adapting to changes due to the Affordable Care Act	7	1%
Engaging and mobilizing volunteers	52	6%
Other	43	5%
Total Survey Respondents	919	

Have you taken any of the following staff-related actions in the last 12 months, or do you plan to take any of them in the next 12 months? Please check all that apply.

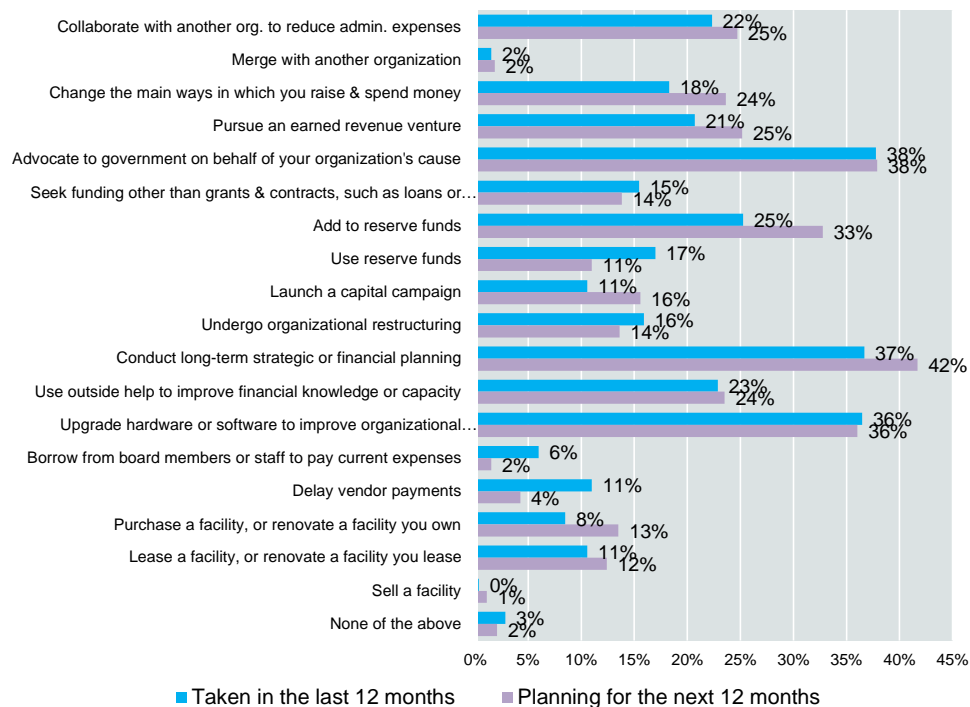
Staff related actions taken or planned in last/next 12 months



Staff-related actions:	taken last 12 mos	% of total	planned next 12 mos	% of total
Hire staff for new positions	408	44%	276	30%
Reduce staff	109	12%	25	3%
Make replacement hires	330	36%	209	23%
Freeze all replacement hires	32	3%	12	1%
Retain all existing personnel	296	32%	297	32%
Give raises	363	39%	306	33%
Freeze or reduce salaries	99	11%	45	5%
Improve or increase staff benefits	113	12%	108	12%
Reduce staff benefits	33	4%	17	2%
Rely more on volunteers	227	25%	238	26%
Reduce staff hours (short weeks, furloughs, etc.)	55	6%	14	2%
Engage more closely with your board through more frequent reports and meetings	321	35%	319	35%
Leadership succession planning	175	19%	267	29%
Invest money or time in coaching or training for executive leadership	184	20%	191	21%
Invest money or time in professional development for staff	332	36%	365	40%
Attend conference or otherwise network to build relationships	476	52%	459	50%
Increase # of contracted artists	223	24%	240	26%
Decrease # of contracted artists	44	5%	33	4%
Increase artist fees	142	15%	138	15%
Decrease artist fees	18	2%	10	1%
None of the above	11	1%	12	1%
Total Survey Respondents	919			

Have you taken any of the following organizational management actions in the last 12 months, or do you plan to take any of them in the next 12 months? Please check all that apply.

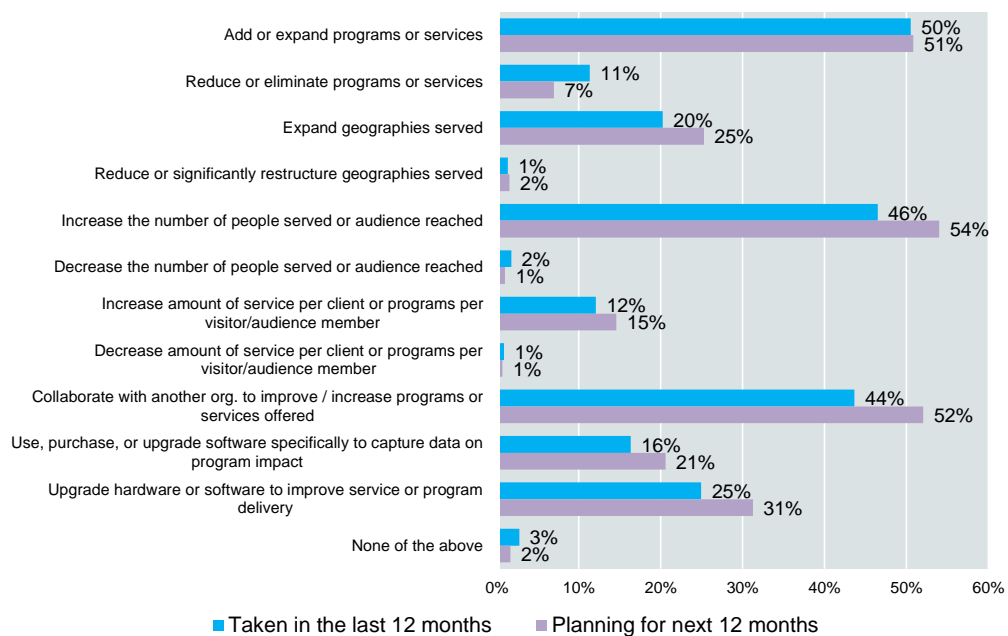
Mgmt. actions taken or planned in last /next 12 months



Organizational management actions:	taken last 12 mos	% of total	planned next 12 mos	% of total
Collaborate with another org. to reduce admin. expenses	205	22%	227	25%
Merge with another organization	14	2%	17	2%
Change the main ways in which you raise & spend money	168	18%	217	24%
Pursue an earned revenue venture	190	21%	231	25%
Advocate to government on behalf of your organization's cause	347	38%	348	38%
Seek funding other than grants & contracts, such as loans or other investments	142	15%	127	14%
Add to reserve funds	232	25%	301	33%
Use reserve funds	156	17%	101	11%
Launch a capital campaign	97	11%	143	16%
Undergo organizational restructuring	146	16%	125	14%
Conduct long-term strategic or financial planning	337	37%	383	42%
Use outside help to improve financial knowledge or capacity	210	23%	216	24%
Upgrade hardware or software to improve organizational ei	335	36%	331	36%
Borrow from board members or staff to pay current expens	55	6%	14	2%
Delay vendor payments	101	11%	39	4%
Purchase a facility, or renovate a facility you own	78	8%	124	13%
Lease a facility, or renovate a facility you lease	97	11%	114	12%
Sell a facility	3	0%	10	1%
None of the above	26	3%	19	2%
Total Survey Respondents	919			

Have you taken any of the following service-related actions in the last 12 months, or do you plan to take any of them in the next 12 months? Please check all that apply.

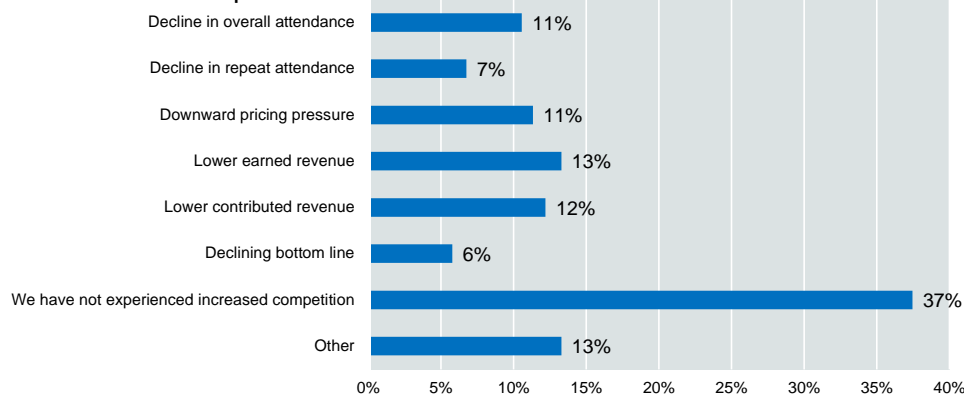
Service-related actions taken or planned in last/next 12 mos.



Service-related actions:	taken last 12 mos	% of total	planned next 12 mos	% of total
Add or expand programs or services	464	50%	467	51%
Reduce or eliminate programs or services	104	11%	64	7%
Expand geographies served	186	20%	232	25%
Reduce or significantly restructure geographies served	12	1%	14	2%
Increase the number of people served or audience reached	427	46%	496	54%
Decrease the number of people served or audience reached	16	2%	9	1%
Increase amount of service per client or programs per visitor/audience member	111	12%	134	15%
Decrease amount of service per client or programs per visitor/audience member	8	1%	6	1%
Collaborate with another org. to improve / increase programs or services offered	401	44%	478	52%
Use, purchase, or upgrade software specifically to capture data on program impact	150	16%	189	21%
Upgrade hardware or software to improve service or program delivery	229	25%	287	31%
None of the above	25	3%	15	2%
Total Survey Respondents	919			

Building and retaining audiences/visitors is, for many cultural organizations, stymied by increased competition from new cultural organizations, free artistic alternatives or non-arts options. What has been the impact of increased competition on your organization? Select all that apply.

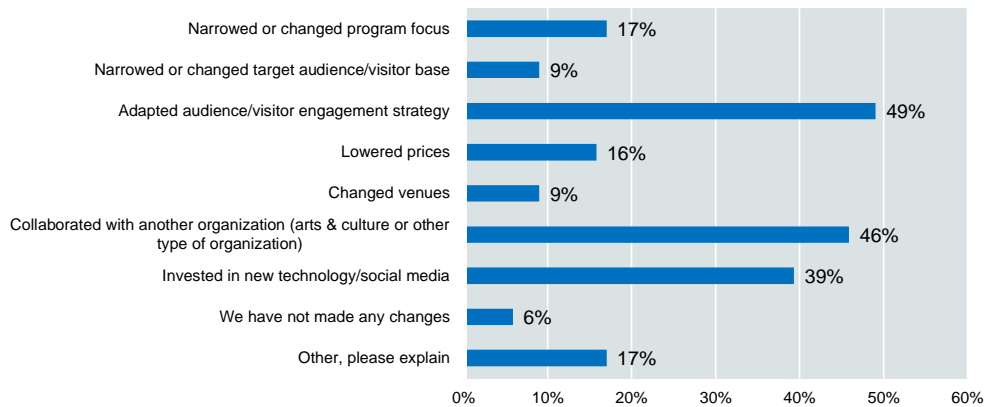
Impact of increased competition in the arts & culture marketplace



Impact of increased competition in the arts & culture marketplace:	Total #	% of total
Decline in overall attendance	97	11%
Decline in repeat attendance	62	7%
Downward pricing pressure	104	11%
Lower earned revenue	122	13%
Lower contributed revenue	112	12%
Declining bottom line	53	6%
We have not experienced increased competition	344	37%
Other	122	13%
Total arts respondents	919	

If your organization has experienced growing competition, how has your organization responded to growing competition? Select all that apply

Response to increased competition

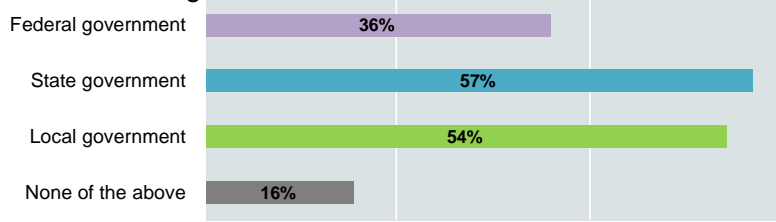


Responses to increased competition:	Total #	% of total
Narrowed or changed program focus	70	17%
Narrowed or changed target audience/visitor base	37	9%
Adapted audience/visitor engagement strategy	202	49%
Lowered prices	65	16%
Changed venues	37	9%
Collaborated with another organization (arts & culture or other type of organization)	189	46%
Invested in new technology/social media	162	39%
We have not made any changes	24	6%
Other, please explain	70	17%
Total Arts Orgs with growing competition	412	

Government Funding

Do you have funding or contracts from any of the following government sources? Select all that apply.

Do you receive funding/contracts from any of the following sources?



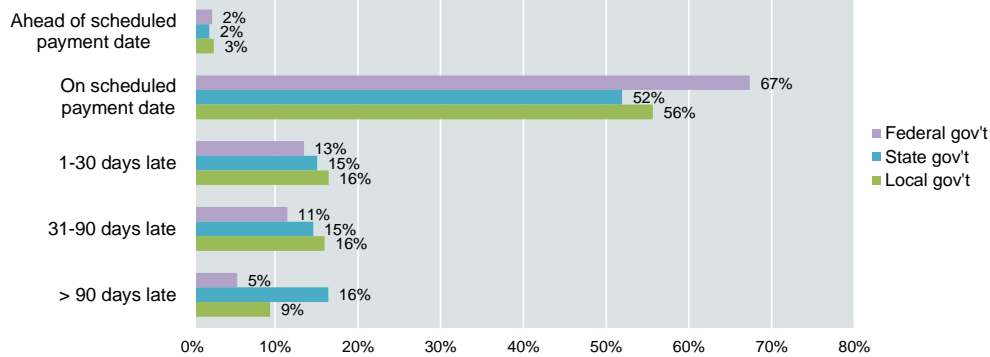
Receive government funding/ contracts?	Total #	% of total
Federal government	330	36%
State government	522	57%
Local government	497	54%
None of the above	143	16%
Total Survey Respondents	919	

add percents?

respondents with any type of gov funding 669

How many days after submitting an invoice do you usually receive payment from government for services?

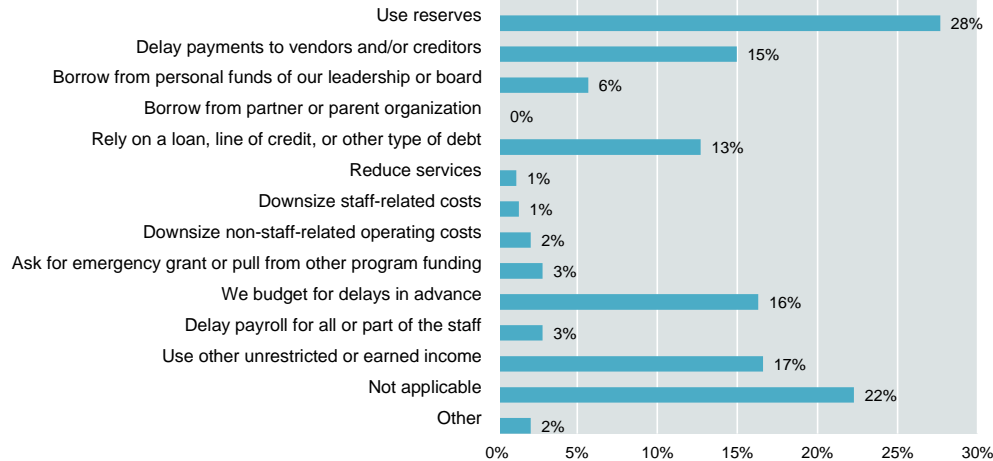
When do you receive payment from the gov't?



When do you receive payment from the government?	Federal gov't	State gov't	Local gov't			
Ahead of scheduled payment date	7	2%	9	2%	11	3%
On scheduled payment date	200	67%	231	52%	237	56%
1-30 days late	40	13%	67	15%	70	16%
31-90 days late	34	11%	65	15%	68	16%
> 90 days late	16	5%	73	16%	40	9%
Total	297	100%	445	100%	426	100%

If you experience delays in payments from any level of government, how does your organization cover the gap? Select all that apply.

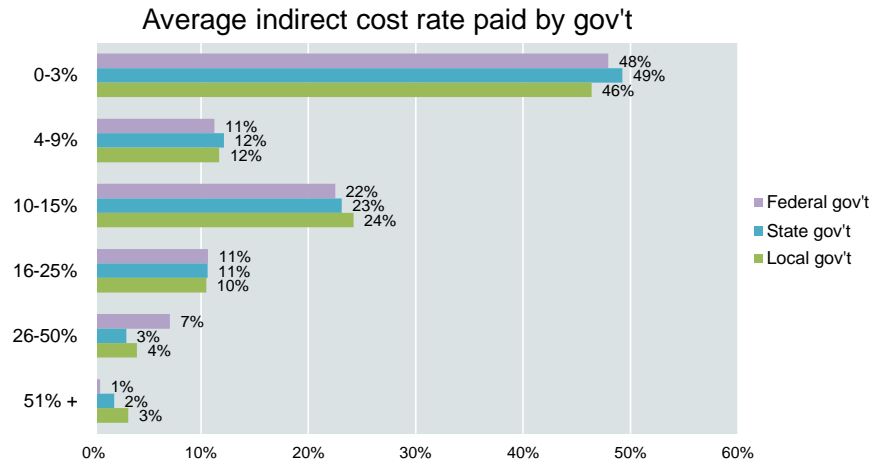
How do NPOs manage the delays in gov't payment?



How do organizations receiving late government payments cover the funding gap?

Management Strategy	Total #	% of total
Use reserves	185	28%
Delay payments to vendors and/or creditors	100	15%
Borrow from personal funds of our leadership or board	38	6%
Borrow from partner or parent organization	1	0%
Rely on a loan, line of credit, or other type of debt	85	13%
Reduce services	8	1%
Downsize staff-related costs	9	1%
Downsize non-staff-related operating costs	14	2%
Ask for emergency grant or pull from other program funding	19	3%
We budget for delays in advance	109	16%
Delay payroll for all or part of the staff	19	3%
Use other unrestricted or earned income	111	17%
Not applicable	149	22%
Other	14	2%
Total who receive gov't payments	669	

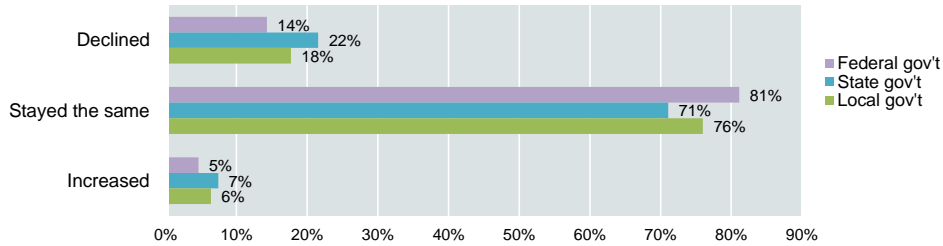
In 2013, what was the average indirect cost rate (i.e. allowable indirect cost rate or overhead/administrative cost rate) that the government paid?



Average indirect cost rate	Federal gov't		State gov't		Local gov't	
0-3%	81	48%	130	49%	115	46%
4-9%	19	11%	32	12%	29	12%
10-15%	38	22%	61	23%	60	24%
16-25%	18	11%	28	11%	26	10%
26-50%	12	7%	8	3%	10	4%
51% +	1	1%	5	2%	8	3%
Total	169	100%	264	100%	248	100%

In the last 5 years overall, has the indirect cost rate (i.e. allowable indirect cost rate or overhead/administrative cost rate) that government paid declined, stayed the same, or increased?

In the last 5 years, has your NPO's indirect cost rate declined, stayed the same, or increased?

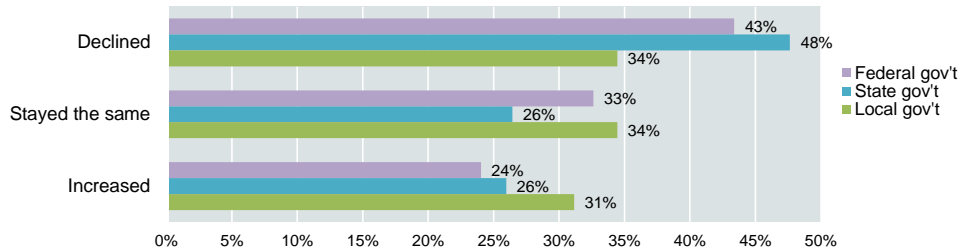


In the last 5 years, the indirect cost rate paid by the gov't:

	Federal gov't		State gov't		Local gov't	
Declined	28	14%	64	22%	50	18%
Stayed the same	159	81%	211	71%	215	76%
Increased	9	5%	22	7%	18	6%
Total	196	100%	297	100%	283	100%

In the last 5 years overall, has your funding from government declined, stayed the same, or increased?

In the last 5 years, has your NPO's gov't funding declined, stayed the same, or increased?

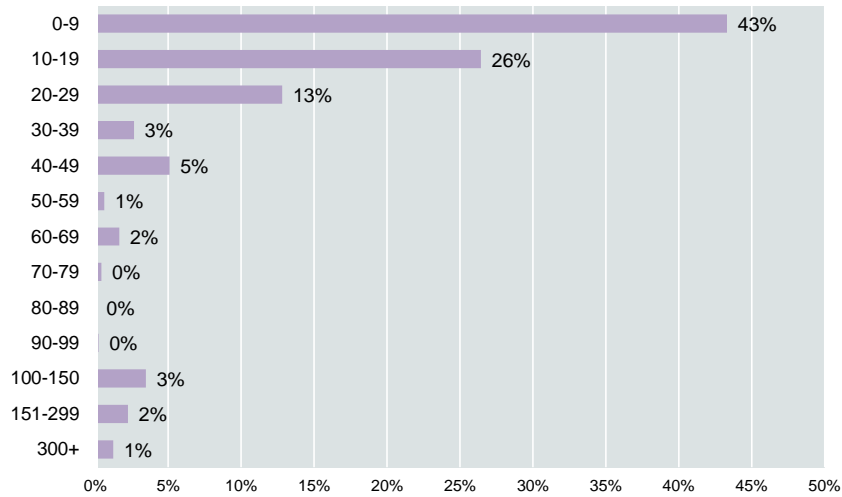


In the last 5 years, our gov't funding:

	Federal gov't		State gov't		Local gov't	
Declined	121	43%	200	48%	136	34%
Stayed the same	91	33%	111	26%	136	34%
Increased	67	24%	109	26%	123	31%
Total	279	100%	420	100%	395	100%

Please estimate how many hours your entire staff in total spends per month managing government grants and contracts (i.e., total approximate hours per month spent on applications, reports, documentation, and other activities excluding program delivery.)

Hours per month NPO staff spend managing gov't grants and contracts



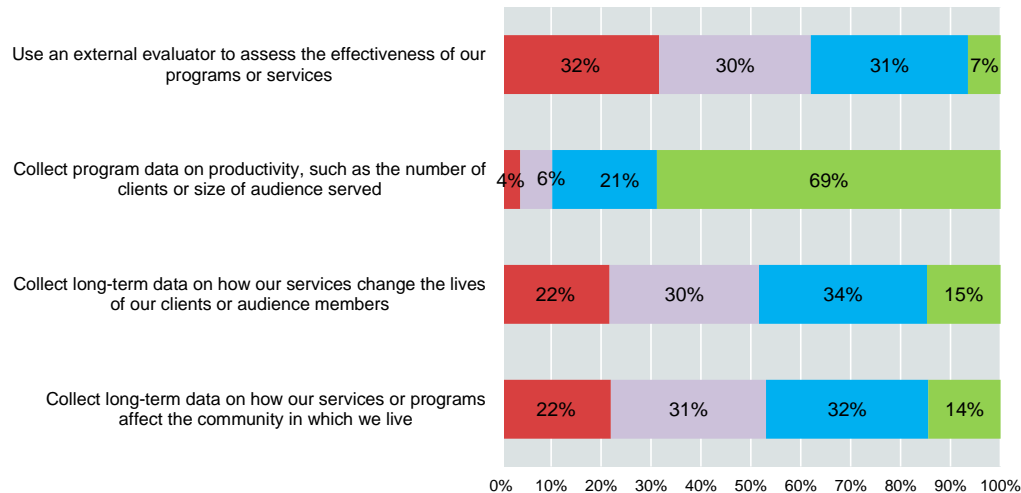
Hours per month managing gov't grants and contracts	Total #	% of total
0-9	213	43%
10-19	130	26%
20-29	63	13%
30-39	13	3%
40-49	25	5%
50-59	3	1%
60-69	8	2%
70-79	2	0%
80-89	0	0%
90-99	1	0%
100-150	17	3%
151-299	11	2%
300+	6	1%
Total	492	100%

Data and Impact

How often do you pursue the following activities?

How often does your NPO pursue the following projects related to program impact?

■ Never ■ Rarely ■ Sometimes ■ Regularly

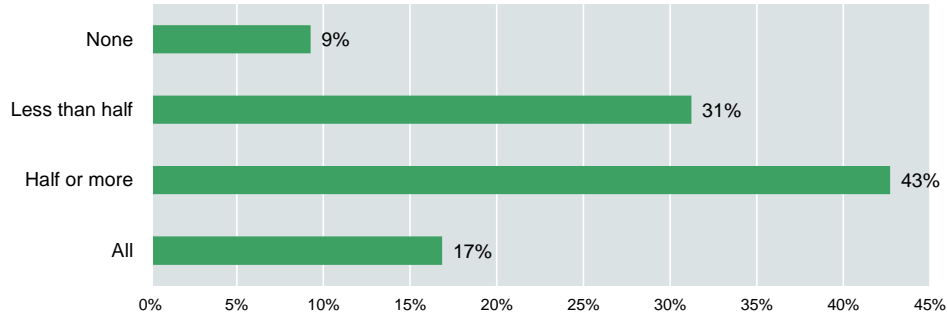


How often do you pursue the following activities?

Activity	Never	Rarely	Sometimes
Use an external evaluator to assess the effectiveness of our programs or services	223	32%	214
Collect program data on productivity, such as the number of clients or size of audience served	27	4%	46
Collect long-term data on how our services change the lives of our clients or audience members	154	22%	213
Collect long-term data on how our services or programs affect the community in which we live	156	22%	221

How many of your funders ask you to include any impact or program metrics in your reports to them?

How many funders ask you to include impact or program metrics in grant reports?

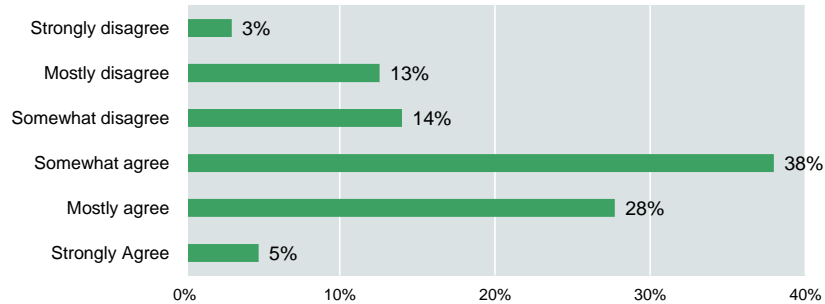


How many funders ask for impact or program metrics?

	Total #	% of total
None	67	9%
Less than half	226	31%
Half or more	309	43%
All	122	17%
Total	724	100%

"The metrics that funders ask for are helpful to us in assessing our impact." Do you agree with this statement?

Agree or disagree? "The metrics that funders ask for are helpful to us in assessing our impact."

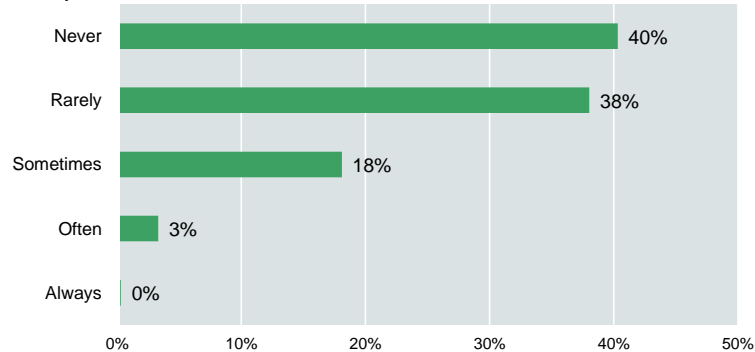


The metrics that funders ask for are helpful to us in assessing our impact.

	Total #	% of total
Strongly disagree	21	3%
Mostly disagree	87	13%
Somewhat disagree	97	14%
Somewhat agree	263	38%
Mostly agree	192	28%
Strongly Agree	33	5%
Total	693	100%

How often do funders cover the costs associated with impact measurement?

How often do funders cover the costs associated with impact measurement?

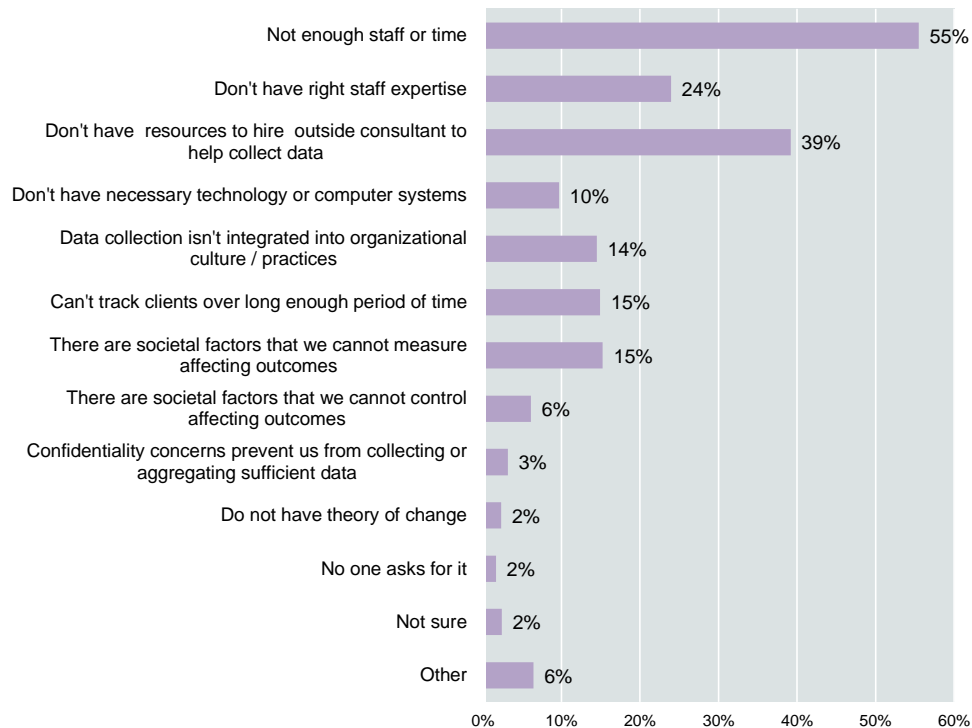


How often do funders cover the costs associated with impact measurement?

	Total #	% of total
Never	281	40%
Rarely	265	38%
Sometimes	126	18%
Often	23	3%
Always	2	0%
Total	697	100%

What are the biggest barriers preventing you from collecting, using, or improving how you measure the long-term impact of your programs? Please select no more than three.

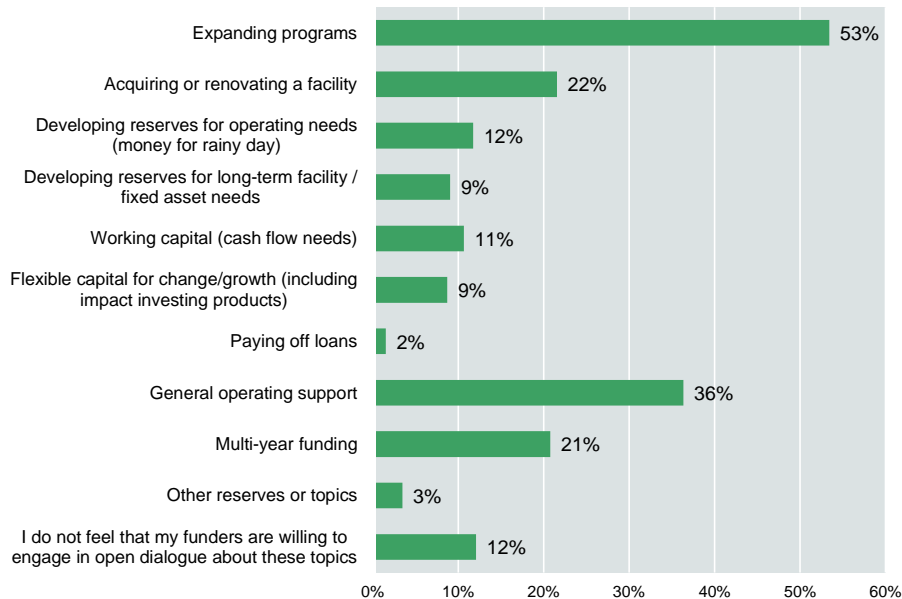
What are barriers to collecting, using, or improving how your NPO measures the long-term impact of programs?



Barriers to collecting impact data:	Total #	% of total
Not enough staff or time	510	55%
Don't have right staff expertise	220	24%
Don't have resources to hire outside consultant to help collect data	360	39%
Don't have necessary technology or computer systems	89	10%
Data collection isn't integrated into organizational culture / practices	133	14%
Can't track clients over long enough period of time	137	15%
There are societal factors that we cannot measure affecting outcomes	140	15%
There are societal factors that we cannot control affecting outcomes	56	6%
Confidentiality concerns prevent us from collecting or aggregating sufficient data	29	3%
Do not have theory of change	21	2%
No one asks for it	15	2%
Not sure	22	2%
Other	59	6%
Total survey respondents	919	

Overall, do you feel the majority of your individual, corporate, and foundation funders are willing to engage in open dialogue on funding for any of the purposes below? Please select all that apply.

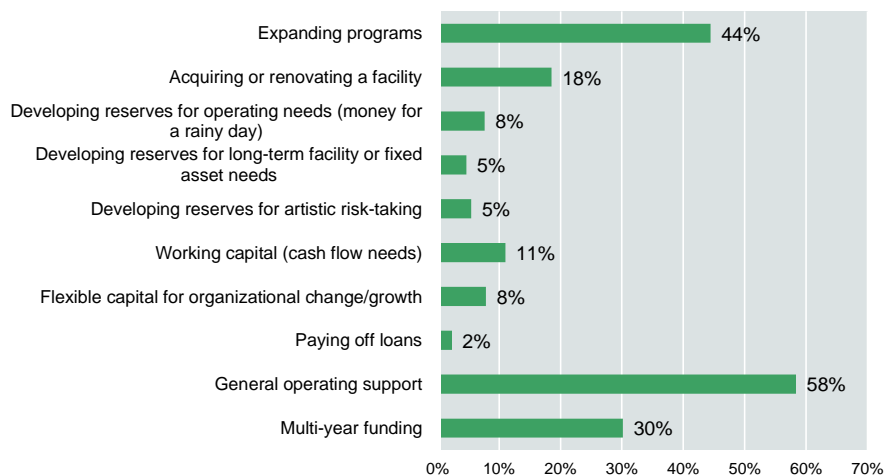
My org can have open dialogue with funders about:



My organization can have open dialogue with funders about:	Total #	% of total
Expanding programs	491	53%
Acquiring or renovating a facility	198	22%
Developing reserves for operating needs (money for rainy day)	108	12%
Developing reserves for long-term facility / fixed asset needs	83	9%
Working capital (cash flow needs)	98	11%
Flexible capital for change/growth (including impact investing products)	80	9%
Paying off loans	14	2%
General operating support	334	36%
Multi-year funding	191	21%
Other reserves or topics	32	3%
I do not feel that my funders are willing to engage in open dialogue about these topics	111	12%
Total survey respondents	919	

In 2013, did you receive funding for...? Please check all that apply.

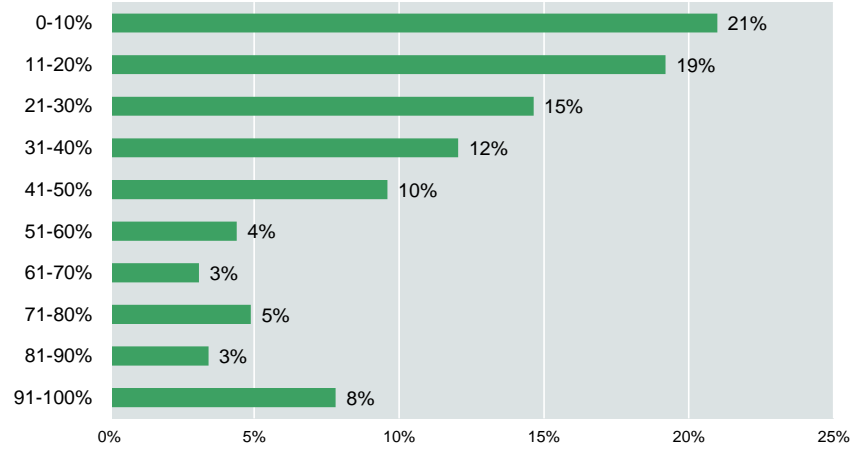
In 2013, did you receive funding for...?



Received funding in 2013 for:	Total #	% of total
Expanding programs	408	44%
Acquiring or renovating a facility	170	18%
rainy day)	70	8%
Developing reserves for long-term facility or fixed asset needs	43	5%
Developing reserves for artistic risk-taking	50	5%
Working capital (cash flow needs)	101	11%
Flexible capital for organizational change/growth	72	8%
Paying off loans	21	2%
General operating support	536	58%
Multi-year funding	277	30%
Total arts respondents	919	

Please estimate the % of your annual operating expenses covered by general operating support in 2013:

What % of your NPO's annual operating expense is covered by general operating support?

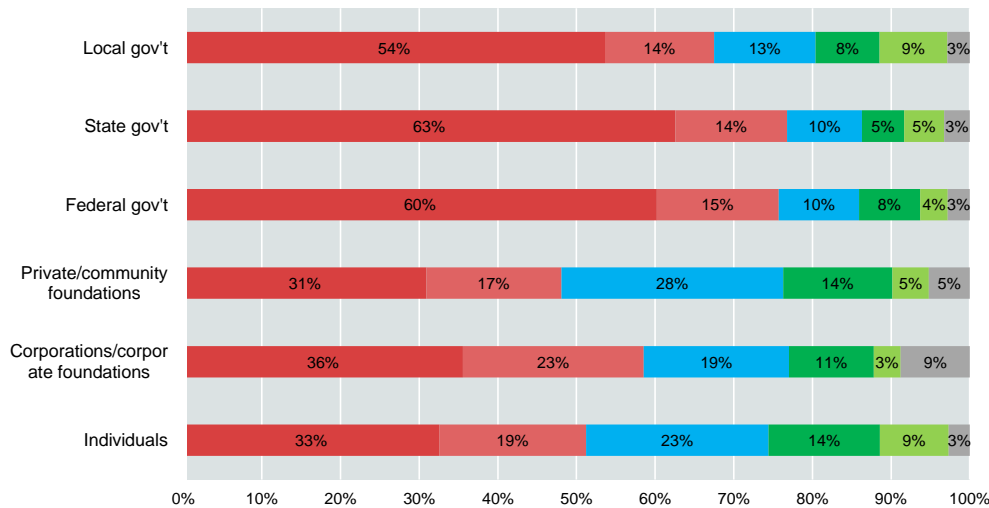


% of annual operating expense covered by GOS	Total #	% of total
0-10%	129	21%
11-20%	118	19%
21-30%	90	15%
31-40%	74	12%
41-50%	59	10%
51-60%	27	4%
61-70%	19	3%
71-80%	30	5%
81-90%	21	3%
91-100%	48	8%
Total	615	100%

In 2013, how often did funding from the following sources cover the full costs (including indirect/overhead costs) of the program/project they intended to support?

How often do funders cover the full costs of programs they intend to support?

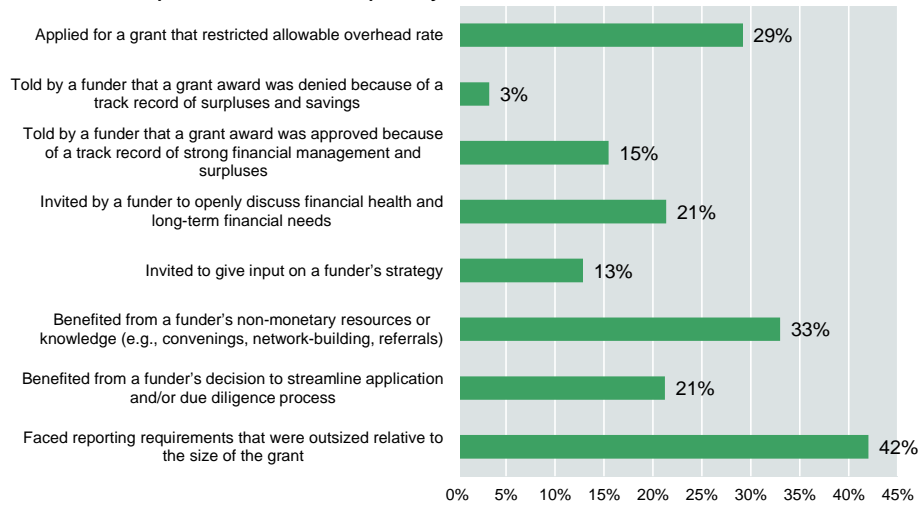
Legend: Never (Red), Rarely (Light Red), Sometimes (Blue), Often (Green), Always (Light Green), N/A (Grey)



	Never		Rarely		Sometimes	
Local gov't	224	54%	58	14%	54	13%
State gov't	269	63%	61	14%	41	10%
Federal gov't	171	60%	44	15%	29	10%
Private/community foundations	207	31%	115	17%	189	28%
Corporations/corporate foundations	238	36%	154	23%	124	19%
Individuals	216	33%	124	19%	154	23%

Which of the following grantmaking practices have you experienced in the past year? Select all that apply.

Which of the following grantmaking practices have you experienced in the past year?

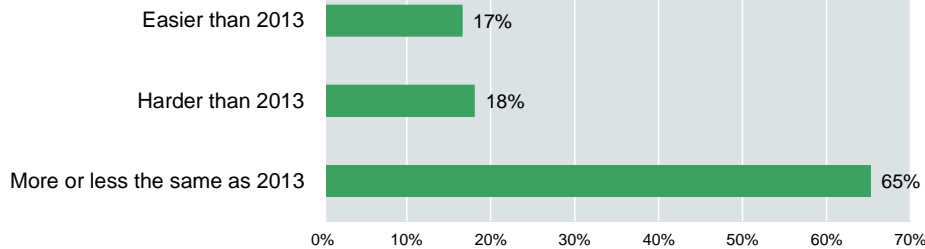


	Total #	% of total
Applied for a grant that restricted allowable overhead rate	268	29%
Told by a funder that a grant award was denied because of a track record of surpluses and savings	30	3%
Told by a funder that a grant award was approved because of a track record of strong financial management and surpluses	142	15%
Invited by a funder to openly discuss financial health and long-term financial needs	196	21%
Invited to give input on a funder's strategy	118	13%
Benefited from a funder's non-monetary resources or knowledge (e.g., convenings, network-building, referrals)	303	33%
Benefited from a funder's decision to streamline application and/or due diligence process	195	21%
Faced reporting requirements that were outsized relative to the size of the grant	386	42%
Total arts respondents	919	

Financial Outlook

For 2014, what is your financial outlook for the people you serve?

For the people we serve, 2014 will be...

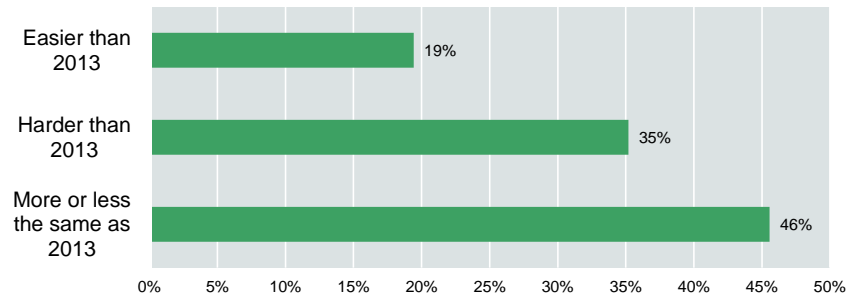


For the people we serve, 2014 will be...

	Total #	% of total
Easier than 2013	114	17%
Harder than 2013	124	18%
More or less the same as 2013	447	65%
Total	685	100%

What is your financial outlook for your organization in 2014?

For our organization, 2014 will be...

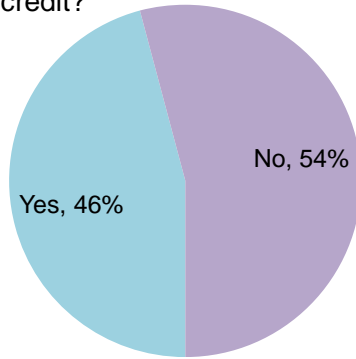


For our organization, 2014 will be...

	Total #	% of total
Easier than 2013	133	19%
Harder than 2013	241	35%
More or less the same as 2013	312	46%
Total	686	100%

Do you currently have one or more loans or lines of credit?

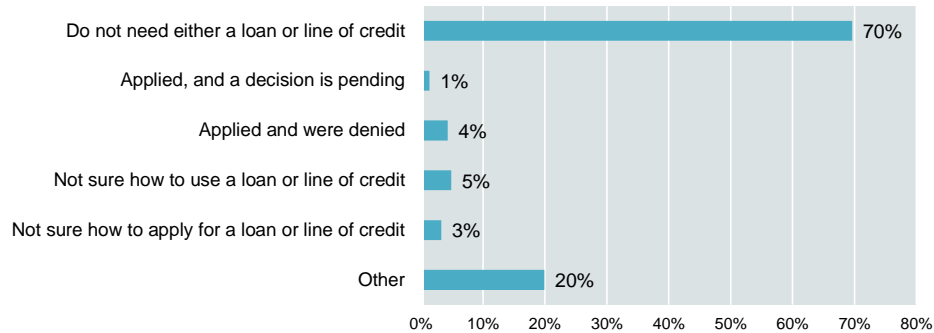
Do you currently have one or more loans or lines of credit?



Do you currently have one or more loans or lines of credit?	Total #	% of total
Yes	315	46%
No	372	54%
Total	687	100%

If you do not have a loan/line of credit: What are the reasons your organization does not have a loan or line of credit? Select all that apply.

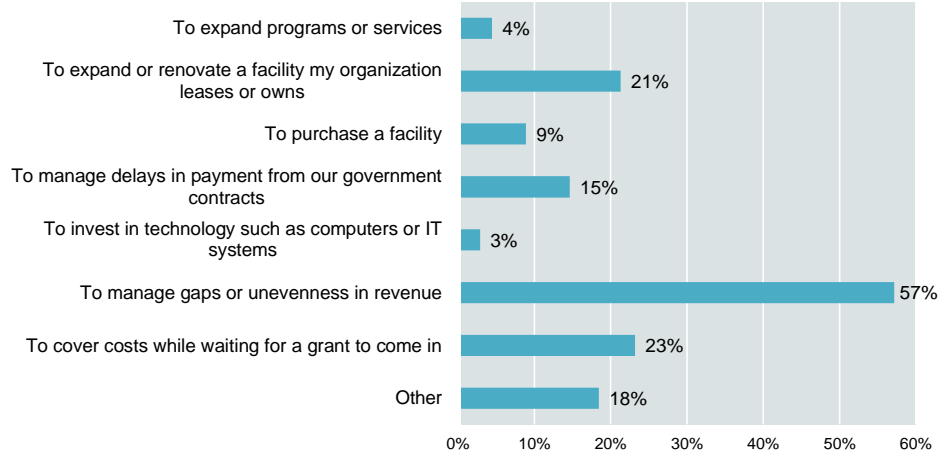
NPOs do not have loans/lines of credit for the following reasons:



What are the reasons your organization does not have a loan or line of credit?	Total #	% of total
Do not need either a loan or line of credit	259	70%
Applied, and a decision is pending	5	1%
Applied and were denied	16	4%
Not sure how to use a loan or line of credit	18	5%
Not sure how to apply for a loan or line of credit	12	3%
Other	74	20%
Total with no loan or line of credit	372	

If you have a loan/line of credit: We use our loan(s) or line(s) of credit for the following purposes. Select all that apply.

NPOs with loans/lines of credit use them for the following purposes:



We use our loan(s) or line(s) of credit for:	Total #	% of total
To expand programs or services	14	4%
To expand or renovate a facility my organization leases or owns	67	21%
To purchase a facility	28	9%
To manage delays in payment from our government contracts	46	15%
To invest in technology such as computers or IT systems	9	3%
To manage gaps or unevenness in revenue	180	57%
To cover costs while waiting for a grant to come in	73	23%
Other	58	18%
Total with loan	315	