

# HUMAN SERVICES

In Cuyahoga County, nearly 6,000 nonprofits make up an ecosystem of social impact support. Human Services nonprofits play a vital role in this ecosystem, encompassing over 1,200 organizations. Human Services nonprofits include a broad range of services to individuals or families including shelter care, adoption and foster care, assisted living, youth leadership, food security, and more. 62% of these organizations have an operating budget less than \$200,000 or are operating as a church or religious institution—meaning they are not required to report deeper data to the IRS. This snapshot provides a glimpse into the Human Services nonprofit landscape throughout the county, with a deeper dive into the ~24% of organizations reporting comprehensive data.

## HUMAN SERVICES NONPROFITS AT A GLANCE

**26,965**  
WORKERS

**3%** OF THE TOTAL WORKFORCE  
IN CUYAHOGA COUNTY

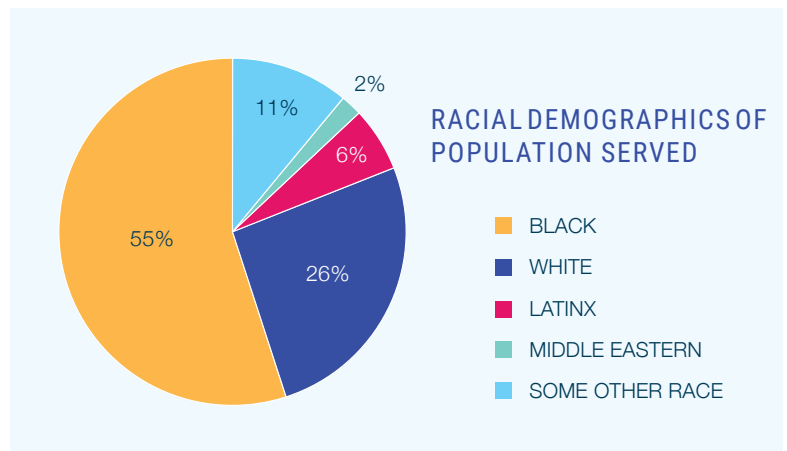
**3,775** BOARD MEMBERS

**1,221**  
Human Services Nonprofits

**21%**  
of the sector

**40**  
years old  
Average age of Human Services nonprofits

- 35%** GENERAL HUMAN SERVICES
- 21%** YOUTH DEVELOPMENT
- 15%** SHELTER AND RESIDENTIAL CARE
- 12%** SPECIAL POPULATION SUPPORT
- 8%** FAMILY SERVICES
- 6%** BASIC AND EMERGENCY NEEDS



### REVENUE BY STAFF SIZE

STAFF SIZE	# OF ORGANIZATIONS	% OF ORGANIZATIONS	MEDIAN REVENUE
0	95	33%	\$289,000
1-2	19	7%	\$266,000
3-5	27	9%	\$425,000
6-10	17	6%	\$458,000
11-20	30	10%	\$917,000
21-40	31	11%	\$1M
41-80	18	6%	\$2M
81-160	13	4%	\$7M
> 160	39	13%	\$15M

### HUMAN SERVICES NONPROFITS BY SIZE

62% of Human Services nonprofits have revenues under \$200,000. The remaining ~24% that are required to report deeper data tend to be larger in revenue size and expenses than other nonprofits in Cuyahoga County, with the median revenues being \$328,000 compared to \$172,000 for all nonprofits included in the study, and median expenses being \$268,900 annually.

Of the ~24% of nonprofits reporting data, about 40% have staff sizes of two or less people, less than the nonprofit sector as a whole.

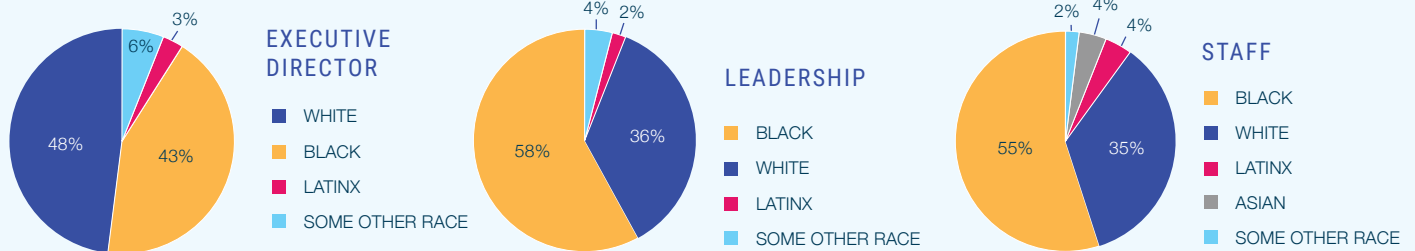
## WORKFORCE AND COMPENSATION

### BREAKDOWN OF STAFF, COMPENSATION, VOLUNTEERS, AND BOARD MEMBERS BY LARGEST SUBGROUP

TYPE OF ORGANIZATION	TOTAL STAFF	TOTAL STAFF COMPENSATION	MEDIAN STAFF COMPENSATION	TOTAL VOLUNTEERS	TOTAL BOARD MEMBERS
General Human Services	10,216	\$411.4M	\$19,000	34,877	1,034
Youth Development	2,761	\$55.4M	\$15,000	6,197	476
Shelter and Residential Care	8,585	\$182.5M	\$21,300	6,376	1,100
Special Population Support	4,463	\$77.2M	\$16,500	4,915	483
Family Services	2,616	\$54.6M	\$20,400	5,726	423
Basic and Emergency Needs	86	\$1.1M	\$12,000	5,830	156
<b>ALL HUMAN SERVICES ORGANIZATIONS</b>	<b>29,965</b>	<b>\$795.9M</b>	<b>\$18,200</b>	<b>64,078</b>	<b>3,775</b>

### DEMOGRAPHICS OF HUMAN SERVICES NONPROFIT EMPLOYEES

from the 2022 COVID-19 Nonprofit Recovery and Resiliency Survey



Compensation data is reported by organizations with annual revenues of \$200,000 or more and includes only full-time and year-round employees. The numbers below represent the median staff salary amounts for those who provided data. This data shows that on average, Human Services nonprofits are paying their staff and leadership about 16% lower than the median nonprofit wages in Cuyahoga County. For Black-led organizations, the average salary reported is on average lower than White-led organizations at both the staff and the leadership level.

**MEDIAN STAFF SALARY: \$18,200**

WHITE-LED: \$22,300 BLACK-LED: \$19,100

**MEDIAN SENIOR LEADERSHIP SALARY: \$103,800**

WHITE-LED: \$199,600 BLACK-LED: \$86,700

### Story of Resiliency

*"We leveraged three part time staff with almost 50 volunteer teams to deliver nutritious groceries directly to the homes of its low- income senior and mobility challenged clients. COVID presented many challenges including an influx of people looking for food assistance. With the dedication of our almost 100 volunteers and our community supporters/ partners, we were able to source, package and distribute food to all those who requested services and qualified."*

—Human Services nonprofit, 2022



## FINANCES

Human Services organizations were some of the hardest hit during the COVID-19 pandemic, and many are still balancing an increased demand for basic needs with increased barriers to safe service delivery. Prior to the pandemic, Human Services organizations had significant program service revenue, foundation and government grants, and some investment income to drive their work.

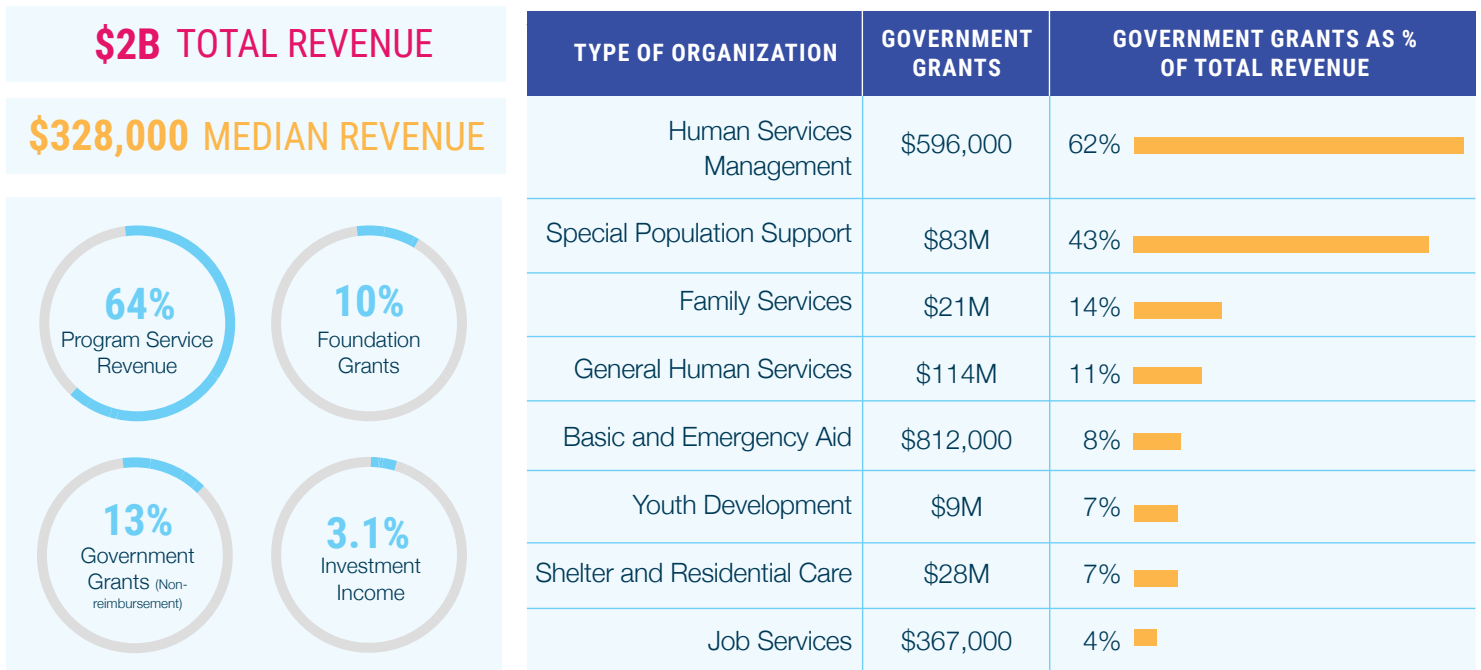
## OVERALL FINANCES BY ORGANIZATION TYPE

TYPE OF ORGANIZATION	TOTAL REVENUE	TOTAL EXPENSES	TOTAL ASSETS
General Human Services	\$1.1B	\$983.1M	\$5.3B
Youth Development	\$135.3M	\$95.4M	\$90.6M
Shelter and Residential Care	\$414.9M	\$346.7M	\$772.8M
Special Population Support	\$191.5M	\$169.9M	\$289.8M
Family Services	\$154.4M	\$130.4M	\$161.3M
Basic and Emergency Needs	\$10.8M	\$9.7M	\$7.6M
<b>ALL HUMAN SERVICES ORGANIZATIONS</b>	<b>\$2B</b>	<b>\$1.8B</b>	<b>\$6.7B</b>

## REVENUES

Human Services nonprofits play a significant role in the local economy, generating at least \$2B in annual revenue—one of the largest nonprofit industries in Cuyahoga County. The largest subgroups of the industry by both revenue and staff size are those supporting special populations (i.e. older adults, those with disabilities, etc.) and shelter and residential care nonprofits. While a significant portion of reported Human Services income comes from program service revenue, 13% of all funding comes from government grants which is almost three times the average for Cuyahoga County, and another 10% from foundation grants. Nonprofits that are supporting special populations and shelter and residential care nonprofits are receiving more government funding.

## GOVERNMENT GRANTS BY SUBGROUP



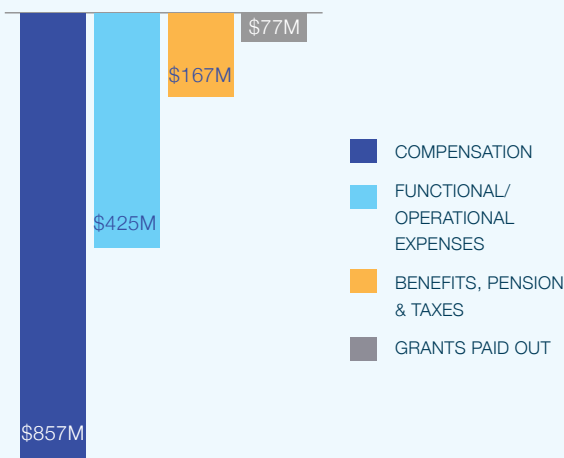
## EXPENSES

Human Services nonprofits on average have greater expenses than other nonprofits in Cuyahoga County with a median expense amount per reporting organization of \$268,900, compared to \$154,000 for the entire nonprofit sector. Compensation and operational expenses make up a significant portion of Human Services expenditures, with \$857M in compensation and \$425M in operations.

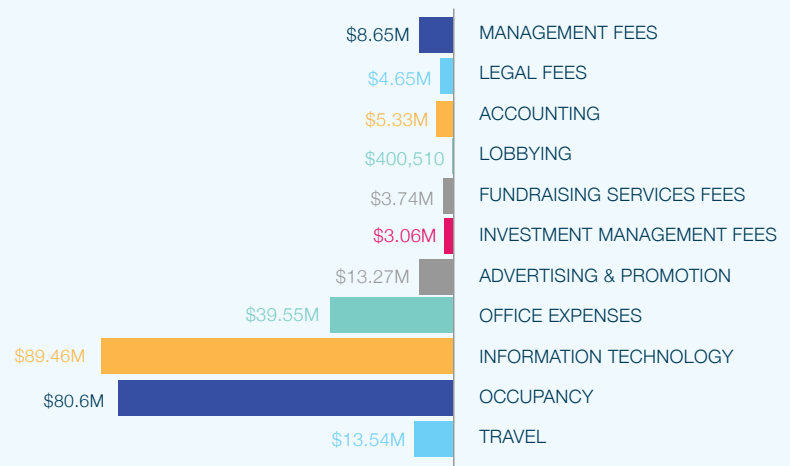
**\$1.8B** TOTAL EXPENSES

**\$268,900** MEDIAN EXPENSES

### TOP EXPENSE CATEGORIES



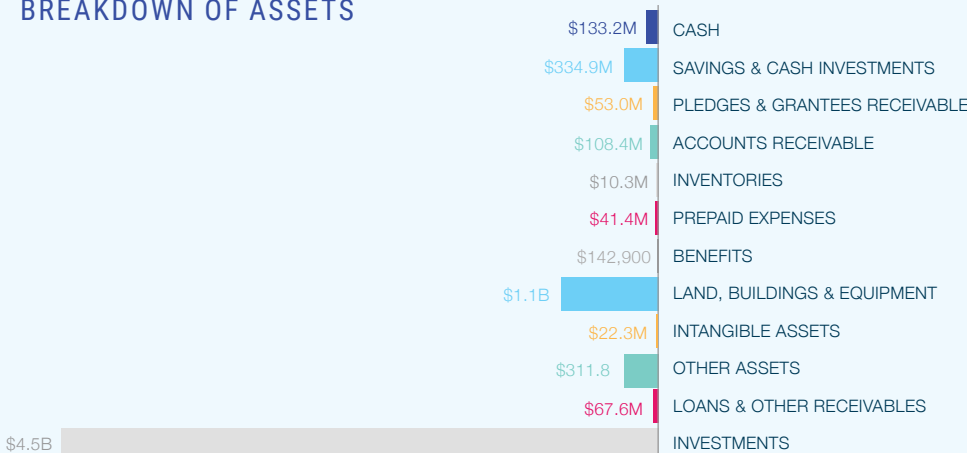
### FUNCTIONAL / OPERATIONAL EXPENSE BREAKDOWN



## ASSETS

Of the total \$51B in nonprofit assets locally, Human Services organizations hold 13% (\$6.6B)—the second most assets of any other industry after Health nonprofits (\$19.6M). A majority of these assets are unrestricted funds, which are the easiest to use toward any organizational expense. Shelter and residential care hold the greatest amount of those assets (\$772M). A majority of their assets are coming from investment income.

### BREAKDOWN OF ASSETS



**\$6.6B**  
TOTAL NET ASSETS

**\$11.8M**  
TEMPORARILY RESTRICTED ASSETS

**\$926,900**  
PERMANENTLY RESTRICTED ASSETS

**\$2.7B**  
UNRESTRICTED ASSETS

## TOP 5 CAPACITY BUILDING NEEDS FOR HUMAN SERVICES NONPROFITS

2022	2023 AND BEYOND
 Staff Salaries	 Fundraising and Grant Writing
 Fundraising and Grant Writing	 Staff Salaries
 Strategic Planning or Long-term Planning	 Strategic Planning or Long-term Planning
 Diversity, Equity, and Inclusion	 Facilities and Operations Costs
 Facilities and Operations Costs	 Succession Planning

### KEY FINDINGS:

- Racially Representative of the Population Served:** The Human Services sector overall is more Black-led and Black-serving than the Cuyahoga County nonprofit sector as a whole. The Human Services industry reports 43% of all their executive directors as Black, 48% as White, with 9% other people of color. This is compared to 29% of all executive directors across the county being Black, 61% White, and 10% other people of color. In addition to a higher percentage of Black executive directors, over 60% of the Human Service staff in Cuyahoga County are Black, compared to just 50% across the sector as a whole. Overall, the industry serves a population that is 60% Black and 23% White, making the racial demographics of the Human Service industry’s leadership and staff representative of the population they serve.
- Racial Disparity in Compensation to Staff and Executive Directors:** A survey of 90 of Human Services nonprofits, representing 7% of industry, revealed that the median staff salaries across Human Services is \$18,200—15% lower than the median across the Cuyahoga County nonprofit sector as a whole. Disaggregated by race, there is a significant disparity in pay between White and Black employees—White-led organizations have a median staff salary of \$22,300 (3% greater than the sector median), while Black-led organizations have a median salary of \$19,100, nearly 11% lower than the median across the sector. The same disparity exists at the executive director level, with White-led organizations reporting executive salaries of \$199,600 while Black-led organizations report only \$86,700—which is 57% less.
- Large Human Services Nonprofits are Supported By Government Funding:** Across the Human Services industry, 13% of all funding comes from government grants which is almost three times the average for Cuyahoga. Large Human Services nonprofits (over \$2M) receive nearly 54% of all their income from government grants, compared to just 24% for smaller Human Services nonprofits (under \$2M). Due to limited data for organizations under \$200,000, this funding disparity from government grants may be more pronounced for smaller organizations. More than any other Human Services subgroups, those supporting special populations receive over 43% of all their income from government grants, and larger nonprofits supporting special populations receive nearly 85% of their income from government grants—that’s nearly 17X more income from government grants than the sector average in Cuyahoga County.
- Most Basic Needs Services Provided by Very Small Organizations:** Basic Needs and Emergency Services organizations are nearly 20% more likely than Cuyahoga County’s nonprofit sector as a whole to be very small. About 84% of nonprofits providing Basic and Emergency Needs have revenues under \$200,000, and are likely operated by just 1-2 staff members. Data suggests these organizations have a ratio of nearly 68 volunteers to every 1 staff member, suggesting a majority are operating as almost fully volunteer-led and/or donation-based organizations. Meanwhile, Cleveland, the main metropolitan area in Cuyahoga County, has the highest child poverty rate, the second highest working age adult poverty rate, and the third highest older adult poverty rate in the Country—three statistics indicating the need for basic needs is likely large and complex.

This snapshot was developed as part of the Cuyahoga County Nonprofit Landscape Assessment, funded by the Funders Collaborative on Covid Recovery and available to the public. Visit [sangfroidstrategy.com/cuyahoga](https://sangfroidstrategy.com/cuyahoga) for much more detail on Human Services nonprofits and the sector as a whole!

# A DEEPER DIVE

## NONPROFITS MEETING BASIC & EMERGENCY NEEDS THROUGH THE PANDEMIC

**79** Basic and Emergency Needs Nonprofits

**6%** of the Human Services Nonprofit industry

**19 years old** Average age of Basic and Emergency Needs Nonprofits

The COVID-19 pandemic has created significant strain on the Human Services Industry, causing increases in expenses, new barriers to delivering services, and a higher demand for services and support. While Human Service nonprofits across all industries have helped stabilize needs throughout the pandemic, Basic and Emergency Needs organizations were met with a large challenge as the health and economic crisis resulting from COVID-19 intensified during the last few years. While many organizations support basic needs in some form throughout Cuyahoga County, 79 organizations focus exclusively on Basic and Emergency Needs, providing food access (40%), emergency aid (25%), distribution of goods (19%), and victim aid (5%).

### WORKFORCE AND COMPENSATION

 **86** WORKERS

**156** BOARD MEMBERS

**5,830** VOLUNTEERS

**MEDIAN STAFF SALARY: \$12,000**

**44% LOWER THAN SALARIES OF WORKERS ACROSS THE CUYAHOGA COUNTY NONPROFIT SECTOR**

The median staff wages for Basic and Emergency Needs workers in Cuyahoga County is 44% lower than the salaries of nonprofit workers across Cuyahoga County. A majority of Basic and Emergency Needs organizations reporting financial data show that this industry relies heavily on the support of volunteers and part-time low-wage workers. This suggests that many of these workers likely have to carry a second job to make ends meet. With an 81% female workforce, and 56% staff that identify as people of color, it is likely that these low wages disproportionately affect women of color.

### REVENUES

At least 84% of all Basic and Emergency Needs focused nonprofits have an operating budget less than \$200,000 or identify as churches or religious institutions and are not required to report data to the IRS. However, of those reporting data it shows they are operating with support from nearly 6,000 volunteers—or a ratio of nearly 68 volunteers to every 1 staff member. This shows that a majority of these organizations are operating as almost fully volunteer and donation based organizations. Their revenues are quite small, and their expenses stay lower than other industries.

STAFF SIZE	# OF ORGANIZATIONS	% OF ORGANIZATIONS	MEDIAN REVENUE
0	6	35%	\$203,000
1-2	2	12%	\$260,000
3-5	2	12%	\$368,000
6-10	3	18%	\$688,000
11-20	4	24%	\$235,000

**66 Basic and Emergency Need organizations (84%) are under \$200,000 revenue annually or are churches or religious institutions and are therefore not required to report revenue data.**

# A DEEPER DIVE

**\$10.8M** TOTAL REVENUE

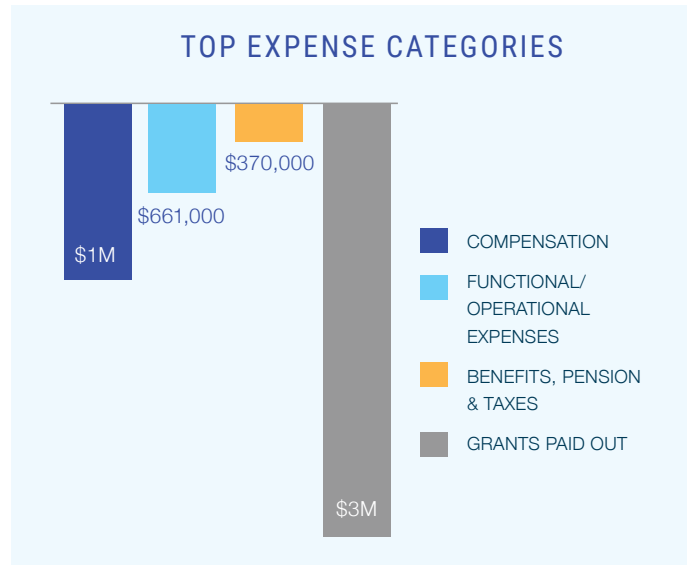
**\$95,900** MEDIAN REVENUE

**\$9.7M** TOTAL EXPENSES

**\$81,200** MEDIAN EXPENSES

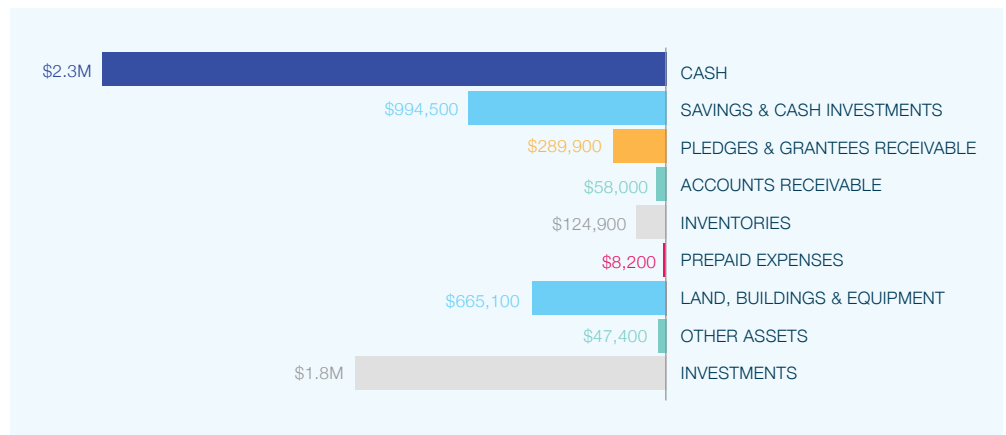
## EXPENSES

Nonprofits supporting Basic and Emergency Need reporting data named grants paid out and program service expenses as two of the greatest expenses. These 79 organizations report at least \$2.9 million in grants paid out to individuals—a third of which are designated through an organization for basic and emergency needs for the Jewish community. The second greatest expense reported is nearly \$700,000 in program service expenses, this means that organizations are putting money directly into the services they provide individuals, such as cash, clothes, or food assistance. Overall, the median expenses reported for Basic and Emergency Needs organizations are 47% lower than the median expense for all nonprofits in Cuyahoga County—illustrating how under-resourced these organizations are.



## ASSETS

A significant amount of the assets held by all Basic and Emergency Needs organizations are in cash (\$2.3M), which is critically important to the ability to conduct their work. For the Basic and Emergency Needs organizations in Cuyahoga County, a significant amount of these assets are acquired through donations to the nonprofit entities, with a higher proportion of cash assets held by religious institutions.



## Story of Resiliency

*“Building on COVID-19 relief efforts and associated funding that carried into 2021, we were able to continue to maintain and expand essential services, while exploring and piloting new solutions to shelter, housing, and food service delivery for those most vulnerable in our community.”*

—Human Services nonprofit, 2022

