



THE NONPROFIT COVID-19 RECOVERY AND RESILIENCY SURVEY FINDINGS REPORT

APRIL 2022

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The Greater Cleveland COVID-19 Rapid Response Fund (the Fund) was established in March 2020 to respond to pressing needs caused by the pandemic. To date, the Fund has raised more than \$20 million and made grants to 675 nonprofit groups and organizations in Cuyahoga, Lake, and Geauga counties. The partnership has grown to include nearly 50 philanthropic foundations, nonprofits, and government entities working together to help stabilize the region and spur long-term recovery with a particular focus on Black people and other people of color, refugees, immigrants, low-income people, people with critical and chronic diseases, and others who are at an especially high risk for the health and economic consequences of the pandemic. In September 2021, The Fund transitioned into its third phase by launching the Funders Collaborative on Covid Recovery (FCCR), to continue this work.

As the Fund looked to the future to create positive, long-term systems change aiding Greater Cleveland families and our community, it embarked on a process to understand the current and projected state of the nonprofit sector in Cuyahoga County. The first step was to gain a deeper understanding of the issues different parts of the nonprofit sector are facing, the capacity needs and opportunities in different issue areas, existing program and focus areas, opportunities for advancing nonprofits, and insight into the tireless leadership and workforce carrying out this crucial work in our region.

In January 2022, the Funders Collaborative on Covid Recovery conducted the Nonprofit COVID-19 Recovery and Resiliency Survey. The survey results are available to funders, nonprofit organizations, and any community member who wishes to learn about the current state of the nonprofit sector.

METHODS

The Nonprofit COVID-19 Recovery and Resiliency Survey was administered online and was open to all registered nonprofit organizations in Cuyahoga County between January 5 and February 18, 2022. Respondents were asked to complete one survey per organization, and were invited to participate through email messages and social media, both of which were distributed and promoted through survey partners.

THE SURVEY QUESTIONNAIRE

The questionnaire was administered online through Survey Monkey and included 49 questions about the organization, their recovery from the pandemic, the future of their work in the sector, and the demographic profile of their organization. All organizations who completed the survey in its entirety were entered into a raffle for one of 16 prizes, up-to \$5,000, to be awarded based on a random drawing.

The survey questions were designed in partnership with nonprofit and philanthropic organizations who participated with the Funders Collaborative on COVID Recovery's Nonprofit Resiliency Workgroup, and included four key areas:

- **COVID Recovery/Resiliency:** This section asked about nonprofit revenue, use of reserves, and overall experience through the COVID-19 pandemic and the organization's plans for recovery.
- **Capacity Building Needs:** This section gathered information about nonprofit capacity building needs, specifically, what an organization views as the biggest areas to focus on in the next three years.
- **Visioning:** This section explored what organizations see as the north star for a thriving sector and a stronger future.
- **Demographic Information:** This section requested information on leadership, board and staff, race, gender, sexual orientation, disability identity and organizational faith-based status. This section of the survey was created following the best practices for appropriate language for traditionally marginalized communities. Nonprofit respondents had access to a demographic data collection guide to assist with this section.

To view the full questionnaire, [click here](#).

Thank you to all survey distribution partners who helped ensure nonprofits could share their experiences and recovery needs.

LIMITATIONS

While this study took a snapshot of the nonprofit sector in Cuyahoga County, there are several limitations that affect the generalizability of the data:

- **Inclusion of organizations with nonprofit status only:** Due to the sheer magnitude of community-based efforts, and the specific directive of this project, researchers were unable to survey organizations without an official nonprofit status, but who still may be doing charitable work under a fiscal sponsor. Those organizations may contribute to the social impact sector in significant ways that are not captured in this report.
- **Varying demographic response rate:** Of the 361 organizations that are included in the results, 85% reported the racial demographics of leadership and staff, while the remaining 15% opted not to report. Also, 82% of organizations reported gender identity demographics, and only 76% reported data on the sexual orientation of their staff or leadership.
- **Sample size is smaller for some demographics:** 189 responding organizations reported being white-led, while only one ¹South Asian-led, ²two

Asian-led, and 3 Middle Eastern-led organizations were reported. Native Americans and Pacific Islanders were not represented in the results at all. Due to the small sample sizes of those populations, the results from those organizations are not generalizable for similar organizations. White-led organizations made up the majority of respondents.

- **No volunteer demographics:** Small organizations may not have been able to complete the survey in full, or capture the full nature of their organization. For example, when reporting out demographic details they may have reported for those working full time, while a large percent of the capacity for their organizations comes from volunteers. Future studies could benefit from reviewing the additional support, capacity, and identities of volunteers who help their organizations run smoothly.
- **Self-reported data:** Finally, like any research project with a field survey, there is the chance of human error or omission in self-reported results. Data was carefully cleaned and analyzed to counteract this possibility.

In this survey, Nonprofit Organizations include tax-exempt organizations whose mission is dedicated towards collective, public, or social benefit. These organizations do not give their surplus income to owners or shareholders. For the purpose of this report, nonprofit organizations refer specifically to organizations with the tax-exempt status of 501(c) 3, 501(c) 4, or 501(c) 6 categorizations by the IRS.

1. For example, Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka, Brunei, Burma (Myanmar), Cambodia, Timor-Leste, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand and Vietnam.

2. For example, China, Taiwan, Japan, Mongolia, North Korea and South Korea

SURVEY RESPONDENTS

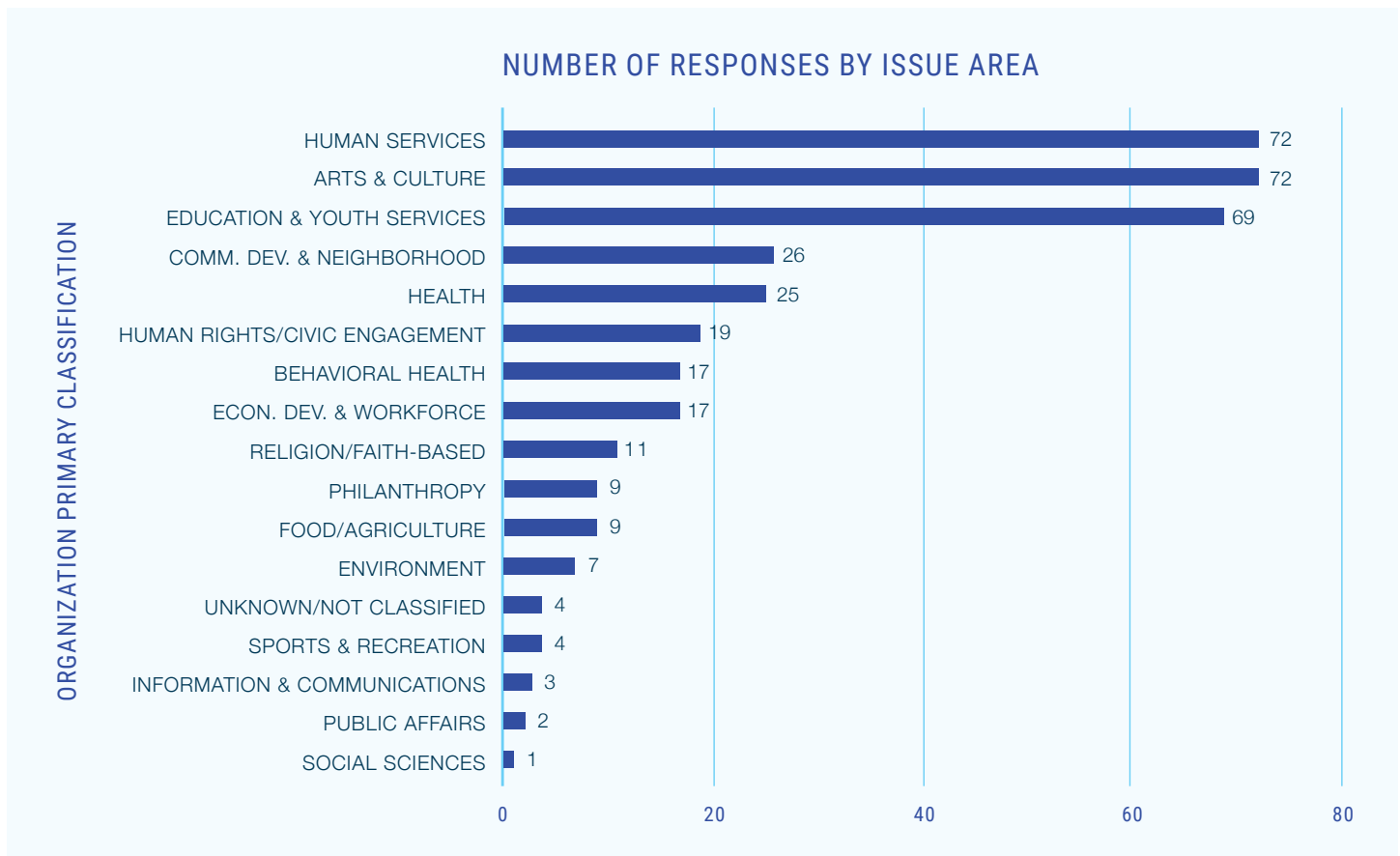
A total of 398 nonprofits responded to the survey. After cleaning the data to eliminate repeat responses and nonprofits located outside of Cuyahoga County, there are 361 organizations represented in this analysis. Nonprofit organizations who took the survey make up at least 5% of the sector in Cuyahoga County. The survey was open to organizations identifying as 501(c)3, 501(c)4, and 501(c)6 tax-exempt status. Due to the requirement of a nonprofit tax-exempt status, the results of this survey may not include all social-serving organizations, particularly those who have not been incorporated as a nonprofit or who are currently sponsored by a fiscal agent. 25% of the organizations who responded stated that they act as a fiscal sponsor, with a combined total of at least 200 additional organizations they support.

Organizations were asked to self-identify an issue area or focus of their social impact. Proportional to the sector, respondents represented Human Services and Arts and Culture most often, both making up 19% of respondents. Human Service agencies encompass many categories of nonprofits from services for children and families, to

housing support, services for older adults, and more. Arts and Culture agencies can be anything from museums, centers that run arts programming, art coalitions, and agencies who support art for public benefit. Information Technology, Public Affairs, and Social Sciences were underrepresented, representing less than 1% of the respondents each, however, these organizations make up a very small percentage of the total nonprofit sector locally.

ORGANIZATIONAL BACKGROUND

Survey respondents included nonprofits from 17 issue-areas across the sector. A majority of responding organizations identified themselves as either Human Services (19.6%), Arts and Culture (19.6%), or Education and Youth Development (18.8%). Organizations were also able to identify across more than one issue area. An analysis of this secondary data showed that the top eight categories stayed the same, even when accounting for multiple classifications.

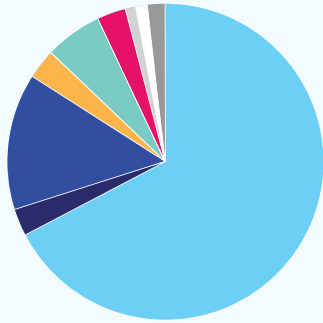


RESPONDENTS BY RACE, DEMOGRAPHICS, AND JOB FUNCTION

Nonprofit leaders were invited to complete one survey on behalf of their organization. The highest responses came directly from executive directors, followed by leadership and fundraising team members. Most respondents represented an organization with either a White or Black executive director.

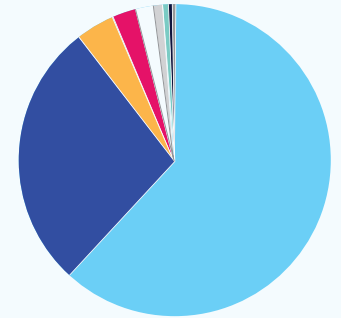
ROLES OF SURVEY RESPONDENTS

- EXECUTIVE DIRECTOR: 68%
- FINANCE: 3%
- LEADERSHIP TEAM: 14%
- ADMINISTRATION: 3%
- FUNDRAISER: 6%
- BOARD MEMBER: 3%
- PROGRAMMING: 1%
- HUMAN RESOURCES: 1%
- OTHER: 2%
- PREFER NOT TO ANSWER: 0%

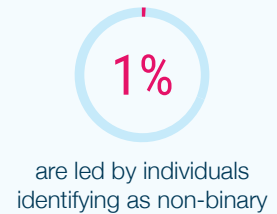
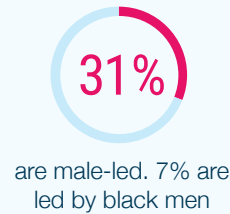
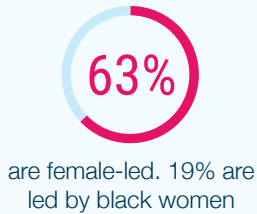


RESPONDENTS BY RACE OF EXECUTIVE DIRECTOR

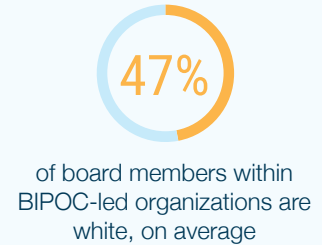
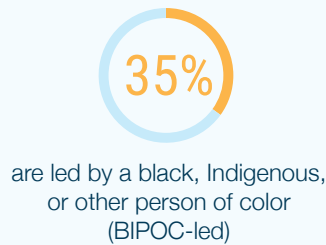
- WHITE: 61.97%
- BLACK/AFRICAN AMERICAN: 27.54%
- HISPANIC/LATINO/SPANISH: 3.93%
- MULTI-RACIAL/MULTI-ETHNIC: 2.62%
- PREFER NOT TO ANSWER: 1.64%
- MIDDLE EASTERN/NORTH AFRICAN: 0.98%
- EAST ASIAN: 0.66%
- SOUTH ASIAN: 0.33%
- OTHER: 0.33%



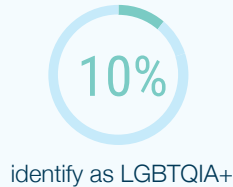
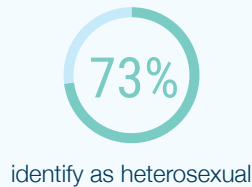
GENDER IDENTITY



RACIAL IDENTITY



SEXUAL IDENTITY



Story of Resilience: Music for Justice, Equity, and Hope

“Though we are unable to stage the large-scale programming that we did pre-pandemic, we took this opportunity to commission 11 female composers to write smaller chamber works on the theme of Justice, Equality, Hope. These new works are performed in free, socially distanced concerts to ensure we can continue to serve our audience.”

– Fundraising Professional, Cuyahoga County-based Arts and Culture Nonprofit

This section of the survey asked about nonprofit revenue, use of reserves, and overall experience through the COVID-19 pandemic, and the organization's plans for recovery. Nonprofits, like many businesses during the pandemic, were hit both by the effects of the global health crisis and the economic crisis that followed. Many nonprofit organizations were faced with changing their organizational priorities, activities, and functions to meet new and emerging needs due to the pandemic. In July 2020, nearly four months into the pandemic, 314

organizations across Greater Cleveland were surveyed by the Rapid Response Fund, and over half of responding organizations reported seeing or projecting a decrease in their ability to provide services, and 33% reported an increased demand for services. An increase in demand for services, coupled with a decreased ability to provide services and changes in nonprofit revenues throughout the pandemic posed a significant challenge and threat to the sector.

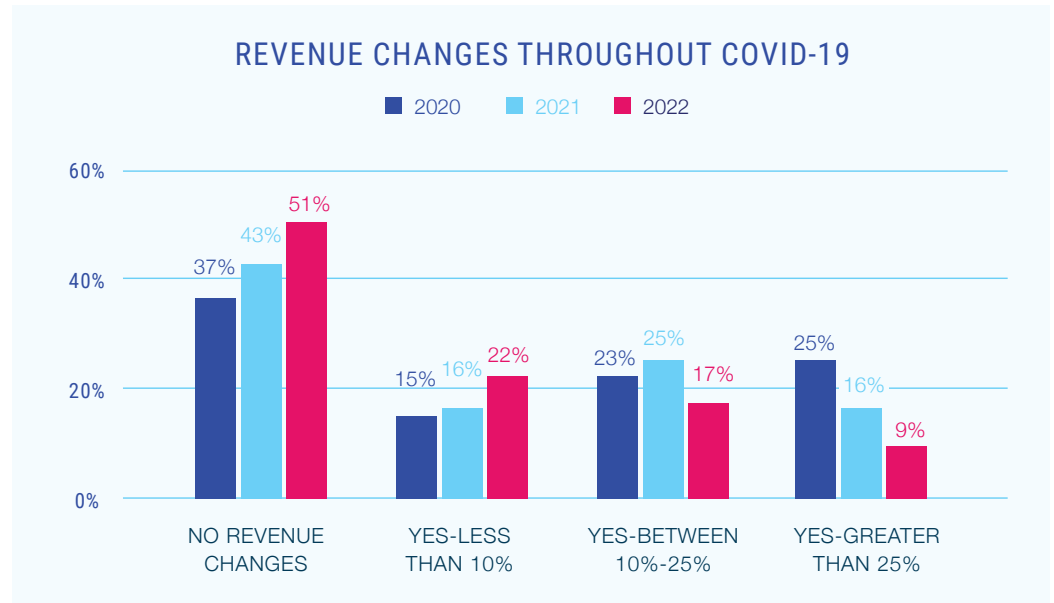
COVID-19'S EFFECT ON NONPROFIT REVENUE

The survey collected information about nonprofits' change in revenue from 2019 through 2021, and their predictions on changes for 2022. As shown, 37% of organizations reported not losing any revenue due to COVID-19 from 2019 to 2020, and each year since more organizations reported that they have not lost or do not expect to lose revenue.

The most significant revenue losses were reported from 2020 and into 2021. In 2022, more than half of nonprofits predict no revenue loss due to COVID-19, and another 22% predict only minor loss. This shows a positive shift towards financial stability across more organizations.

THE ONSET OF THE PANDEMIC: 2020

Between the 2019 and 2020 fiscal years, nonprofits experienced the onset of the COVID-19 pandemic. Between those years, 63% of organizations reported a loss in revenue.



KEY FINDINGS:

- Nearly 25% of respondents report losing over ¼ of their revenue between their 2019 and 2020 fiscal years. This declined sharply in 2021 and 2022.
- Faith-Based, Arts and Culture, and Environment organizations reported the greatest loss in revenue out of all nonprofit types for 2020.

REVENUE CHANGES IN 2021

Nonprofits were more likely to report less than 25% revenue loss in 2021 or no revenue loss at all compared to 2020. The proportion of organizations who reported losing revenue decreased from 63% in 2020 to 57% in 2021, and the number of organizations utilizing their reserves decreased from 28% to 23%. Arts and Culture and Faith-Based organizations are consistently among the top organizations reporting the greatest loss in revenue in 2020 and 2021. Nonprofits categorized as

Health agencies tapped into their financial reserves the most, with Faith-Based organizations second. Food & Agriculture, Environment, and Health organizations are also most likely to report not having any reserves in the bank. Nonprofits experienced more significant revenue loss in 2020 compared to 2021. This may be due to an increase in publicly available dollars such as the CARES Act, ARPA Funds, and other support coming from the corporate and philanthropic community.

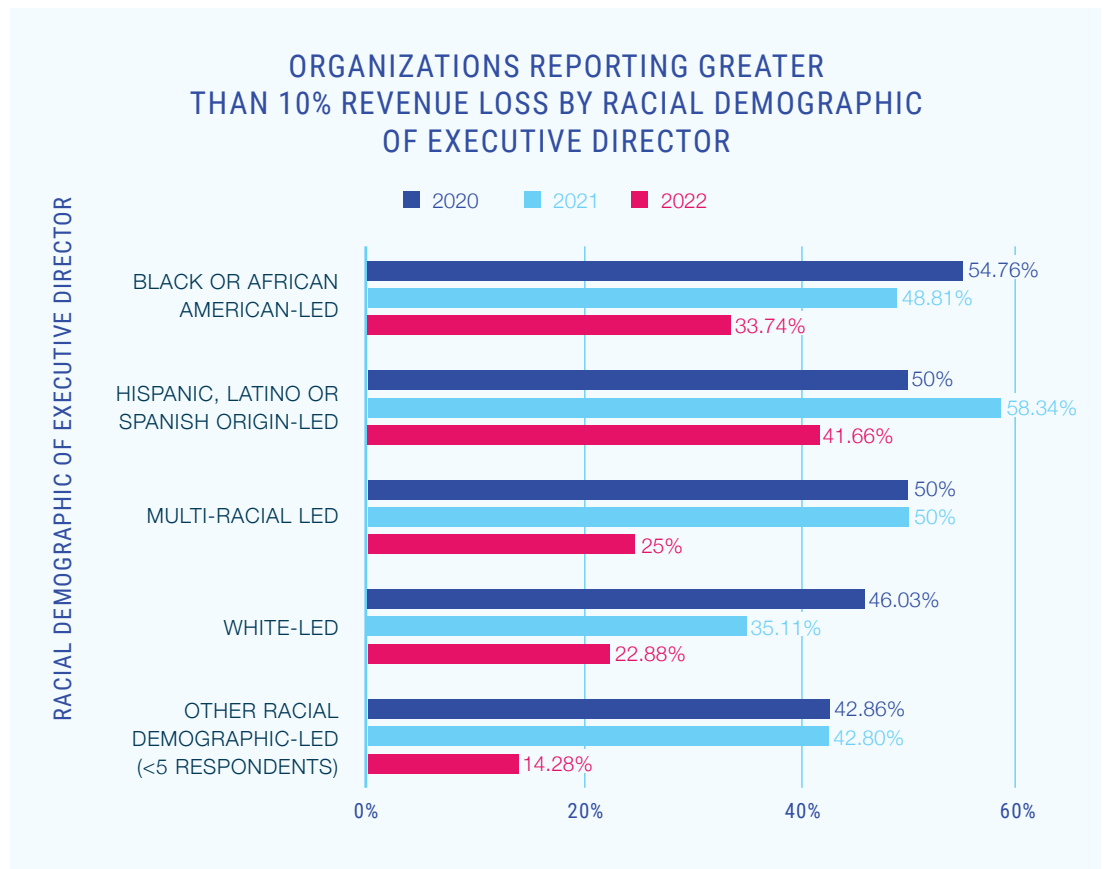
KEY FINDINGS:

- The proportion of organizations who report losing revenue overall decreased from 63% in 2020 to 57% in 2021 showing a strong financial response during this time.
- Health (36%), Faith-Based (27%), and Arts and Culture (19%) reported the greatest loss in revenue in 2021.

REVENUE CHANGES BY RACIAL DEMOGRAPHIC OF NONPROFIT EXECUTIVE DIRECTOR

The chart below highlights the differences in revenue loss by executive director racial demographics for the years of 2020 and 2021, and the anticipated losses for 2022. When referring to “Black-led” or “White-Led”, this is referencing the racial identity of the executive director. The proportion of organizations who report losing revenue overall decreased from 63% in 2020 to 57% in 2021. Across the various executive director racial identities, all anticipate a significant increase in Revenue for 2022. Latinx- and Black-led organizations represent the highest proportion of executive directors expecting a loss in Revenue in 2022, they are most likely to expect some reduction in Revenue. Meanwhile, Multi-Racial- and White-led organizations represent the

smallest proportion of executive directors expecting a loss meaning they are most likely to expect positive financial results in 2022.



REVENUE PREDICTIONS FOR 2022

When asked how they expected their revenue to change in 2022, 49% of all organizations reported that they anticipate losing some revenue in 2022, down 14 percentage points from the onset of the pandemic. White-led (55%), Latinx-led (50%) and Black-led (46%) organizations represent the highest proportion of nonprofits that don't anticipate losing revenue in 2022.

However, 14% of Black-led and 13% of Multi-Racial-led organizations expect to lose greater than 25% of revenue in 2022, a higher percentage than White-led organizations. This overall trend in decreased revenue loss is a promising sign towards financial stability, but there are still organizations who expect the revenue loss to continue through 2022.

KEY FINDINGS:

- At the onset of the pandemic, Black-led (65%), White-led (63%), and Multi-Racial-Led (63%) organizations experienced the greatest loss in revenue at this time while Latinx-led organizations reported the smallest loss in revenue.
- By 2021, Black-led (49%) and Latinx-led (58%) organizations reported the greatest loss in revenue.
- In 2021, multi-racial-led organizations reported the smallest loss in revenue.

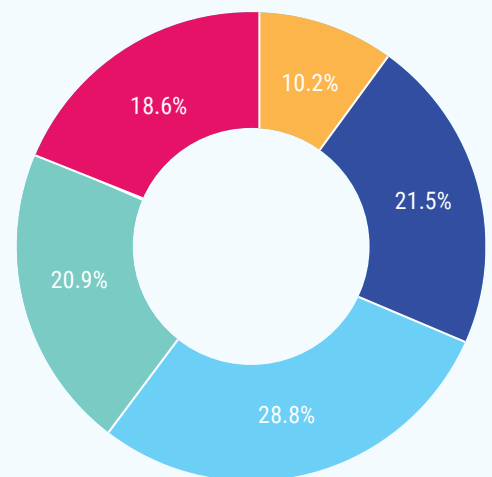
COVID-19'S EFFECT ON OPERATING RESERVES

OPERATING DOLLARS ON-HAND

The survey asked nonprofits about the amount of operating dollars in the bank as of January 2022. 50% of nonprofits report having at least six months' worth of support in the bank, 29% report having between 3-6 months, and 10% report having less than one month's worth of operating dollars in the bank.

MONTHS OF OPERATING BUDGET IN THE BANK

- LESS THAN 1 MONTH
- BETWEEN 1-3 MONTHS
- BETWEEN 3-6 MONTHS
- BETWEEN 6-9 MONTHS
- MORE THAN 9 MONTHS



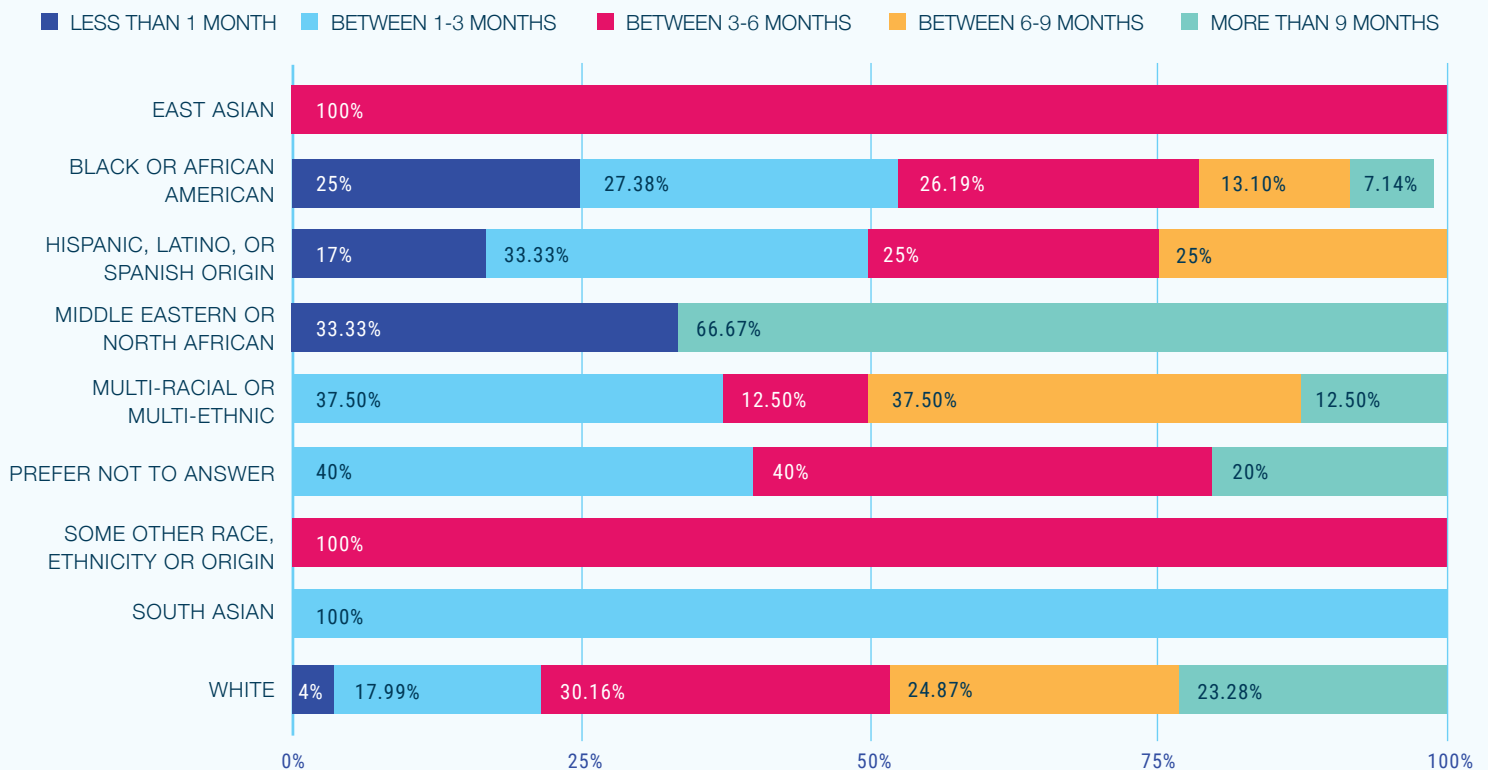
Organizations with less than three months in the bank are considered in the high-risk category according to accounting standards, meaning they are at risk of closing—this is true for almost half of all nonprofits in Cuyahoga County.³

3. From the U.S. Securities and Exchange Commission, SEC Concept Release: International Accounting Standards

KEY FINDINGS:

- Human Rights or Civic Engagement (58%), Environment (57%), and Education & Youth services (45%) are most likely to report having six months or more worth of support in the bank. Health (25%), Faith-Based (20%), and Food & Agriculture (18%) organizations were most likely to have less than one month's worth of operating support in the bank.
- Multi-Racial-led (50%) and White-led (48%) organizations are most likely to report having six months+ worth of operating support in the bank.
- One-quarter of all Black-led organizations reported having less than one month's worth of operating support in the bank, the highest of any demographic category.

MONTHS OF OPERATING BUDGET IN BANK (BY RACE OF EXECUTIVE DIRECTOR)



TAPPING INTO RESERVES

Nonprofits indicated they tapped into reserves more often in 2020 compared to 2021. Nonprofits were most likely to use ¼ or less of all the reserves they held in both 2020 and 2021. In 2020, 44% of organizations did not tap into reserves at all, and by 2021, 53% of all organizations did not tap into reserves — showing continued positive signs of increased financial stability. **One concerning**

key finding is that nearly 28% of nonprofits that responded to the survey stated that they currently do not have any financial reserves.

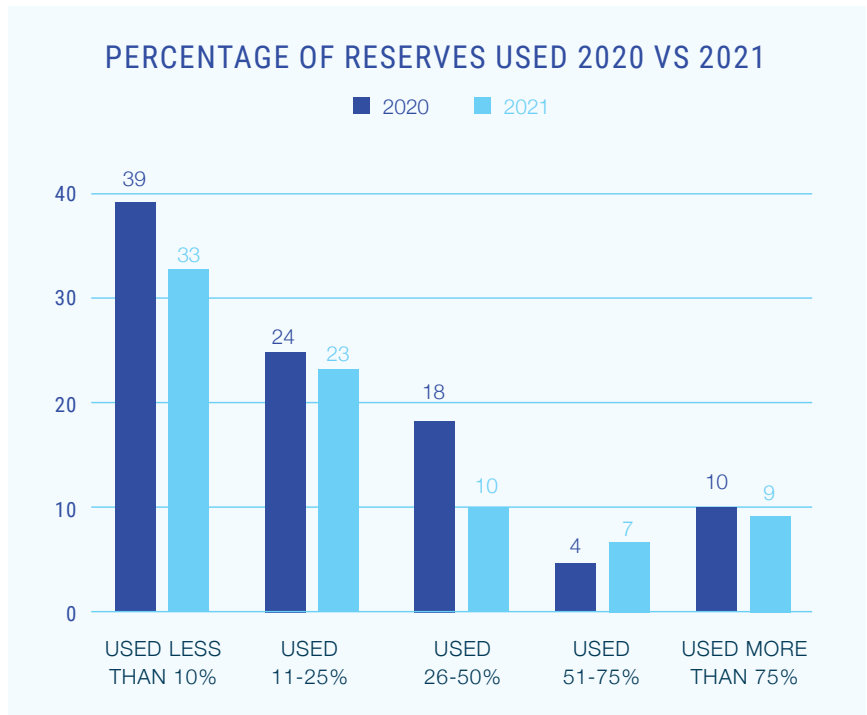
Health-related organizations (12%) report using nearly 50% of their total reserves. This remained true for 2021 as well. Across 2020 and 2021, Economic Development

and Philanthropic organizations were least likely to tap into their financial reserves, they also saw an increase in the proportion of organizations who are not utilizing their reserves.

Health-related organizations (12%) report using nearly 50% of their total reserves. This remained true for 2021 as well. Across 2020 and 2021, Economic Development and Philanthropic organizations were least likely to tap into their financial reserves, they also saw an increase in the proportion of organizations who are not utilizing their reserves.

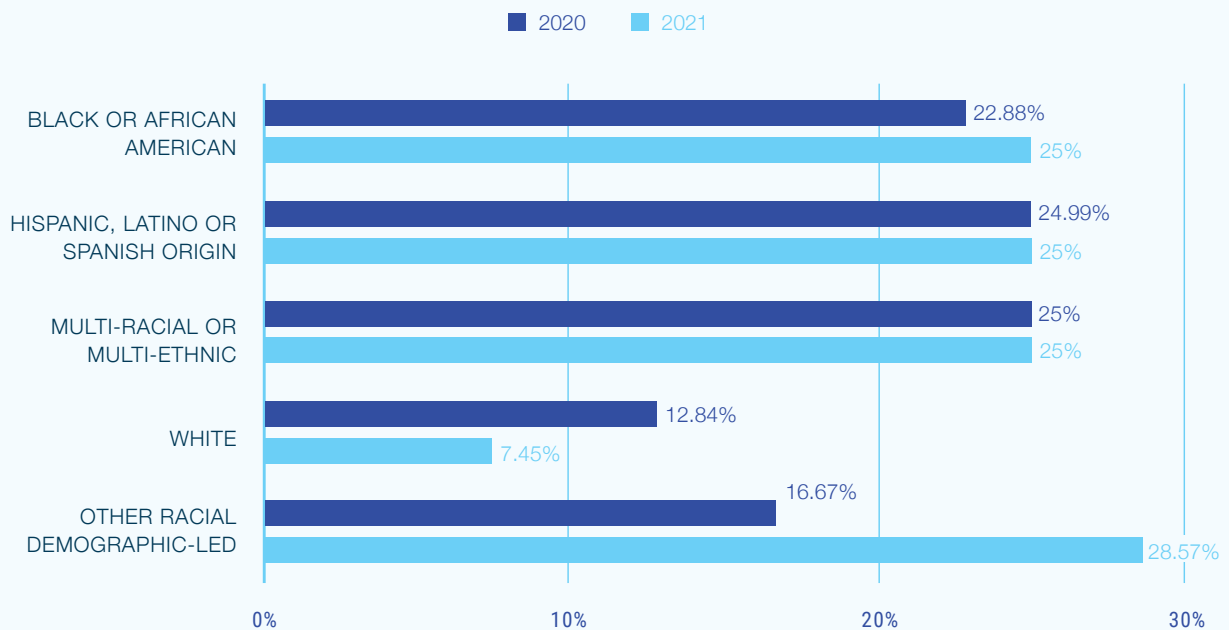
REVENUE CHANGES BY RACIAL DEMOGRAPHIC OF NONPROFIT EXECUTIVE DIRECTOR

The survey very clearly indicated that Black-led, Latinx-led, and Multi-Racial-led organizations used significantly more reserves throughout the COVID-19 pandemic than their White-led peers.



ORGANIZATIONS REPORTING GREATER THAN 10% REVENUE UTILIZATION BY RACIAL DEMOGRAPHIC OF EXECUTIVE DIRECTOR

RACIAL DEMOGRAPHIC OF EXECUTIVE DIRECTOR



KEY FINDINGS:

- Multi-Racial- and Latinx-led organizations were more likely to report tapping into at least 10% of their reserves in 2020, followed by Black-led, while White-led were least likely to report using as much.
- In 2021, the proportion of Multi-Racial and Latinx-led organizations that tapped into at least 10% of their reserves stayed approximately the same, while the proportion of Black-led organizations tapping into reserves increased from 22.88% to 25%. The proportion of White-led organizations tapping into at least 10% of their reserves decreased from 13% to 7.5% and the proportion of Other Racial demographic-led orgs tapping into their reserves increased by over 10%- from 17% to 29%.

Story of Resilience: Supporting 2,000+ in the Latinx Community

“The Latino community has been hard-hit from COVID, both in infections, loss of wages, death rates, low vaccine rates, misinformation and more. We remained flexible to address constant developments in order to meet constant needs and issues we were confronting. Additionally, the families we serve face many barriers, and were excluded from most safety net programs due to their immigration status. Our nonprofit rose to the occasion, assisting over 2000 individuals with COVID related work, including vaccines, direct needs (\$36,000 in direct assistance) and access to medical care.”

– Executive Director, Cuyahoga County-based Human Services Nonprofit

Story of Resilience: Advocating for the Safety of Incarcerated People & Prison Staff

“The Marshall Project was among the first to highlight the disproportionate risks of the pandemic behind prison walls. We quickly hit the ground to cover its impact. [We began] contacting authorities in all 50 states and the federal prison system to track the number of incarcerated people and prison staff who tested positive for and died of COVID-19. Our analysis found at least one in five prisoners in the U.S. were infected, with as many as one in three or even half of all prisoners testing positive in some states. The “State-by-State Look at Coronavirus in Prisons,” continuously updated over 66 weeks, quickly became a vital resource for researchers, policymakers and the news media, who cited us more than a thousand times.”

– Fundraising Professional, Cuyahoga County-based Information and Communications Nonprofit

NONPROFIT PERSPECTIVE ON COVID-19 RESPONSE

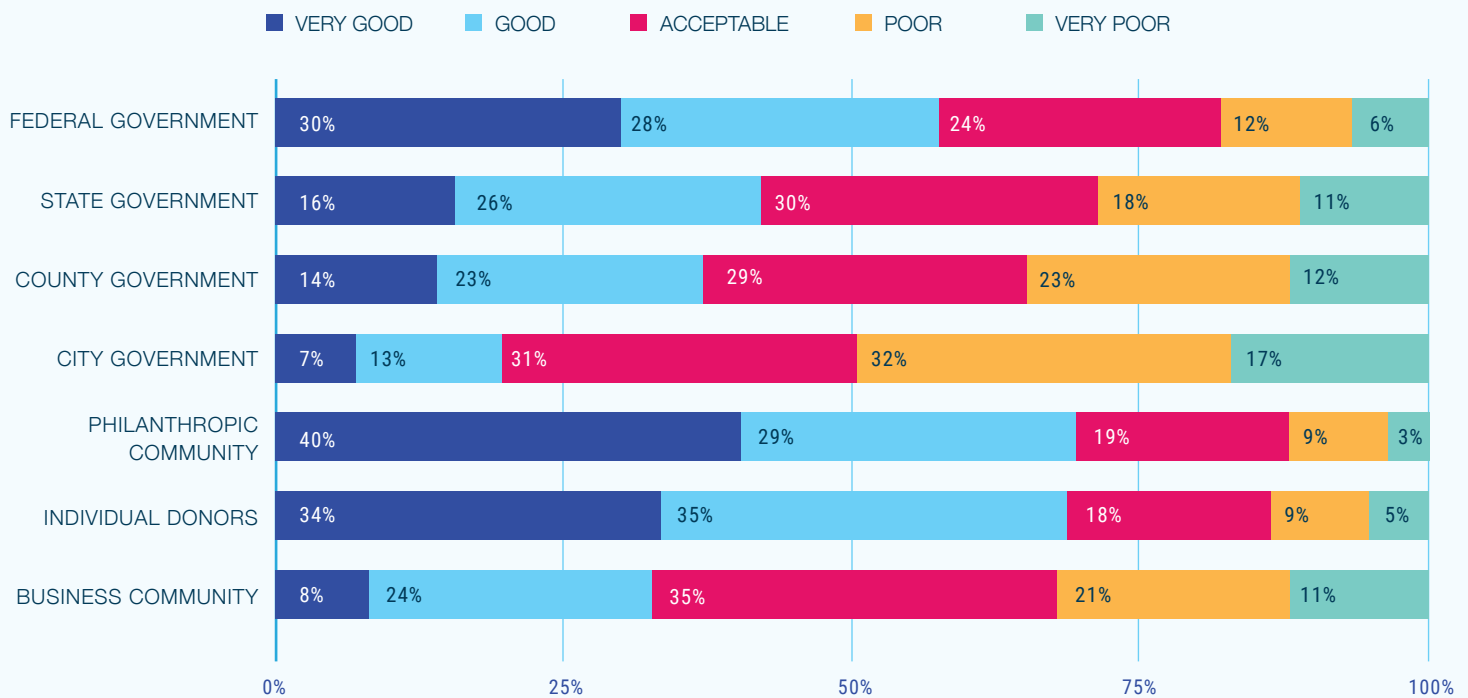
As the pandemic evolved, new policies and practices were put in place to provide emergency aid. In addition, the local philanthropic community moved quickly to form the Rapid Response Fund in March 2020. The combination of these efforts provided support for immediate and pressing needs brought on by the health crisis. With newly available funds, many organizations were able to continue to provide services and support at or above pre-pandemic levels. The survey asked nonprofits about

their perceptions of the COVID-19 response by different sectors. Respondents rated their perception of the government, philanthropic, and corporate response to the pandemic.

OVERALL PERCEPTION OF RESPONSE BY SECTOR

The survey asked nonprofits to rate their perception of how various sectors responded to the COVID-19 pandemic.

PERCEPTION OF COVID-RESPONSE SUPPORT RECEIVED BY NONPROFITS



KEY FINDINGS:

- Nonprofits perceived the philanthropic sector and individual donors to be the most supportive during the COVID-19 pandemic, followed by the federal government and state government.
- City and county governments, as well as the business community, were perceived to be the least supportive to nonprofits throughout the COVID-19 pandemic.

PERCEIVED COVID-19 RESPONSE FROM GOVERNMENT AND PHILANTHROPIC SECTOR

The table below details how many organizations, from each organization-type, ranked the support from all government levels and the philanthropic sector as “Good” and “Very Good”. Organizations at the top of the list were most satisfied with the response. On average, 46.88% of Economic Development organizations ranked the response from the government overall as “Good” or “Very Good”. 52.17% of Arts and Culture Organizations ranked the response from the Philanthropic sector as “Good” or “Very Good.”

GOVERNMENT (OVERALL)

- Economic development and/or workforce (46.88%)
- Arts and Culture (41.30%)
- Behavioral Health (39.71%)
- Education and Youth Services (39.34%)
- Community Development and Neighborhood Revitalization (39%)
- Sports and Recreation (37.50%)
- Human Services (35.29%)
- Information and Communications (33.33%)
- Health (25%)
- Philanthropy (25%)
- Religion/Faith-based (25%)
- Environment (21.43%)
- Human Rights or Civic Engagement (18.42%)
- Food or Agriculture (15.91%)

PHILANTHROPY

- Arts and Culture (52.17%)
- Economic development and/or Workforce (50%)
- Behavioral Health (47.06%)
- Education and Youth Services (39.34%)
- Community Development and Neighborhood Revitalization (40%)
- Education and Youth Services (39.71%)
- Human Services (33.82%)
- Information and Communications (33.33%)
- Religion/Faith-based (27.27%)
- Sports and Recreation (25%)
- Philanthropy (22.22%)
- Food or Agriculture (18.18%)
- Health (16%)
- Human rights or Civic Engagement (15.79%)
- Environment (14.29%)

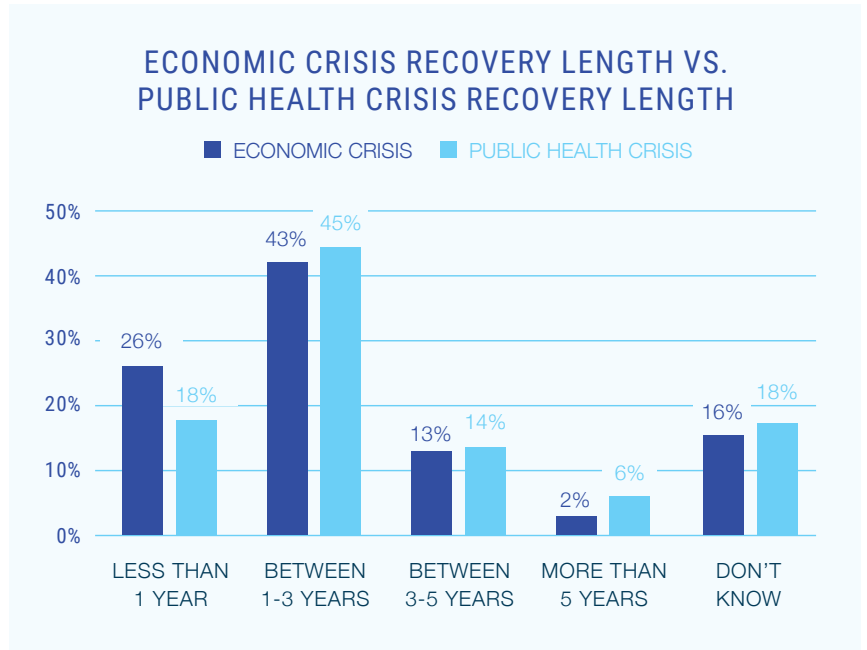
KEY FINDINGS:

- Sport and Recreation, Economic Development, and Information Technology report being the most satisfied with Government, Philanthropic, and Corporate Response.
- Multi-racial-, East Asian-, and White-Led organizations report being the most satisfied with Government, Philanthropic, and Corporate Response. The Philanthropic Sector, Individual Donors, and the Federal Government provided the best funding support to Cleveland nonprofits’ COVID needs.

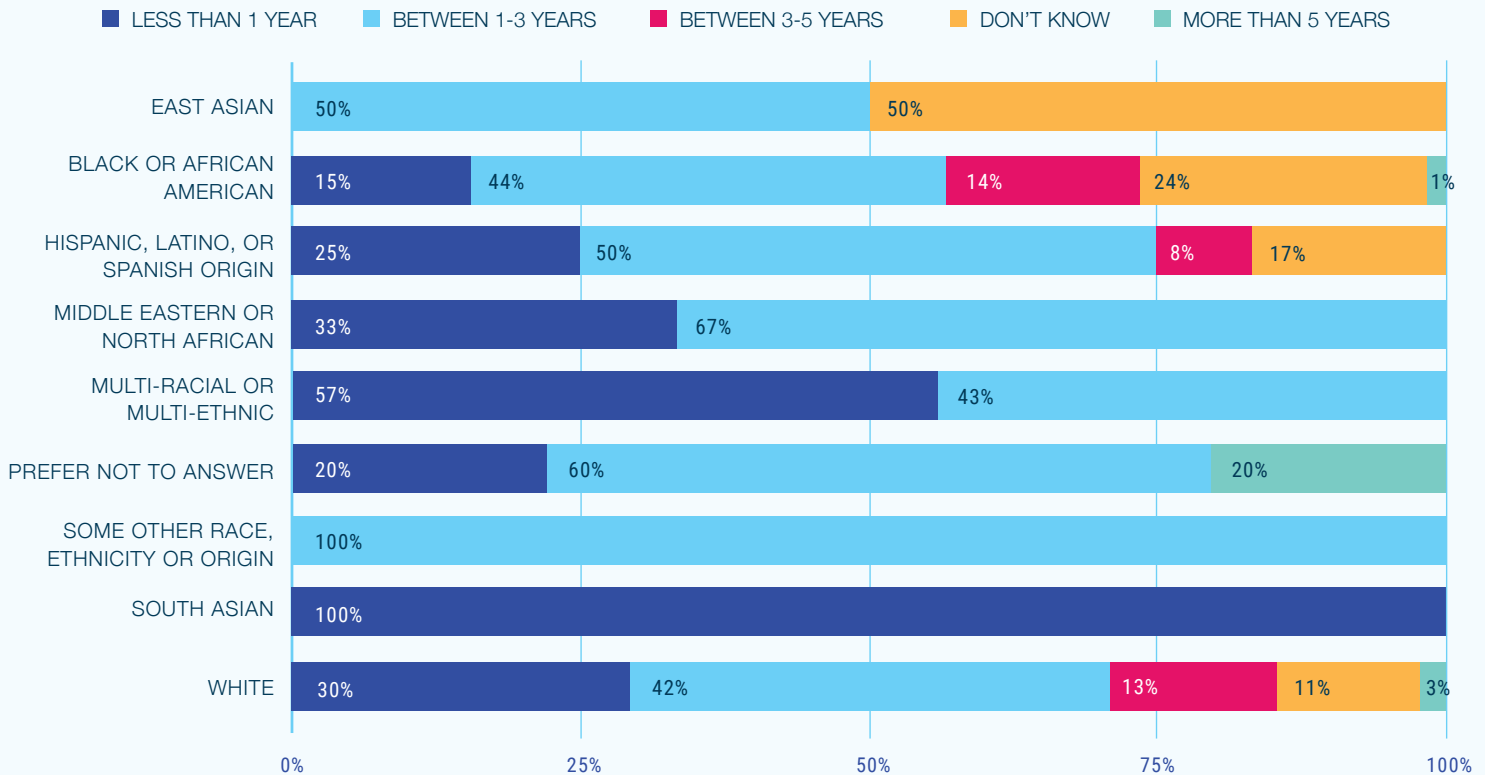
RECOVERY NEEDS

The survey asked nonprofits to indicate their anticipated recovery period for both the public health crisis and the economic crisis caused by the COVID-19 pandemic. Most nonprofits anticipate that it will take 1-3 years to recover from both the economic crisis and the public health crisis caused by COVID-19. 21% of Human Rights nonprofits, 9% of Faith-based, and 4% of Community Development respondents believe that it will take over five years to recover from the economic impact of the COVID-19 pandemic. Public affairs, Economic development, and Community Development organizations anticipated a much shorter recovery period, with a larger percent saying they will only need one year to recover economically from the COVID-19 pandemic.

White-led, Black-led, and Latinx-led organizations anticipate that it will take more than three years to recover from the economic impact of the pandemic.



ANTICIPATED ECONOMIC RECOVERY LENGTH



Story of Resilience: Feeding the Community in the Midst of COVID-19

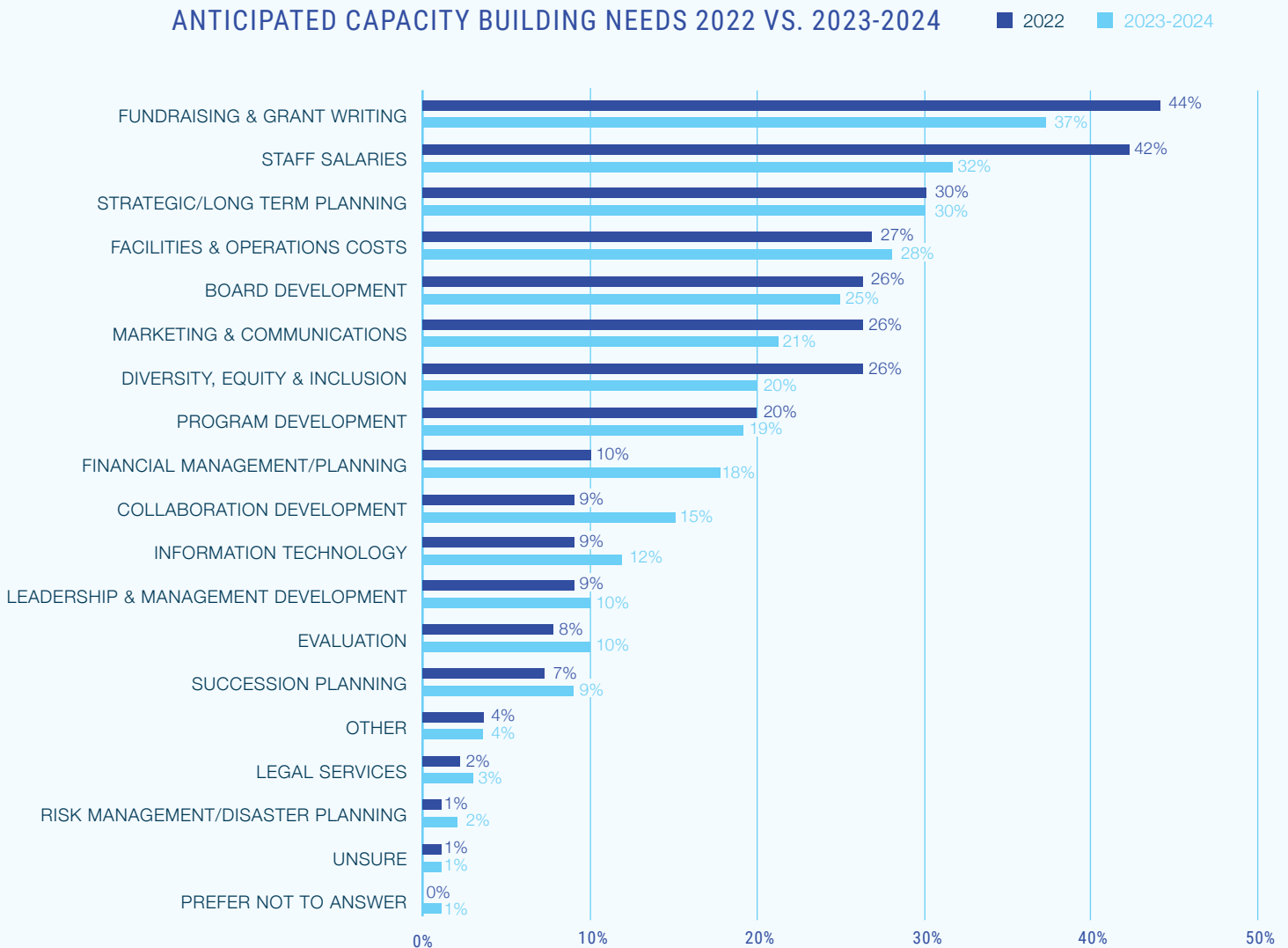
“Like many other organizations, we had to rethink our work or we would not have been able to operate during the pandemic. We transformed our warehouse to make it safe for volunteers just two months into the pandemic. We shifted to delivery programs and purchased a truck to make deliveries easier. With schools and other youth programs being closed or very limited, we began thinking about meeting the families we were serving in places they were going to for other services, like food pantries, hospitals and for the first time we opened our warehouse for direct distributions to teachers and families.”

– Fundraising Professional, Cuyahoga County-based Arts and Culture Nonprofit

CAPACITY BUILDING NEEDS

The survey asked nonprofits to indicate their top three capacity building needs for 2022, and their top 3 capacity building needs anticipated for 2023 and 2024. Overall, the top five capacity building needs for all nonprofits in 2022 are Fundraising and Grant Writing (44%), Staff Salaries (42%), Strategic Planning or Long-term Planning (30%), Facilities and Operations Costs (27%), and Board Development (26%). While the top five needs remain unchanged for 2023 and 2024, respondents were more likely to prioritize capacity building needs like financial management and planning, collaboration development, and information technology for a few years down the road.

ANTICIPATED CAPACITY BUILDING NEEDS 2022 VS. 2023-2024



The table below highlights the top three capacity building needs for 2022, per racial identity of executive directors.

TOP THREE CAPACITY BUILDING NEEDS BY RACIAL DEMOGRAPHICS OF EXECUTIVE DIRECTOR FOR 2022⁴

East Asian	Marketing and Communications* (100%)	Staff Salaries (50%)	Program Development (50%)*
Black or African American	Fundraising and Grant Writing (52%)	Staff Salaries (49%)	Facilities and Operations Costs* (37%)
Hispanic, Latino or Spanish origin	Fundraising and Grant Writing (83%)	Facilities and Operations Costs* (58%)	Marketing and Communications* (42%)
Middle Eastern or North African	Fundraising and Grant Writing (66%)	Staff Salaries (66%)	Financial Management / Planning* (33%)
Multi-racial or Multi-ethnic	Fundraising and Grant Writing (63%)	Staff Salaries (50%)	Board Development (38%)
Some other race, ethnicity or origin	Diversity, Equity, and Inclusion* (100%)	Information Technology* (100%)	Marketing and Communications* (100%)
South Asian	Fundraising and Grant Writing (100%)	Evaluation* (100%)	Marketing and Communications* (100%)
White	Fundraising and Grant Writing (39%)	Staff Salaries (38%)	Diversity, Equity, and Inclusion* (35%)

Story of Resilience: Educating a Generation of Female Engineers

“When schools went virtual, we created two programs overnight to serve our shop classes virtually. We ordered hundreds of plastic V8 engine models and even took the 120 lbs. motorcycle engines out of motorcycles, loaded them up in our pickup truck, and drove toolboxes and engines all over Cleveland, delivering shop class to students’ front doors. At times virtually, the one instructional coach we had (who taught every single program for a year) would look into his camera, in the attic of our home at a student, in this example from the Refugee Response Teen program, and realized he wasn’t just teaching one student, but her four little siblings, as they built an engine together. So many little hands, building together. Reaching our families of modest means took a lot more leg work but was so impactful. We did what we could, and expanded to serve not just one, but four all-girls schools across Cleveland. [Our] full pay schools allowed us to continue serving one of our target audiences (females) but generate revenue. [So], over the last 12 months we have expanded our team to have five coaches, and now we can shift to serving more families of modest means.”

– Executive Director, Youth Development Nonprofit Serving Cleveland

4. *An asterisk indicates a capacity building need that is outside of the top 5 needs expressed by respondents as a whole.

The table shown below shows the capacity building needs for 2022, by organization type.

TOP THREE CAPACITY BUILDING NEEDS BY ORGANIZATION TYPE FOR 2022

Arts and Culture	Fundraising and Grant Writing (33%)	Board Development (36%)	Staff Salaries (44%)
Community Development and Neighborhood Revitalization	Fundraising and Grant Writing (27%)	Marketing and Communications* (31%)	Diversity, Equity, and Inclusion* (46%)
Economic Development and/or Workforce	Marketing and Communications* (29%)	Diversity, Equity, and Inclusion* (35%)	Fundraising and Grant Writing (41%)
Education and Youth services	Facilities and Operations Costs (29%)	Fundraising and Grant Writing (39%)	Staff Salaries (43%)
Environment	Diversity, Equity, and Inclusion* (43%)	Fundraising and Grant Writing (43%)	Strategic Planning (71%)
Food or Agriculture	Fundraising and Grant Writing (44%)	Facilities and Operations Costs (67%)	Staff Salaries (67%)
Health	Strategic Planning (28%)	Fundraising and Grant Writing (36%)	Staff Salaries (36%)
Human Rights or Civic engagement	Fundraising and Grant Writing (32%)	Board Development (37%)	Staff Salaries (42%)
Human Services	Strategic Planning (25%)	Staff Salaries (35%)	Fundraising and Grant Writing (38%)
Information and Communications	Diversity, Equity, and Inclusion* (67%)	Fundraising and Grant Writing (67%)	Strategic Planning (100%)
Behavioral Health	Staff Salaries (24%)	Strategic Planning (29%)	Fundraising and Grant Writing (47%)
Philanthropy	Collaboration Development* (22%)	Board Development (33%)	Evaluation* (33%)
Public Affairs	Evaluation* (50%)	Fundraising and Grant Writing (100%)	Strategic Planning (100%)
Religion/ Faith-based	Board Development (27%)	Facilities and Operations Costs (36%)	Fundraising and Grant Writing (55%)
Social Sciences	Facilities and Operations Costs (100%)	Fundraising and Grant Writing (100%)	Leadership and Management Development* (100%)
Sports and Recreation	Collaboration Development* (25%)	Fundraising and Grant Writing (50%)	Program Development* (50%)

POLITICAL AND ADVOCACY EFFORTS POLITICAL AND ADVOCACY EFFORTS

Throughout the last two years, policy and advocacy work has been critical to support the nonprofit sector's response to COVID-19 and ensure the health and safety of those most affected by the pandemic. While many organizations offer a direct service to the community, nonprofits may also engage in policy and advocacy work to support both community-based and systems-level change. Nonprofits who engage in policy and advocacy work are encouraging policy changes that benefit their

clients or affect the allocation of resources such as state and federal funds.

In this survey, nonprofits were asked if they are currently engaging in policy or advocacy work, or if they plan to in the future. **At least 1/3 of survey respondents engage in policy or advocacy work and describe working on the local, state, national, and international levels. Another 15% of organizations say they plan to engage in policy or advocacy work in the future.**

TOP FOCUSES OF NONPROFITS' POLICY AND ADVOCACY WORK	TOP FIVE NONPROFITS BY ISSUE-AREA REPORTING PARTICIPATION IN POLICY AND ADVOCACY	TOP ISSUE-AREAS WANTING TO PARTICIPATE IN POLICY AND ADVOCACY WORK
<ul style="list-style-type: none"> • Voter rights and registration • Recovery & Addiction • Behavioral Health • Fair, Affordable Housing & Neighborhood revitalization • Education • Health care (i.e COVID-19, Vaccination, HIV, & Sexual Health) • Funding for the Arts • Employment 	<ol style="list-style-type: none"> 1. Human Services (17%) 2. Education and Youth Services (16%) 3. Human Rights & Civic Engagement (12%) 4. Health (11%) 5. Community Development & Neighborhood Revitalization (10%) 	<ol style="list-style-type: none"> 1. Education and Youth Services (24%) 2. Human services (24%) 3. Health (9%) 4. Behavioral Health (9%) 5. Arts and Culture (9%) 6. Community Development and Neighborhood Revitalization (9%)

Policy work is currently most prevalent in nonprofits identifying as Human Services, Education and Youth Services, Human Rights & Civic Engagement, Health, and Community Development & Neighborhood Revitalization. More organizations from the Education and Youth Services, Human Services, Health, and Community

Development and Neighborhood Revitalization would also like to engage in policy work. There is also interest from Behavioral Health and Arts and Culture organizations who wish to be doing policy work but are currently not participating as frequently.

CONCLUSION

COVID-19 was an unprecedented health crisis that impacted the personal and professional lives of everyone on the planet. It's changed how we socialize, how we work, how we play, and how we think. Nonprofit organizations were greatly affected by the pandemic, but have remained resilient in the face of tremendous challenges. As of Spring 2022, more than two years after the novel coronavirus made its way across the United States, Cuyahoga County nonprofits are still fighting the effects of the pandemic—with an immense amount of hope, determination, and commitment.

Nearly two-thirds of nonprofits lost revenue at the onset of the pandemic, and nearly a quarter of nonprofits lost 25% or more in revenue during that first year. At the same time, more than a third of nonprofits reported an increase in demand for their services. COVID-19 affected different industries within the nonprofit sector quite differently. While many Education, Health, and Human Service organizations shifted to providing critical food, shelter, personal protective equipment, safety, and other necessities to residents, other industries in the sector—like Arts and Culture, saw significant declines in both demand for services and the ability to provide services.

In addition to the varying impact on different industries within the nonprofit sector, the COVID-19 pandemic has disproportionately affected nonprofits led by people

of color. Black-led, Latinx-led, and Multi-Racial-led organizations saw greater overall revenue loss than and used significantly more reserves throughout the COVID-19 pandemic than their White-led peers.

Most nonprofit organizations believe it will take more than a year to recover from the public health and economic crisis resulting from the pandemic, and many believe it could take more than three or five years to recover. As nonprofits look to recovery, they agree they must focus on fundraising, gaining more unrestricted operating support, engaging in strategic long-term planning, facilities and operations, and board development in the short-term as a pathway.

In the meantime, many nonprofits have engaged in or are looking for ways to engage in policy and advocacy efforts that will expand voter rights and registration; make systemic changes in recovery & addiction, behavioral health, housing, education, and health care; increase employment rates and wages; and draw more government funds into the sector.

Looking toward a better future, nonprofits imagine a sustainable and thriving sector, full of collaboration, increased social impact, and a deeper sense of community.