2022 HEALTHIER BARRINGTON STUDY
NON-PROFIT ORGANIZATION SURVEY REPORT

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Prepared by:

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Introduction

The Healthier Barrington Coalition (HBC) collaborated with the Division of Health Research and Evaluation (HRE) at the University of Illinois College of Medicine Rockford to conduct the 2021 Healthier Barrington Study. The College of Medicine Rockford has conducted several of these studies for the Barrington Coalition in the past. The studies typically include a community resident survey, focus groups with key stakeholder groups and a community analysis. For the first time this year, the coalition wanted to learn more about the perspectives of the non-profit organizations in the area. Hence, a survey for non-profit organizations operating in the Barrington, Illinois area was launched. The purpose of the survey was to understand the impacts of the COVID-19 pandemic on local non-profit organizations, as well as to gain information on non-profit organizations' projections for 2022 impacts and needs.

To create the survey, survey items were taken from two non-profit organization surveys conducted by the Forefront organization in 2020. Several items from these surveys were used in their entirety or in a modified form for the HBC survey. Additionally, some new survey items were created based on discussions with Healthier Barrington Coalition members (see Appendix I for survey items).
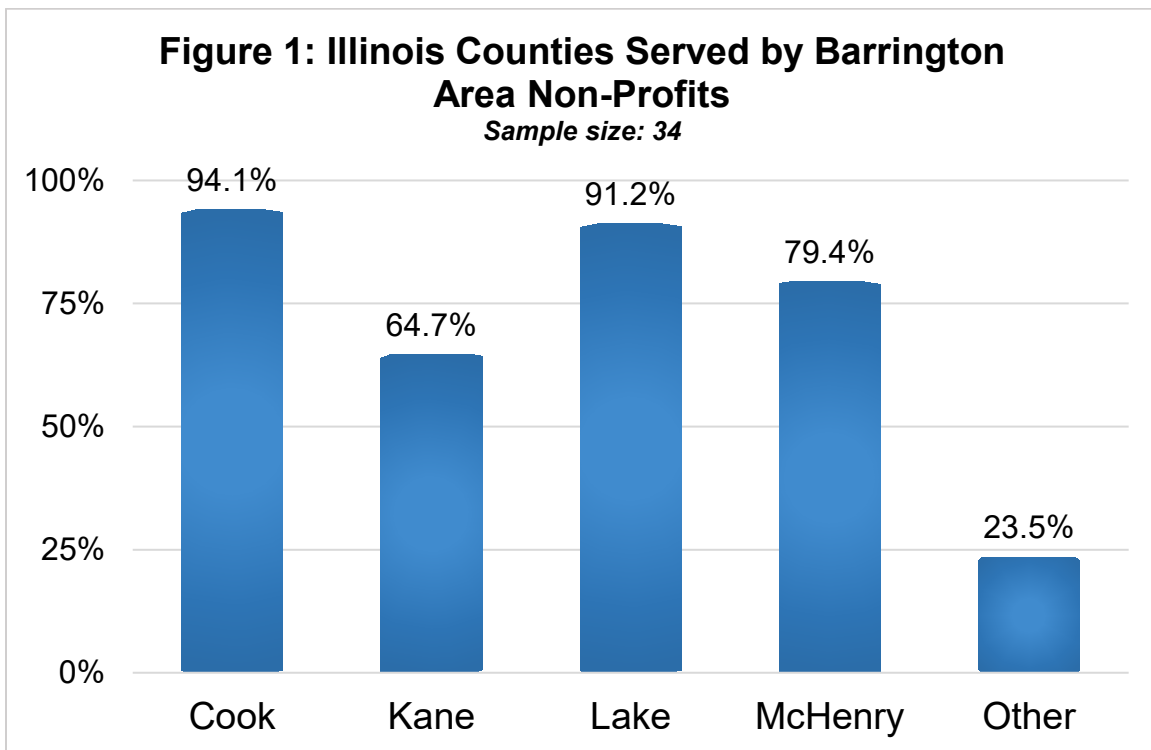
The survey included questions related to organizational size, budget, executive committee composition, and non-profit work areas. To assess the impact of COVID-19, questions about the impact of COVID-19 in the past year and since the beginning of the pandemic were included. Questions were also asked about anticipated impacts in 2022. Respondents were asked to report on their access and use of COVID-19 relief funds, both public and private. Additionally, the survey contained questions about staffing supports offered by organizations, current needs, and immediate concerns.

This survey research was approved by the University of Illinois College of Medicine, Rockford Institutional Review Board. The survey was administered online between January 2022 and February 2022. The survey website address and QR code were distributed on flyers by the Healthier Barrington Coalition. Forty-six non-profit organizations responded to the survey. Of these, 50% completed the survey in its entirety. This report provides a summary of the survey findings.

1. Non-Profit Organization Characteristics

1.1 AREAS OF SERVICE

Cook County was listed as a service area by 94.1% of organizations that responded to the survey. The second most commonly selected service area was Lake County (91.2%), followed by McHenry (79.4%), Kane (64.7%), and other counties (23.5%).

Figure 1: Illinois Counties Served by Barrington Area Non-Profits
Sample size: 34

County	Percentage
Cook	94.1%
Kane	64.7%
Lake	91.2%
McHenry	79.4%
Other	23.5%

1.2 WORK FOCUS AREAS

The top three areas that Barrington area non-profits provided services:

- Human Services - 41.3%
- Health and Health Care - 26.1%
- Education - 26.1%

Table 1 describes in detail the other work focus areas addressed by the Barrington area non-profits.

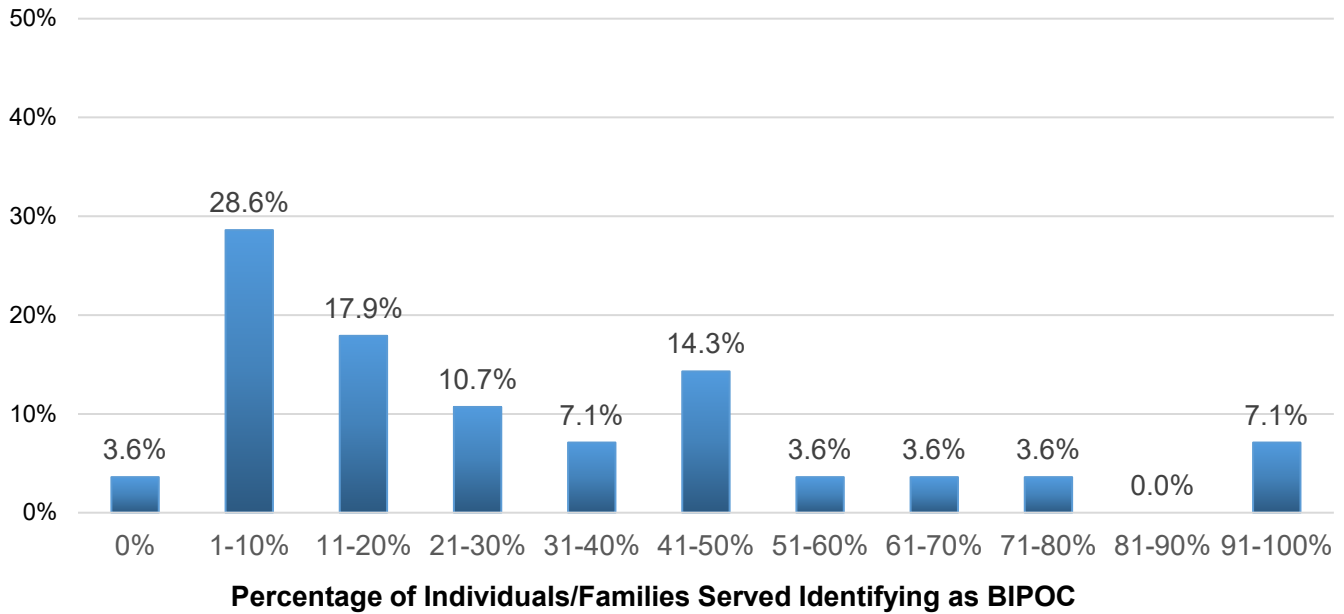| Table 1: Non-Profit Work Focus Areas Sample size: 34	
Human Services (emergency aid, family or personal services, job services, shelter & residential care, youth development)	41.3%
Education	26.1%
Health and health care	26.1%
Community improvement (community, economic, or housing development; financial services)	13.0%
Arts and culture	10.9%
Environment	10.9%
Human rights (antidiscrimination, individual liberties, justice rights)	10.9%
Philanthropy (foundations, nonprofits, venture philanthropy, voluntarism)	8.7%
Information and communication (technology, libraries, media, news and public information)	6.5%
Agriculture, fishing, food security, and/or forestry	4.3%
Public safety (abuse prevention, consumer protection, criminal justice, disaster and emergency management)	4.3%
Social sciences	4.3%
Sports and recreation	4.3%
Business	2.2%
Government	2.2%
Public affairs (democracy, public policy)	2.2%
Religion	2.2%

BIPOC-serving Non-Profit Organizations

Over one-quarter of organizations indicated that between 1% and 10% of the individuals/families served identify as Black, Indigenous, and/or Persons of Color (BIPOC); an additional 17.9% of organizations indicated that 11-20% of the individuals/families they serve identified as BIPOC.

Figure 2: Percentage of the Individuals/Families Identifying as BIPOC Served by Barrington Area Non-Profits.
Sample size: 33

A bar chart titled "Figure 2: Percentage of the Individuals/Families Identifying as BIPOC Served by Barrington Area Non-Profits." The x-axis is labeled "Percentage of Individuals/Families Served Identifying as BIPOC." The values are:

- 0%: 3.6%
- 1-10%: 28.6%
- 11-20%: 17.9%
- 21-30%: 10.7%
- 31-40%: 7.1%
- 41-50%: 14.3%
- 51-60%: 3.6%
- 61-70%: 3.6%
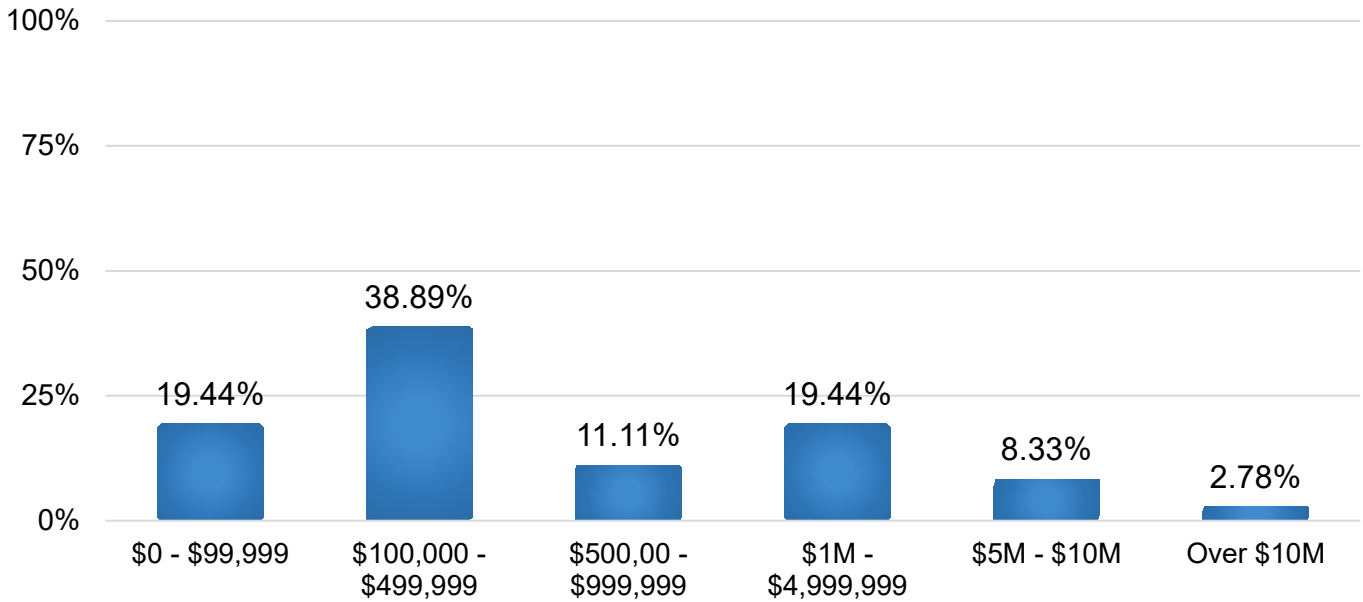- 71-80%: 3.6%
- 81-90%: 0.0%
- 91-100%: 7.1%

1.3 ANNUAL BUDGET & ORGANIZATIONAL SIZE

More than half (58.3%) of the organizations had an annual budget of less than $500,000.

Annual budget and organizational size were related to county service areas. Organizations that reported higher number of counties served tended to have larger annual budgets and higher numbers of full-time employees.

Figure 3: Annual Budget of Barrington Area Non-Profits
Sample size: 36

Budget Range	Percentage
$0 - $99,999	19.44%
$100,000 - $499,999	38.89%
$500,00 - $999,999	11.11%
$1M - $4,999,999	19.44%
$5M - $10M	8.33%
Over $10M	2.78%

## 1.4 EXECUTIVE COMMITTEE COMPOSITION

On average, organizations have 11 executive board members (N = 33 ; range: 3 – 25 members). One in eight organizations have a Black, Indigenous, and/or Person of Color (BIPOC) serving as the Executive Director/CEO or equivalent (sample size: 32). With respect to board-wide diversity, on average, about 2 executive committee members are BIPOC, with the range across organizations being 0 to 10 members (N = 30). Based on the available data, it was found that BIPOC members accounted for 16.8% of executive committees.

Figure 4: BIPOC-led Non-Profit Organizations in the Barrington Area
Sample size: 32

- BIPOC Executive Director/CEO — 12.5%
- Non-BIPOC Executive Director/CEO — 81.2%
- Unknown — 6.3%
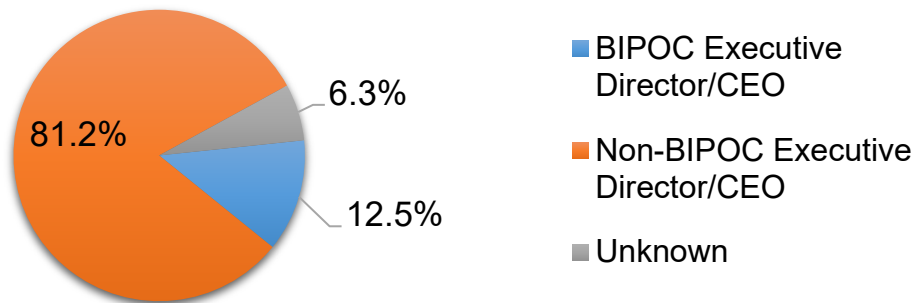
1.5 PERSONNEL

The most common range of full-time staff in an organization was 1-5 employees. Over one in five (22.9%) of organizations reported having no full-time employees.

Figure 5: Number of Full-Time Employees
Sample size: 35
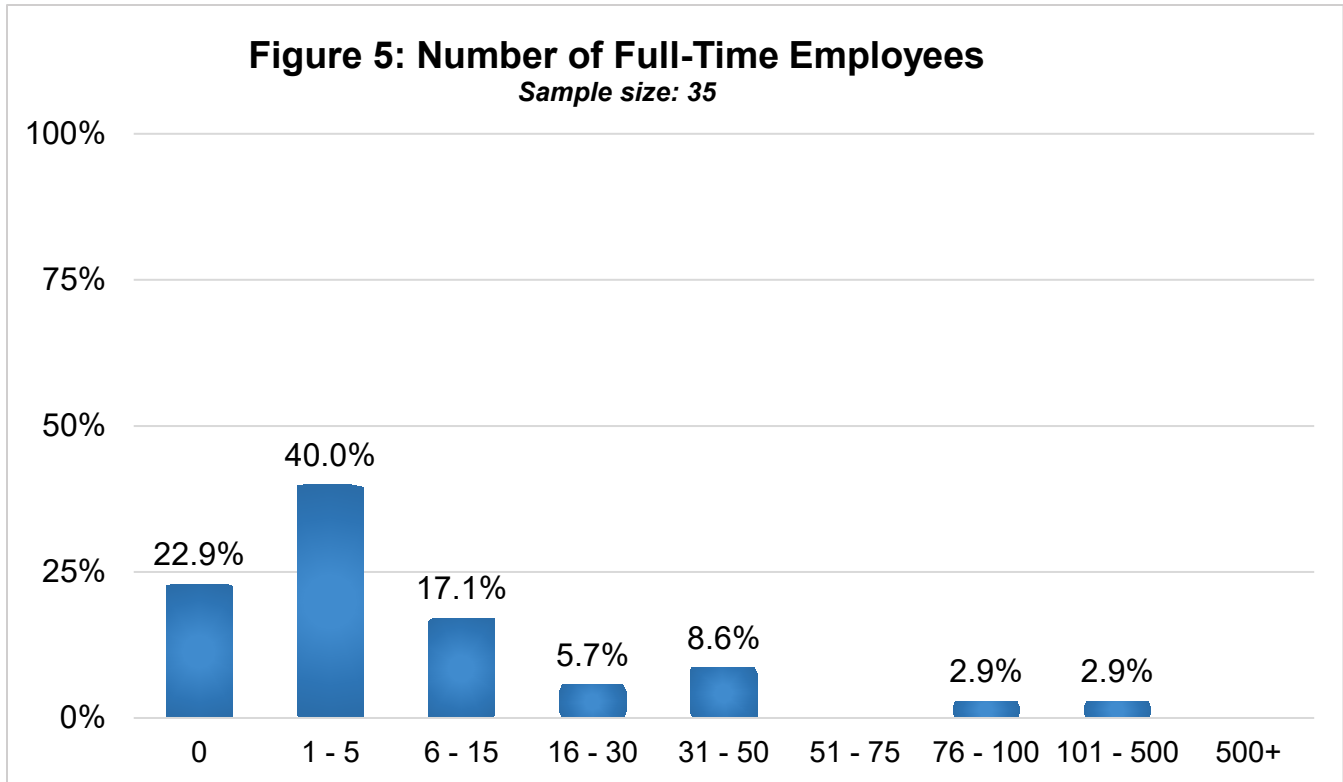
1.6 WORK SETTING

Most organizations (87.9%) are conducting their work in a hybrid manner, with some work conducted virtually and some work conducted on-site (sample size: 33). About four in ten non-profits (39.4%) indicated that work is being conducted "mostly in person" (i.e., the majority of staff and volunteers are working on-site) and 24.2% reported that work is being conducted mostly virtually. Only 3.0% of organizations reported that work is conducted completely virtually and 9.1% reported that their work is conducted completely on-site.

2. Impact of COVID-19

2.1 LEVEL OF IMPACT

The majority of non-profits (53.6%) reported experiencing a high level of impact from COVID-19 in the past year (i.e., impact during most of the year 2021). An additional 41.5% experienced a moderate degree of impact. Less than 5% of non-profits reported little to no impact from COVID-19 in the past year.

Figure 6: Impact of COVID-19 on Programs, Services, or General Operations of Non-Profit Organizations:

Past Year Impact (2021)

Sample size: 41

4.9%

41.5%   53.6%

■ High (significant impact)

■ Moderate (minor disruptions)

■ Low (little to no impact)
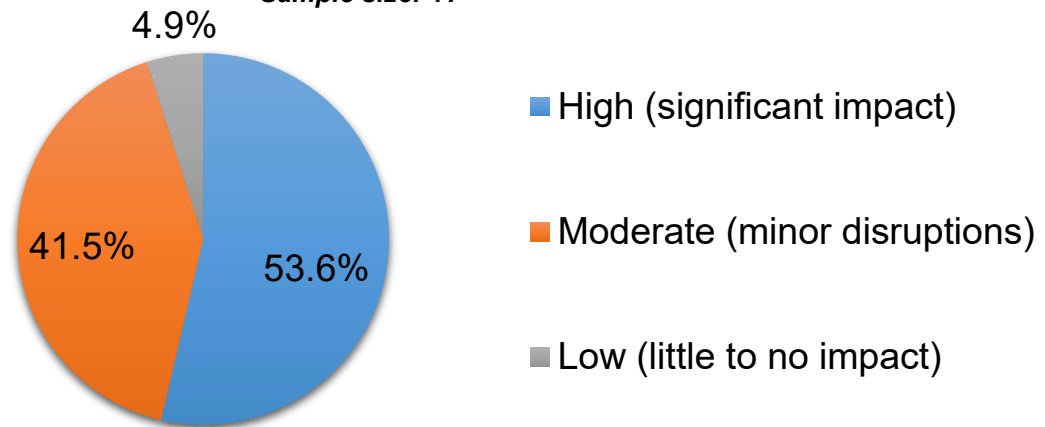
The results for *current* impact (i.e., impact in January/February 2022) mirrored those for *past year* impact. Half of non-profits reported that they are currently experiencing significant impact from COVID-19. Over four in ten reported a moderate level of current impact, and less than 5% indicated that they are currently experiencing little to no impact from the pandemic.

There was a correlation between the level of COVID-19 impact in the past year and the current level of impact. Organizations that reported a higher level of impact in the past year tended to also report having a higher current level of impact.

Figure 7: Impact of COVID-19 on Programs, Services, or General Operations of Non-Profit Organizations:
Current Impact (January-February 2022)

Sample size: 44

- High (significant impact) — 50.0%
- Moderate (minor disruptions) — 45.5%
- Low (little to no impact) — 4.5%
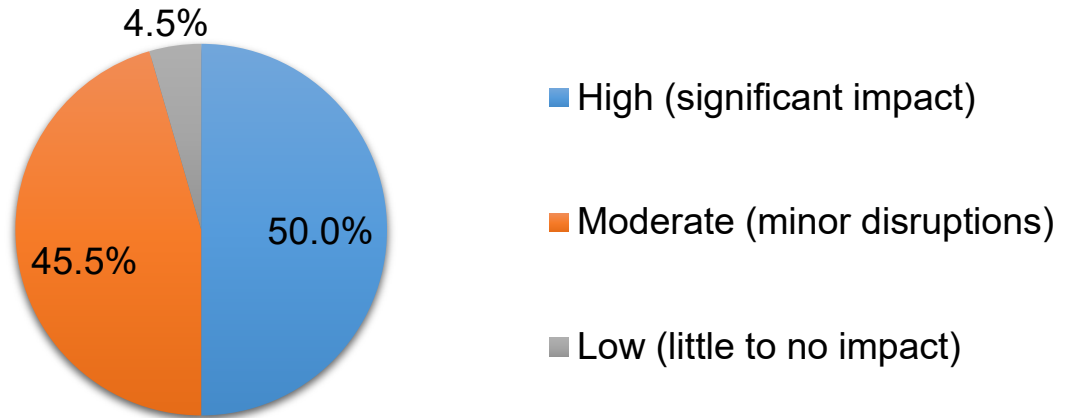
2.2 AREAS OF IMPACT

Organizations reported on the different ways that COVID-19 had an impact or is anticipated to have an impact. The area that was most often reported to have been impacted or is anticipated to be impacted by COVID-19 was cancellation of programs or events; over six in ten organizations reported experiencing or anticipating an impact in this area. More than half of organizations (54.3%) reported experiencing/expecting increased and sustained staff/volunteer absences. Other commonly reported impacts were budgetary implications related to economic strains (52.2%) and disruption of services (52.2%).

Over four in ten (43.5%) non-profits reported experiencing or expecting increased demand for services/support from their clients and communities. About one-quarter of organizations experienced/anticipated a disruption of supplies or services.

Additional impacts were shared by respondents who selected the "Other" response option. Organizations indicated that fundraising and the ability to hold events were impacted. Changes in demand due to other services/programs being closed, staff turnover rate, client illness, and issues with virtual work were also listed.

Table 2: Areas of COVID-19 Impact on Barrington Area Non-Profit Organizations
Sample size: 46

Cancellation of programs or events	65.2%
Disruption of services to clients and communities	52.2%
Disruption of supplies or services provided by partners	26.1%
Increased and sustained staff and volunteer absences	54.3%
Increased demand for services/support from clients and communities	43.5%
Budgetary implications related to strains on the economy	52.2%
Other	21.7%

Additional Impact Responses

- *"Cancellation of fundraising events"*
- *"Dependence on outside space with regulations to continue providing our programming."*
- *"Helping seniors with more than our "norm" due to local senior services and government offices being closed."*
- *"Increased staff turnover as demand for Clinicians skyrocketed in past year."*
- *"It's hard to maintain the club's camaraderie when we haven't been able to meet face-to-face very often. We consider ourselves a big family. Yes, meeting via Zoom works. But there is something about being physically together. We can look into each other's eyes, give a hug, read body language and perhaps share things that we wouldn't on Zoom."*
- *"Lack of fundraising opportunities"*
- *"Much smaller events due to covid and covid restrictions"*
- *"No programs were cancelled, only events"*
- *"Reshaping events to virtual format however still offered"*
- *"Store closures/reduced hours, outbreaks among clients."*

Impact Area by Level of Impact

The top three areas of impact (experienced or anticipated) among non-profits that reported that they are currently experiencing a high level of impact were:

1. Cancellation of programs or events (90.9%)
2. Disruption of services to clients and communities (77.3%)
3. Increased and sustained staff and volunteer absences (77.3%)

Table 3: Impact Area by Current Level of COVID-19 Impact Sample size: 44			
Impact Area ***Experienced or anticipated***	Current level of COVID-19 impact on programs, services, or general operations		
	Low (little to no impact)	Moderate (minor disruptions)	High (significant impact)
Cancellation of programs or events	0.0%	50.0%	90.9%
Disruption of services to clients and communities	0.0%	35.0%	77.3%
Disruption of supplies or services provided by partners	50.0%	10.0%	40.9%
Increased and sustained staff and volunteer absences	0.0%	40.0%	77.3%
Increased demand for services/support from clients and communities	0.0%	50.0%	45.5%
Budgetary implications related to strains on the economy	0.0%	45.0%	68.2%
Other	0.0%	30.0%	18.2%

Demand for Services

Since March 1, 2020, demand for services increased by 10% or more among 37.5% of organizations. The demand remained about the same as last year (within +/- 10%) among 31.3% of organizations. There was a decrease in demand for services among 31.3% of organizations.

When asked whether the organization screens recipients of grant funding, services, or other direct aid, for employment status (e.g., whether the individual is voluntarily unemployed at the time of

application), 17.6% of respondents indicated that they screen recipients. Most (64.7%) reported that they do not screen recipients. The remaining 17.6% indicated that they preferred not to answer the question.

2.3 ANTICIPATED IMPACTS IN 2022

Respondents were asked to estimate the level of impact COVID-19 is anticipated to have on the programs, services, or general operations of their organizations in 2022. Thirty-eight (82.6%) of the forty-six survey respondents provided written responses to this survey item.

For most non-profit organizations, COVID-19 is anticipated to have continued impacts on programs, services, or general operations in 2022. Out of the thirty-eight responses received, 23.6% included the words "moderate", "high", or "significant" to describe the anticipated impact. The anticipated 2022 impact was described as "low", "none", or "less of a concern" for 13.1% of non-profit organizations.

The top themes that emerged from the written responses were: demand for services, virtual programming, and staffing.

Demand (5 responses)
o *"It is still impacting us. The demand is high and we can't meet the need. Staff are stressed and overwhelmed trying to meet demand while setting boundaries and keeping a balance."*   o *"We continue to see unprecedented demand for mental health services."*   o *"Continued increase in demand of services and financial impact through lower giving and general revenue."*

Virtual Programming (4 responses)
o *"Our services are meant to be in person, but can be done (in less than optimal) virtual setting, so the impact will be determined by the severity of COVID and health risks and State/CDC mandates in place."*   o *"We have had to make our programs virtual so many isolated seniors who would normally be able to go to events, cannot go."*   o *"We hope to increase our in person visits. We were able to pivot and provide virtual visits, started new programs."*

Staffing
(4 responses)
o *"High impact due to staff turn-over"*
o *"…volunteers are not as abundant as in the past."*
o *"Hiring for new clinicians is incredibly challenging as many are electing to go into private practice which is more lucrative."*

2.4 CURRENT NEEDS

Twenty-six organizations provided write-in responses regarding current needs. The main themes that emerged from survey answers were funding needs, staffing needs, COVID-19 information/guidance needs, and organization promotion.

Funding Needs

Organizations are in need of additional funding. This was the top theme, mentioned by more than half (57.7%) of respondents. A few of the responses related to this theme are below.

Responses
o *"Additional funding for staff to make the necessary modifications for programming and to cover loss of revenue due to modified programming and performances."*
o *"We need more income, as does every NFP, to handle the caseload. We are getting over 10,000 calls per year and handling over 250 cases per year and that will not come down."*
o *"Funding is huge. Continuing to dip into our reserves is not feasible."*

Staffing Needs

The second most common theme (26.9% of responses) that emerged was staffing needs. Organizations are in need of increased staff/volunteers. A few of the responses related to the staffing theme are below:

Responses
o *"Finding more qualified volunteers, and ways to provide more services ourselves as we don't see the issues changing."*
o *"We need reliable, long-term staff."*
o *"We need more facilitators to be trained for our programs caring for the people we serve."*

Training Needs

With respect to training needs, one respondent provided the following staff-related response:

- *"How to deal with staff absences, staff disruptions to childcare"*

COVID-19 Information and Guidance

The third most common theme was COVID-19 information and guidance. About 15% of respondents stated that they need up-to-date COVID-19 related information, especially as it pertains to mitigation efforts. A few of these responses are listed below:

Responses
o *"Clear and concise presentation of current EOs and mitigation regulations."*
o *"Continued health and COVID updates"*
o *"Information on who might have and be allowing meeting in person"*

Less common themes were the need for awareness of the non-profit organization's services, listed by 8% of respondents, and mental health support (e.g., support for staff), listed by 4% of respondents.

2.5 IMMEDIATE CONCERNS

Thirty-two organizations provided information on their immediate concerns. The main themes that emerged from survey answers were COVID-19 restrictions, funding, and capacity to serve.

COVID-19 Restrictions

COVID-19 restrictions was the most commonly listed concern, appearing in 28.1% of responses. A few of the responses related to this theme are below:

Responses
o *"How to keep pivoting with restrictions. We have had the majority of events that were scheduled for Jan and Feb cancel."*
o *"Not being able to work within the schools."*
o *"Inability to provide in-person programming in areas of support, education, and advocacy."*

Funding

The second most common theme that emerged was funding. One-quarter of respondents listed funding as an immediate concern. A few of the responses related to this theme are below:

Responses
o *"Our immediate concern for our organization is financially supporting the Center and our efforts to help the aging population."*
o *"Funding to continue programming."*
o *"We do not charge for any of our services. We are funded through donations and grants, and those dollars are becoming more challenging to secure. Lots more grant requests and fewer dollars received and/or available from grantors."*

Capacity to Serve

The third most common theme was capacity to serve. Nearly two in ten (18.8%) respondents stated that they have concerns related to being able to provide needed services. A few of these responses are listed below:

Responses
o *"Agency capacity to serve the observed and expected significant increase in clients seeking assistance and coming to services with significantly higher barriers (mental health, substance abuse, unemployment, etc.)"*
o *"Ensuring the recipients are receiving the support their family needs"*
o *"That we are not able to meet ALL the needs of our youth as demand increases"*
o *"The need is so great, caseloads are full. We're needing to do some capacity building and strategy planning while trying to fulfill our day to day mission."*

Other concerns provided by respondents include:

- COVID-19 guidance and adherence to guidelines (15.6%)
- Health and safety of staff/members (15.6%)
- Mental health impact of COVID-19 on clients/populations served (12.5%)
- Staffing shortages (12.5%)
- Identifying individuals who are in need of services (3.1%)
- Political issues (3.1%)

2.6 FUNDING NEEDS

Non-profits were asked to report on where they would like to see additional funding directed, if it becomes available. Thirty-one organizations provided write-in responses to this question. The main areas that emerged from survey answers were vulnerable populations, operating expenses, and essential services.

Over one in five non-profits (22.6%) suggested that funding should be directed toward services/programs for vulnerable populations. An equal number of non-profits (22.6%) indicated that they would like to see funding directed toward general operating expenses for non-profits. About one in six (16.1%) non-profits suggested that additional funds should be directed to essential services such as rent, utility, and food assistance.

One in eight (12.9%) non-profits would prefer to see additional funds directed to staffing. Mental health services, case management, education programs, and marketing assistance were each mentioned by 6.5% of non-profits. Fewer than 4% of non-profits listed the following as areas for funding: childcare, IT services, and COVID-19 testing/vaccination.

2.7 STAFFING

Supports for Staff

The most commonly reported staffing support provided by non-profits was flexible working hours; nearly half (47.8%) of non-profits offered this type of support to staff. This was followed by paid time off for COVID-19 illness (19.6%), increased rates of pay (19.6%), and other (not listed) supports (19.6%). About one in eight non-profits offered staff additional time off. Paid time off to receive the COVID-19 vaccine was offered by about one in eight non-profits.

Figure 8: Type of Support Offered to Staff
Sample size: 46

Type of Support	Percentage
Paid Time Off for COVID-19 Illness	19.6%
Paid Time Off to Receive COVID-19 Vaccine	13.0%
Access to Other Mental Health Resources	8.7%
Paid Access to Counselors or Other Mental Health Professionals	8.7%
Increased Rates of Pay	19.6%
Flexible Working Hours	47.8%
Decreased Working Hours	2.2%
Addional Paid Time Off	13.0%
Other	19.6%
No additional supports offered	6.5%

"Other" supports provided by organizations included:

- Carry-over paid time off
- Remote work options
- Gift cards for meals

Staff Composition Changes

Voluntary staff departures for positions that will be replaced accounted for most staffing composition changes from March 2020 until the survey completion date. One in three non-profits reported this type of staffing change during that time period. In contrast, one in ten anticipate this change in 2022. Layoffs and furloughs were reported by 6.5% and 10.9% of non-profits, respectively, during the March 2020 – present period.

Adding new staff is the most commonly anticipated staffing change for 2022, with over one-quarter (28.3%) of non-profits expecting this change. None of the organizations anticipate layoffs or furloughs in 2022.

Figure 9: Changes in Staff Compostion
Sample size: 46

Bar chart data:

Category	March 2020 - Present	Anticipated in 2022
Added New Staff	23.9%	28.3%
Voluntary Staff Departures (will be replaced)	30.4%	10.9%
Voluntary Staff Departures (will not be replaced)	8.7%	4.3%
Furloughs	10.9%	0.0%
Layoffs	6.5%	0.0%
Other	8.7%	8.7%
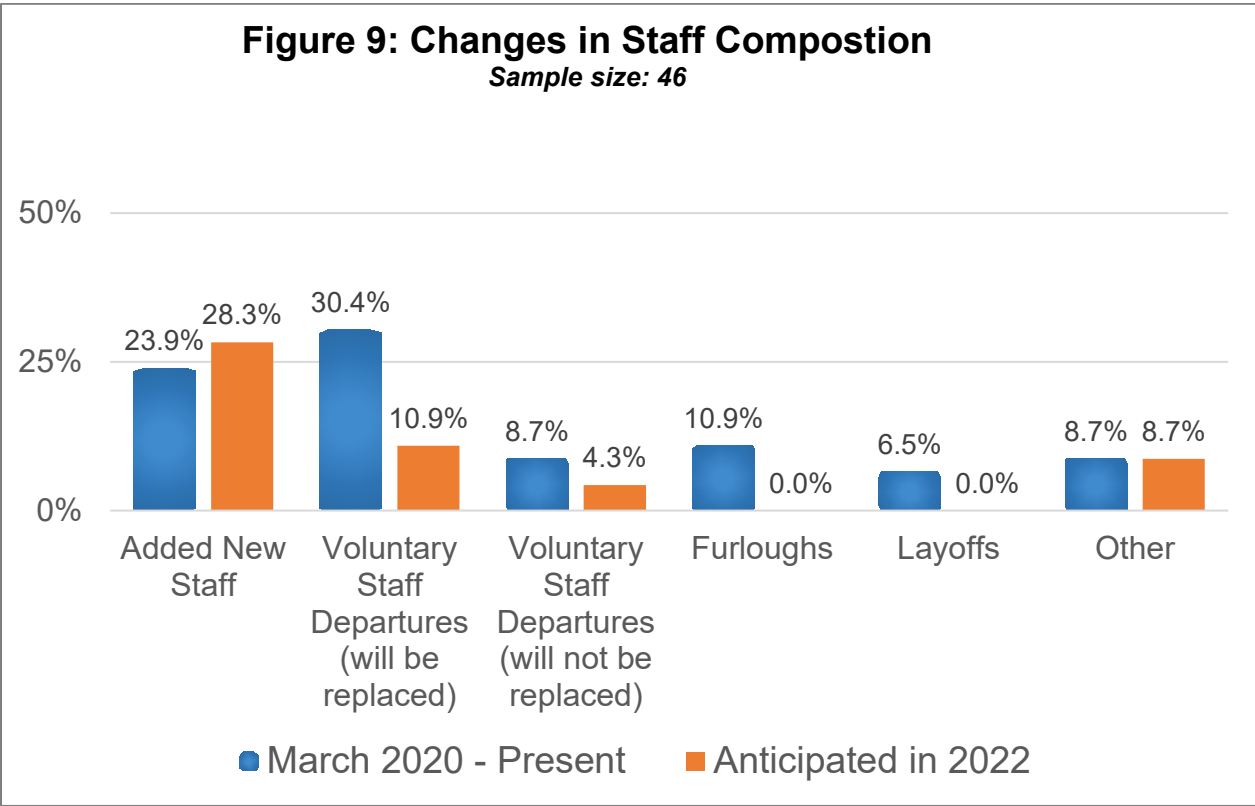
2.8 REVENUE

Since March 1, 2020, the most highly impacted revenue stream was special event revenue, down by 15% or more among over half (58.6%) of organizations. This was followed by fees for service/earned revenue which was down by 15% or more among half (50.0%) of organizations. Revenue from corporate grants/sponsorships and individual giving was equally impacted, down by 15% or more at 30.7% and 30.0% of organizations, respectively. Less strongly impacted revenue streams include foundation grants (18.5%) and government grants (11.2%).

With respect to anticipated revenue impacts, 36.4% of organizations expect that fees for service/earned revenue will be down by 15+%. Special event revenue is expected to be down by 15+% at 33.3% of organizations. One in five organization indicated that individual giving revenue is expected to be down by 15+% in 2022. Revenue from corporate grants/sponsorships, foundation grants, and government grants is not expected to be as strongly impacted in 2022.

Table 4: COVID-19 Impact on Revenue			
Revenue Stream	**Impact**	March 2020 - Present	Anticipated in 2022
Fees for Service / Earned Revenue **Sample size: 24**	Up by more than 50%	8.3%	0.0%
	Up by 15-49%	12.5%	18.2%
	Within +/- 15% of expected budget range	29.2%	45.5%
	Down 15-49%	33.3%	36.4%
	Down 50% or more	16.7%	0.0%
Government Grants **Sample size: 18**	Up by more than 50%	16.7%	6.3%
	Up by 15-49%	22.2%	18.8%
	Within +/- 15% of expected budget range	50.0%	75.0%
	Down 15-49%	5.6%	0.0%
	Down 50% or more	5.6%	0.0%
Foundation Grants **Sample size: 27**	Up by more than 50%	3.7%	8.7%
	Up by 15-49%	18.5%	13.0%
	Within +/- 15% of expected budget range	59.3%	73.9%
	Down 15-49%	18.5%	4.3%
	Down 50% or more	0.0%	0.0%
Corporate Grants / Sponsorships **Sample size: 26**	Up by more than 50%	3.8%	4.5%
	Up by 15-49%	3.8%	18.2%
	Within +/- 15% of expected budget range	61.5%	63.6%
	Down 15-49%	26.9%	13.6%
	Down 50% or more	3.8%	0.0%
Special Event Revenue **Sample size: 29**	Up by more than 50%	0.0%	4.2%
	Up by 15-49%	0.0%	12.5%
	Within +/- 15% of expected budget range	41.4%	50.0%
	Down 15-49%	31.0%	25.0%
	Down 50% or more	27.6%	8.3%
Individual Giving **Sample size: 30**	Up by more than 50%	3.3%	4.2%
	Up by 15-49%	16.7%	12.5%
	Within +/- 15% of expected budget range	50.0%	62.5%
	Down 15-49%	26.7%	16.7%
	Down 50% or more	3.3%	4.2%

2.9 RELIEF FUND ACCESS AND USE

Federal Relief Funds

The majority (67.9%) of non-profits received COVID-19 relief funds from the Paycheck Protection Program (PPP). The other federal COVID-19 relief funds were received by far fewer non-profits. The CARES Act Employee Retention Credit relief fund ranked as the second most commonly received federal relief fund at 16.0%.

Table 5: Federal COVID-19 Relief Funds		
Relief Fund	**Status**	**Frequency**
Paycheck Protection Program (PPP) Sample size: 28	Funding received	67.9%
	Application denied	3.6%
	Unaware of this - did not apply	0.0%
	Not eligible - did not apply	17.9%
	Did not apply for other reasons	10.7%
Federal Economic Injury Disaster Loan (EIDL) Sample size: 27	Funding received	7.4%
	Application denied	0.0%
	Unaware of this - did not apply	11.1%
	Not eligible - did not apply	55.6%
	Did not apply for other reasons	25.9%
Federal tax credits for employees Sample size: 25	Funding received	12.0%
	Application denied	0.0%
	Unaware of this - did not apply	12.0%
	Not eligible - did not apply	64.0%
	Did not apply for other reasons	12.0%
COVID-19 Sick Time or Family Leave (Families First Coronavirus Response Act) Sample size: 26	Funding received	11.5%
	Application denied	0.0%
	Unaware of this - did not apply	11.5%
	Not eligible - did not apply	53.8%
	Did not apply for other reasons	23.1%
CARES Act Employee Retention Credit Sample size: 25	Funding received	16.0%
	Application denied	0.0%
	Unaware of this - did not apply	4.0%
	Not eligible - did not apply	56.0%
	Did not apply for other reasons	24.0%

Private Relief Funds

About four in ten non-profits (39.1%) indicated that they did not receive funding from any private COVID-19 relief funds. The Barrington Area COVID Response Fund was received by 15.2% of non-profits, followed by relief funds from local community foundations or United Way (13.0%). Less than 3% of non-profits received the Illinois COVID-19 Relief Fund or the Chicago COVID-19 Relief Fund.

Figure 9: Private COVID-19 Relief Funds
Sample size: 46

Category	Percentage
Barrington Area COVID Response Fund	15.2%
Illinois COVID-19 Relief Fund (ICRF)	2.2%
Chicago COVID-19 Relief Fund	2.2%
Local community foundation or United Way relief fund	13.0%
Another special COVID-19 relief fund	8.7%
Did not receive funding from any COVID-19 relief funds	39.1%
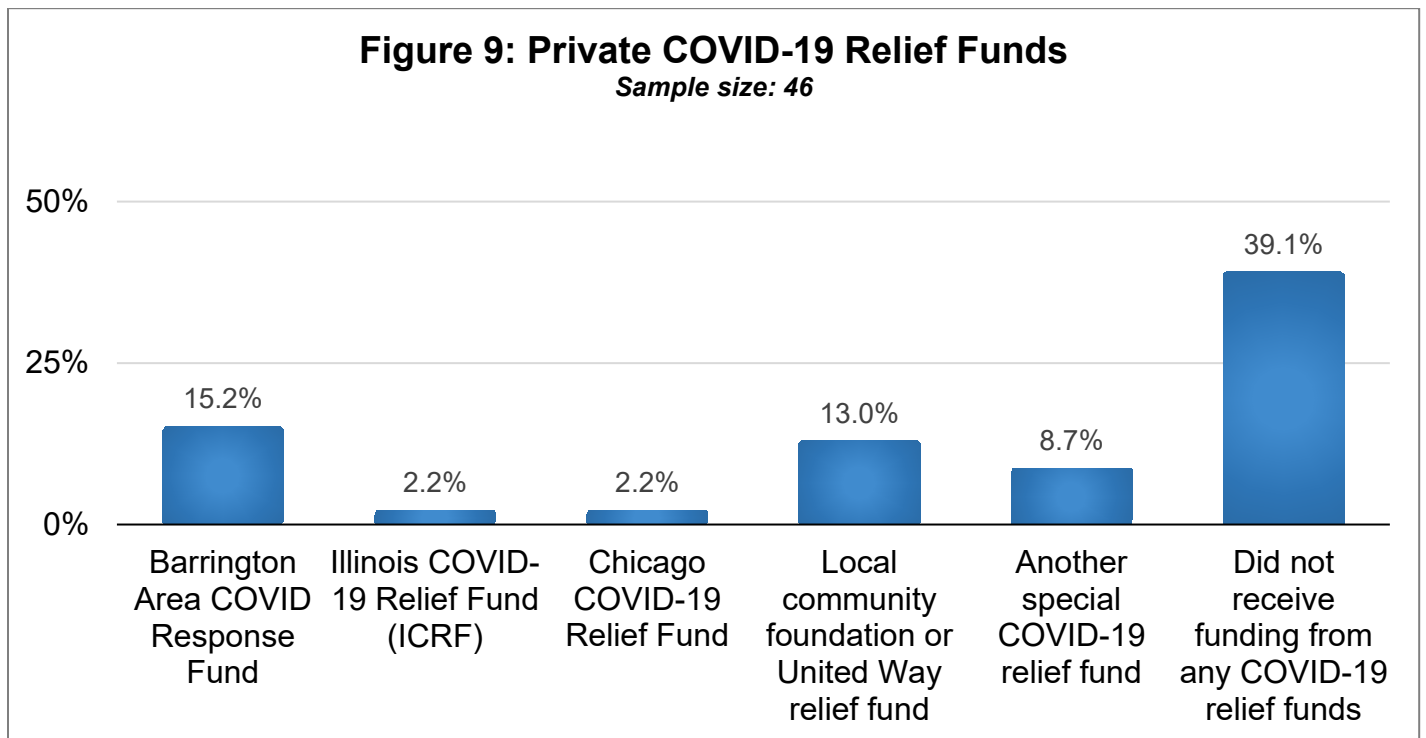
Respondents reported receiving private funds from the Coleman Foundation, local faith communities, Illinois Arts Council Agency, Kendall County COVID-19 Relief Fund, Rochelle Area Community Foundation COVID-19 Fund, DeKalb County COVID-19 Fund, United Way of Greater McHenry County, United Way of Lake County, and United Way of Barrington.

Supports Provided by Funders

Non-profits were asked to report on various types of support that their foundation or corporate funders offered since March 1, 2020 and to indicate whether the support was helpful, neutral, or unhelpful.

The supports rated as helpful by the most non-profits were:

- Extending reporting deadlines – *rated as helpful by 46.2% of non-profits*
- New opportunities to apply for funding – *rated as helpful by 42.3% of non-profits*
- Releasing restrictions on project grants (to general operating) – *rated as helpful by 38.5% of non-profits*
- Eliminating reporting requirements – *rated as helpful by 38.5% of non-profits*

Table 6: Supports from Foundations & Corporate Funders Sample size: 26		
Type of Support	**Helpfulness**	**Frequency**
Announcing changes in funding priorities	Helpful	30.8%
	Neutral	26.9%
	Unhelpful	3.8%
	Not offered	38.5%
Eliminating reporting requirements	Helpful	38.5%
	Neutral	15.4%
	Unhelpful	0.0%
	Not offered	46.2%
Extending reporting deadlines	Helpful	46.2%
	Neutral	15.4%
	Unhelpful	0.0%
	Not offered	38.5%
Making early payments on pledged grants	Helpful	11.5%
	Neutral	11.5%
	Unhelpful	0.0%
	Not offered	76.9%
New opportunities to apply for funding	Helpful	42.3%
	Neutral	11.5%
	Unhelpful	15.4%
	Not offered	30.8%
Providing unsolicited additional general operating funding	Helpful	30.8%
	Neutral	7.7%
	Unhelpful	3.8%
	Not offered	57.7%
Releasing restrictions on project grants (to general operating)	Helpful	38.5%
	Neutral	7.7%
	Unhelpful	0.0%
	Not offered	53.8%
Simplifying applications	Helpful	34.6%
	Neutral	3.8%
	Unhelpful	3.8%
	Not offered	57.7%

Support Needs

Respondents indicated their level of need for supports from funding partners within the next 6 – 12 months. The support type that was most commonly rated as urgent and important (i.e., it would address an immediate, systemic need) was new opportunities for general operating funding (54.2% of responses). The support needs, ranked by urgency/importance rating, are below:

- New opportunities for general operating funding - 54.2%
- Release restrictions on project grants (to general operating) - 41.7%
- New opportunities for project funding - 33.3%
- Simplify applications - 33.3%
- Changes in funding priorities - 29.2%
- Make early payments on pledged grants - 16.7%
- Eliminate reporting requirements - 12.5%
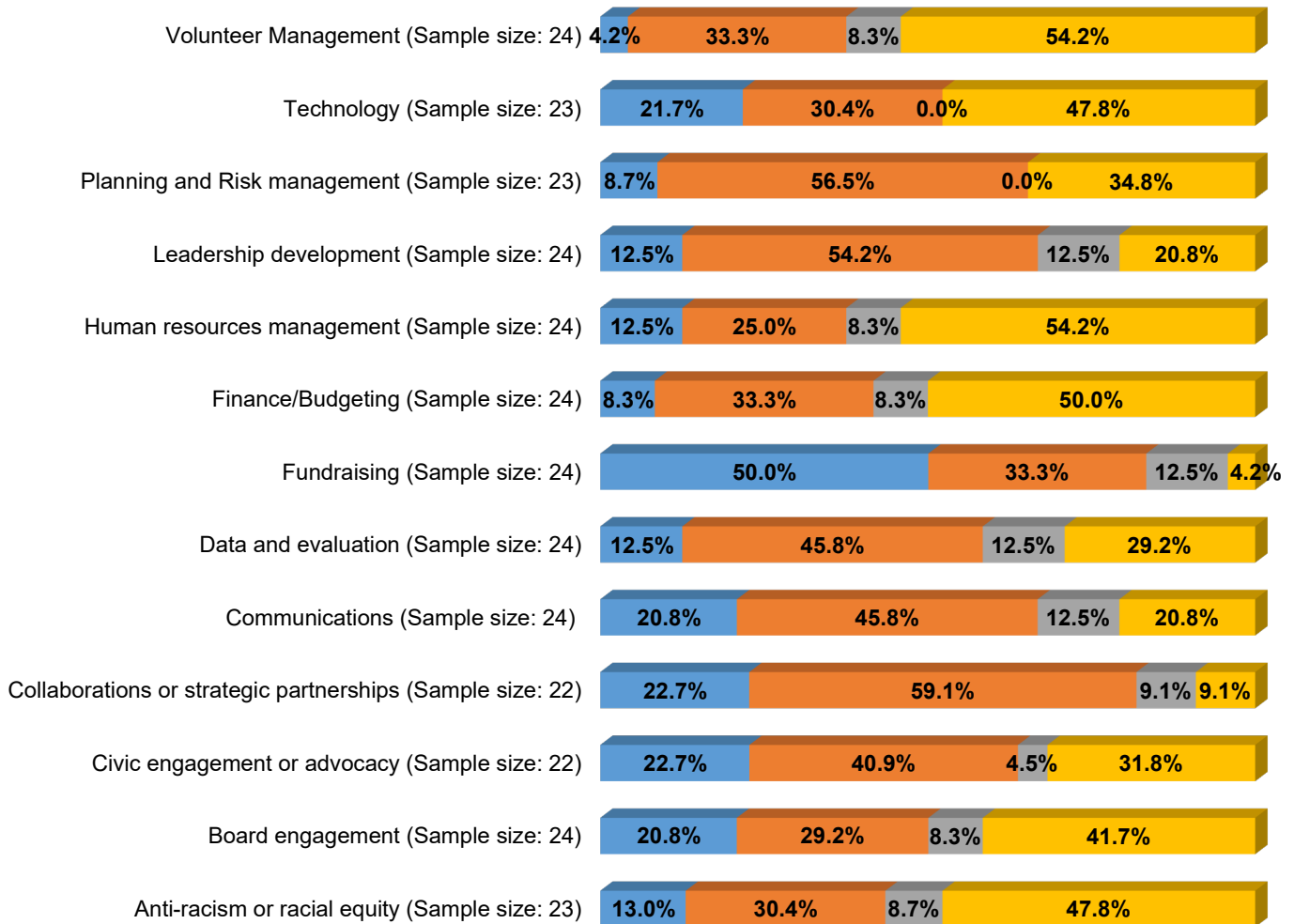- Extend reporting deadlines - 12.5%

With respect to other types of support that organizations would like to receive, respondents offered the following: capital grants, changes to funding eligibility requirements, changes to restrictions on use of funds, and information on community needs.

Capacity Building

In addition to the supports shown below, support related to recruitment of staff was listed as an urgent and important need.

Figure 10: Capacity-Building Support Needs

- Urgent & important (this would address an immediate, systemic need)
- Important, not urgent (we need this is address systemic needs, but not as immediately)
- Urgent, not important (we need this soon, but it would not address systemic needs)
- Not needed

Category	Urgent & important	Important, not urgent	Urgent, not important	Not needed
Volunteer Management (Sample size: 24)	4.2%	33.3%	8.3%	54.2%
Technology (Sample size: 23)	21.7%	30.4%	0.0%	47.8%
Planning and Risk management (Sample size: 23)	8.7%	56.5%	0.0%	34.8%
Leadership development (Sample size: 24)	12.5%	54.2%	12.5%	20.8%
Human resources management (Sample size: 24)	12.5%	25.0%	8.3%	54.2%
Finance/Budgeting (Sample size: 24)	8.3%	33.3%	8.3%	50.0%
Fundraising (Sample size: 24)	50.0%	33.3%	12.5%	4.2%
Data and evaluation (Sample size: 24)	12.5%	45.8%	12.5%	29.2%
Communications (Sample size: 24)	20.8%	45.8%	12.5%	20.8%
Collaborations or strategic partnerships (Sample size: 22)	22.7%	59.1%	9.1%	9.1%
Civic engagement or advocacy (Sample size: 22)	22.7%	40.9%	4.5%	31.8%
Board engagement (Sample size: 24)	20.8%	29.2%	8.3%	41.7%
Anti-racism or racial equity (Sample size: 23)	13.0%	30.4%	8.7%	47.8%

Capacity Building Resources

Organizations were asked to rate how beneficial different capacity-building resources would be for their organization. The non-profit organizations' most preferred capacity-building resources were webinar series taught by expert(s) and peer learning/networking group based on issue area; both resources were rated "very beneficial" by 34.8% of respondents. One-quarter of respondents rated single webinar taught by expert(s) as "very beneficial."

Capacity-building resources ranked by "very beneficial" rating:

- Webinar series taught by expert(s) – 34.8%
- Peer learning/networking group based on issue area – 34.8%
- Single webinar taught by expert(s) – 26.1%
- Peer learning/networking group based on role- 21.7%
- Short technical assistance session with an experienced peer – 21.7%
- Organizational capacity assessments – 17.4%
- Webinar/workshop series with built-in peer learning over 1-3 months – 17.4%
- Webinar/workshop series with built-in peer learning over 4-6 months – 17.4%
- Consulting from an outside expert – 8.3%

Learning from COVID-19

Organizations were asked "Are there any changes that your organization made as a result of the COVID-19 pandemic that will be kept in the future? In other words, as a result of the pandemic, did you learn anything that would be helpful to your organization in the long term?" The most common theme that emerged from responses was logistics (31.3%). Changes related to appointment and program scheduling and flexibility in providing access to events were mentioned by respondents. The second most common theme was virtual/remote work. Over one-third (37.5%) of organizations indicated that they plan to continue conducting some work virtually. The third most common theme related to marketing and communications; 12.5% of respondents mentioned changes related to how they communicate with the community and market their services.

3. Conclusions

COVID-19 had a significant impact on a majority of Barrington area non-profits in 2021 and the pandemic continues to have a significant impact on half of the organizations. Non-profits were impacted in various ways, however, most non-profits experienced impacts as a result of cancellation of programs and services, increased and sustained staff and volunteer absences, disruption of services to clients and communities, and budgetary implications related to strains on the economy. Organizations reported an increase in demand for services since March 1, 2020. The increased demand for services is expected to continue into 2022 for many organizations.

COVID-19 had an impact on revenue; the most commonly reported impacted revenue streams (i.e., revenue streams that were down by 15% or more) were special event revenue, fees for service/earned revenue, revenue from corporate grants/sponsorships, and individual giving. Revenue is not expected to be as strongly impacted by COVID-19 in 2022.

The majority of organizations are conducting their work in a hybrid way; some work is conducted in person while other work is conducted remotely. There are mixed opinions about virtual/remote work; the experience has been positive for some, however, there are challenges in conducting work remotely. Nearly all non-profit organizations offered some type of support to staff. The most commonly offered support was flexible working hours. From the beginning of the pandemic to the present, the most common reason for staff composition change was voluntary staff departures (for positions that will be replaced). During this time, 17.4% of organizations experienced furloughs and/or layoffs. Staffing composition changes are expected to be positive in 2022: no furloughs or layoffs are expected and the number one change is expected to be the addition of new staff.

Two-thirds of non-profits received the relief funds from the Paycheck Protection Program (PPP). Other relief funds were received by far fewer organizations. Nearly four in ten (39.1%) non-profits did not receive any private COVID-19 relief funds. The private relief fund received by the largest proportion (15.2%) of non-profits was the Barrington Area COVID Response fund.

Organizations found support from funders to be helpful. These include extending reporting deadlines, new opportunities to apply for funding, releasing restrictions on project grants, and eliminating reporting requirements.

COVID-19 restrictions, funding, and capacity to serve are the top concerns among non-profits. The top needs are funding, staffing, and COVID-19 information/guidance. Looking ahead, non-profits would prefer to see the following supports from funding partners:

- General operating funding opportunities
- Released restrictions on project grants
- New opportunities for project funding
- Simplified applications

Fundraising was the leading urgent capacity-building support need among non-profits. Non-profits also urgently need support in the areas of collaborations/strategic partnerships, civic engagement/advocacy, and technology for capacity-building. Webinars and peer learning/networking groups are capacity-building resources that non-profits indicated would be most beneficial.

Appendix I
Healthier Barrington Coalition
2022 Non-Profit Organization Survey

This survey is being conducted by the Healthier Barrington Coalition with the goal of understanding the impacts of COVID-19 on non-profit organizations in the Barrington area.

We appreciate you taking the time to complete this survey. Only one survey should be completed for your non-profit organization. Please do not have any additional employees complete this survey.

What is the name of your organization? (*Optional*)

Please estimate the level of impact COVID-19 is currently having on the programs, services, or general operations of your organization.
- Low (little to no impact)
- Moderate (minor disruptions)
- High (significant impact)

Please estimate the level of impact COVID-19 has Hain the past year on the programs, services, or general operations of your organization.
- Low (little to no impact)
- Moderate (minor disruptions)
- High (significant impact)

Which of the following impacts has your organization experience or do you anticipate experiencing? (Check all that apply, and/or share additional ways in the text box for "Other")
- Cancellation of programs or events
- Disruption of services to clients and communities
- Disruption of supplies or services provide by partners
- Increased and sustained staff and volunteer absences
- Increased demand for services/support from clients and communities
- Budgetary implications related to strains on the economy
- Other (please specify):_____

Please estimate the level of impact COVID-19 is anticipated to have on the programs, services, or general operations of your organization in 2022.

What resources, information, and training do you need?

[ ]

As COVID-19 pandemic continues, what are your immediate concerns for carrying out your mission/caring for the people you serve?

[ ]

If additional government or foundation funding to combat COVID-19 becomes available, where would you want to see those resources directed?

[ ]

What other measures should grant makers implement during this crisis to sustain your organization?

[ ]

What is your organization's annual budget?
- o $0 to $99,999
- o $100,000 to $499,999
- o $500,000 to $999,999
- o $1M to $4,999,999
- o $5M to $1M
- o Over $10M

How many FTE does your organization employ?
- o 0
- o 1-5
- o 6-15
- o 16-30
- o 31-50
- o 51-75
- o 76-100
- o 101-500
- o 500+

Does your organization's Executive Director/CEO or equivalent identify as Black, Indigenous, and/or a Person of Color (BIPOC)?
- o Yes
- o No
- o Unknown

- o Not applicable
- o Prefer not to answer

How many members of your organization's Board identify as Black, Indigenous, and/or a Person of Color (BIPOC)?

[ ]

How many people serve on your organization's Board?

[ ]

Approximately, what percentage of the individuals or families your organization serves identify as BIPOC?

[ ]

What is your organization's primary area of work? (Please check all that apply.)
- o Agriculture, fishing, food security, and/or forestry
- o Arts and culture
- o Community improvement - community, economic, or housing development; financial services
- o Education
- o Environment
- o Government
- o Health and health care
- o Human rights - Antidiscrimination, individual liberties, justice rights
- o Human services - emergency aid, family or personal services, job services, shelter & residential care, youth development
- o Information and communication - technology, libraries, media, news, and public information
- o Philanthropy - foundations, nonprofits, venture philanthropy, voluntarism
- o Public affairs - democracy, public policy
- o Public safety - Abuse prevention, consumer protection, criminal justice, disaster an emergency management
- o Religion
- o Social sciences
- o Sports and recreation
- o Science, Technology, Engineering, and Math (STEM)
- o Other (please specify):_____

Which Illinois counties does your organization serve? Please indicate the reach of your organization. (Check all that apply)
- o Cook County
- o Kane County
- o Lake County
- o McHenry County

- o Other

How has demand for or participation in your programs been affect since March 1, 2020?
- o Increased significantly - up more than 50% over the previous year.
- o Increased significantly - up more than 50% over the previous year.
- o Within +/- 10% of last year
- o Decreased somewhat - down 10-49% compared to last year
- o Decreased significantly - down more than 50% compared to last year

Does your organization screen recipients of grant funding, services, or other direct aid, for employment status (i.e., whether the individual is voluntarily unemployed at the time of application)?
- o Yes
- o No
- o Prefer not to answer

How is your organization currently conducting its work?
- o Completely virtual - all work is being done remotely
- o Mostly virtual - majority of staff and volunteers are working remotely
- o Mostly in person - majority of staff and volunteers are working onsite
- o Completely in person - all work is being done onsite
- o Other (please specify):_____

What additional supports has your organization offered staff since March 1, 2020? (Please check all that apply.)
- o Additional paid time off
- o Decreased working hours
- o Flexible working hours
- o Increased rates of pay
- o Paid access to counselors or other mental health professionals
- o Access to other mental health resources
- o Paid time off to receive COVID-19 vaccine
- o Paid time off for COVID-19 illness
- o We have not offered any additional supports to staff during this time
- o Other (please specify):_____

Did your organization experience any of the following staffing changes since March 1, 2020? (Please check all that apply.)
- o Layoffs
- o Furloughs
- o Voluntary staff departures, whom we will NOT replace
- o Voluntary staff departures, whom we WILL replace
- o Added new staff
- o Other (please specify):_____
- o None of the above

Do you anticipate any of the following staffing changes in 2022? (Please check all that apply.)
- o Layoffs
- o Furloughs
- o Voluntary staff departures, whom we will NOT replace
- o Voluntary staff departures, whom we WILL replace
- o Added new staff

o Other (please specify):_____

o None of the above

How have the following revenue sources for your organization been affected since March 1, 2020 (compared to pre-pandemic budget or projections)?

Fees for service/earned revenue
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%
o Not applicable

Government grants
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%
o Not applicable

Foundation grants
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%
o Not applicable

Corporate grants or sponsorships
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%
o Not applicable

Special event revenue
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%
o Not applicable

Individual giving (not related special events)
o Up by more than 50%
o Up by 15-49%
o Within + /- 15% of expected budget range
o Down by 15-49%
o Down by more than 50%

o   Not applicable

What are your projections for the following revenue sources for 2022 (compared to pre-pandemic budget or projections)?

Fees for service/earned revenue
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Government grants
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Foundation grants
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Corporate grants or sponsorships
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Special event revenue
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Individual giving (not related special events)
o   Up by more than 50%
o   Up by 15-49%
o   Within + /- 15% of expected budget range
o   Down by 15-49%
o   Down by more than 50%
o   Not applicable

Please indicate your status on the following federal COVID-19 relief funds.

Paycheck Protection Program (PPP)
- Funding received
- Application denied
- Unaware of this – did not apply
- Not eligible – did not apply
- Did not apply for other reasons

Federal Economic Injury Disaster Loan (EIDL)
- Funding received
- Application denied
- Unaware of this – did not apply
- Not eligible – did not apply
- Did not apply for other reasons

Federal tax credits for employees
- Funding received
- Application denied
- Unaware of this – did not apply
- Not eligible – did not apply
- Did not apply for other reasons

COVID-19 Sick Time or Family Leave (Families First Coronavirus Response Act)
- Funding received
- Application denied
- Unaware of this – did not apply
- Not eligible – did not apply
- Did not apply for other reasons

CARES Act Employee Retention Credit
- Funding received
- Application denied
- Unaware of this – did not apply
- Not eligible – did not apply
- Did not apply for other reasons

Did you receive funding from any of the following private COVID-19 relief funds? (Please check all that apply.)

- Barrington Area COVID Response Fund
- Illinois COVID-19 Relief Fund (ICRF)
- Chicago COVID-19 Relief Fund
- Local community foundation or United Way relief fund (please specify below)
- Another special COVID-19 relief fund (please specify below)
- We did not receive funding from any COVID-19 relief funds
- If you chose 'local community foundation or United Way relief fund" or "other", please tell us which United Way, community foundation, or other source(s) you received special funding from in the text box below:

What types of support have your foundation or corporate funders offered since March 1, 2020, and how helpful has that support been to your organization?

Announcing changes in funding priorities
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Eliminating reporting requirements
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Extending reporting deadlines
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Making early payments on pledged grants
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

New opportunities to apply for funding
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Providing unsolicited additional general operating funding
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Releasing restrictions on project grants (to general operating)
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

Simplifying applications
- o Helpful – reduced stress and/or free up staff time
- o Neutral - offered, but did not change much for us
- o Unhelpful – added stress and/or took additional staff time
- o Not offered by any of our funding partners

What, if any, other types of support have your funders offered that you've found helpful?

[   ]

What types of support does your organization need most from your funding partners in the next 6-12 months?

Changes in funding priorities
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

Eliminate reporting requirements
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

Extend reporting deadlines
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

Make early payments on pledged grants
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

New opportunities for project funding
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

New opportunities for general operating funding
- o Urgent and important - this would address an immediate, systemic need

- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

Release restrictions on project grants (to general operating)
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

Simplify applications
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic needs
- o Neutral - not needed at all
- o Harmful - please don't do this

What other types of support should grantmakers provide, or what else should they avoid?

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Regarding capacity building, in which areas does your organization most need support over the next 6-12 months?

Anti-racism or racial equity
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic
- o Neutral - not needed at all
- o Harmful - please don't do this

Board engagement
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as
- o immediately
- o Urgent, not important - we need this soon, but it wouldn't address systemic
- o Neutral - not needed at all
- o Harmful - please don't do this

Civic engagement or advocacy
- o Urgent and important - this would address an immediate, systemic need
- o Important, not urgent - we need this to address systemic needs, but not as

- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Collaborations or strategic partnerships
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Communications
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Data and evaluation
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Fundraising
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Finance/Budgeting
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Human resources management
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Leadership development
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Planning and Risk management
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Technology
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Volunteer Management
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all
- Harmful - please don't do this

Other (please specify):_____

Please indicate urgency and importance for this need.
- Urgent and important - this would address an immediate, systemic need
- Important, not urgent - we need this to address systemic needs, but not as
- immediately
- Urgent, not important - we need this soon, but it wouldn't address systemic
- Neutral - not needed at all

What form of capacity building support would be most beneficial for your organization over the next 6-12 months?

Consulting from an outside expert
- Very beneficial – would seek this out
- Somewhat beneficial - helpful, but less likely to spend time or money on this
- Not beneficial - very unlikely we'd engage in this

Organizational capacity assessments

- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Peer learning/networking group based on issue area
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Peer learning/networking group based on role
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Short technical assistance session with an experienced peer
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Single webinar taught by expert(s)
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Webinar series taught by expert(s)
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Webinar/workshop series with built-in peer learning over 1-3 months
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Webinar/workshop series with built-in peer learning over 4-6 months
- o Very beneficial – would seek this out
- o Somewhat beneficial - helpful, but less likely to spend time or money on this
- o Not beneficial - very unlikely we'd engage in this

Is there another form of capacity building support that would be beneficial to your organization? If so, please tell us what it is and how much time and money you'd be willing to invest in this form of support.

Are there any changes that your organization made as a result of the COVID-19 pandemic that will be kept in the future? In other words, as a result of the pandemic, did you learn anything that would be helpful to your organization in the long term?

If so, please tell us here:

Is there anything else you'd like us or the funding community to know about how best to support your organization in the coming months?

If so, please tell us here: