



Covid-19 Funding for Health and Racial Equity in California's Inland Empire

A report by for & by
Inland Empire Community Collaborative (IECC)



Acknowledgements

This report is component of “Building Collective Resiliency for Health and Racial Equity,” a project funded by the California Endowment.

We are grateful the work of board and staff and who contributed and advised this report:

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We express gratitude to the people representing 256 organizations answered the survey and provided data for this report. A full list can be found in the [appendix](#) of this report.



Report Date: July 2021, Revised December 2021



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Table of Contents

Report Summary	4
Introduction.....	6
About this Report.....	6
About the Survey.....	6
Background and Setting	7
Defining Equity.....	7
The People and Places of the Inland Empire	9
Poverty.....	10
Disproportionate Impact of COVID.....	10
The Geography of Inequity.....	11
Survey Results.....	13
Size of Organization by Budget.....	13
Populations Served by Organizations.....	13
Ethnicity of People Served.....	14
Race of People Served	14
Leadership of Organizations by Ethnicity, Race, Gender, & LGBTQ.....	15
COVID-19 Related Funding.....	16
By Amount.....	16
COVID Funding by Organization Size	16
Total COVID Funding.....	17
COVID Funding by Geography	17
Source of COVID-19 Funding.....	18
Organizational Capacity	18
Open Positions and Board Vacancies	18
Organizational Changes Due to COVID-19.....	18
Barriers to Funding.....	19
Solutions and Supports	20
Summary of Findings	20
Recommendations	23
Appendix	24
Survey Respondents.....	24
Methods	27
References	28

Report Summary

The Inland Empire Community Collaborative (IECC) was provided an opportunity by the California Endowment to study, analyze, and report on elements of equity as they relate to COVID-19 recovery funding. As one element of this effort, the (IECC) collected data through a survey that was answered by nonprofit and community-based organizations in the Inland Empire. This report provides an analysis of over 200 surveys from nonprofit, community-based organizations, in alignment with the project questions and desired outcomes.

<i>Purposes and Desired Outcomes</i>
Outcome 1: Increased capacity for tracking and accountability of federal resources from a racial equity lens to ensure that these resources reach the Inland Empire’s most impacted communities and residents.
Outcome 2: Increased ability to leverage federal resources towards economic recovery for small businesses/nonprofits and individuals most disproportionately impacted by COVID-19 to promote health and economic opportunity for California’s most impacted residents and communities and to protect existing programs and benefits for those most impacted.
Outcome 3 – Strengthened digital infrastructure to support nonprofit capacity and coalition building.
Outcome 4 – Strengthened capacity to utilize digital organizing tools to support IECC’s wellness and engagement priorities that advance health and racial justice for IE communities.

Each of these outcomes helped to shape the analysis of survey data and are presented in this report.

Why it Matters

As the consequences of the pandemic continue to unfold, differences in circumstances, systems, and structures have a heavy influence on the economic stability, educational outcomes, and resilience of individuals, families, and entire communities. One of the opportunities to address past and current harm is through access and flow of resources – in the form of capital, cash, services. When directed where they are needed most, financial resources are a powerful tool to reshape conditions toward more equitable conditions. Nonprofits have a critical role to play as in this work.

Selected Findings

- Community organizations are powerful responders to crises. Among the 200 responses, the majority were able to apply for and receive funding, bringing in between 10 and 28 million dollars in recovery resources.
- Organizations were challenged by COVID-19. The majority of responding organizations experienced considerable changes to staffing, volunteers, programming, and revenue due to the pandemic.
- Smaller organizations appear to be disadvantaged for funding and yet may have an important role to play in relief through access to community members hardest hit by the pandemic.

- Exploratory data analysis suggested a positive relationship between more diverse executive leadership and funding received. While this cannot be interpreted as cause and effect, the finding supports existing research further demonstrating that diverse teams are an organizational asset.

Selected Recommendations

What Organizations Can Do

- Advocate for distribution of American Rescue Plan (ARP) funds where they are needed most, focusing on communities that have experienced more severe impacts, have greater recovery needs, or both. Community-based organizations are well-connected to the communities that can benefit most from aid. Data exist to focus resources intentionally.

What Collaborations Can Do

- Support organizations to apply for funding; identify when capacity to implement will be limited.
- Whenever possible, remove barriers through shared resources.
- Continue to seek information and amplify the voices of community-based organizations, including their needs and assets.
- Clarify agreed-upon strategies to shift systems to support people in communities with the most need.

What Funders Can Do

- Address capacity of organizations through partnerships and investments in mutual support.
- Simplify funding applications, especially for smaller organizations that are receiving nominal funding.
- Share information through alliances and networks.
- Advocate for equity, through prioritization and require funding in areas of most need.
- Funding alone can cause new challenges for organizations--eager deliver resources to the communities they serve but are faced with limited capacity to manage and track activities and funding. Funders can support organizations through simplified reporting measures and technical assistance, capacity building, and expert support.

Introduction

About this Report

This report is one component in a larger project focused on Building Collective Resiliency for Health and Racial Equity. Through this process and related efforts, the IECC is working to:

- Increase capacity for tracking and accountability of federal resources from a racial equity lens to ensure that these resources reach the Inland Empire's most impacted communities and residents.
- Increase ability to leverage federal resources towards economic recovery for small businesses/nonprofits and individuals most disproportionately impacted by COVID-19 to promote health and economic opportunity for California's most impacted residents and communities and to protect existing programs and benefits for those most impacted.
- Strengthen digital infrastructure to support nonprofit capacity and coalition building.
- Strengthen capacity to utilize digital organizing tools to support IECC's wellness and engagement priorities that advance health and racial justice for IE communities.

Toward these ends, this report provides data from a survey of organizations contextualized in the disproportionate impact of COVID-19, the need for intentional responses that are oriented toward equity and justice. The report works to answer four questions presented by the IECC for inquiry:

1. Did the funding reach marginalized communities (racial demographics)?
2. How well equipped were organizations to serve at risk communities? How far does funding go?
3. What were the barriers to receiving funding?
4. How can we (the IECC) help in the future to strengthen efforts and outcomes?

About the Survey

The process to collect data is described in the *Methods* section in the [Appendix](#). Surveys were collected in the spring of 2021. The data from surveys is based on availability sampling. Survey results are not generalizable; rather they represent unique organizations serving the Inland Empire through service delivery as nonprofit organizations.

After data cleaning, 216 unique entries remained for analysis.

Words Matter

The words used to describe people and circumstances in this document are intended to be non-stigmatizing and in alignment with evolving conventions. Style and language choices in this document is informed by the CDC's publication (Centers for Disease Control and Prevention, 2019).

Much of the information in this document is from secondary sources, and for these sources, words and descriptions were not changed (although additional descriptors were added to provide continuity.). Some inconsistencies and deviations from this style guide may be found within the document.

Background and Setting

Early in 2020, as the risk and realities of the COVID-19 pandemic began to emerge, the indiscriminate nature of the disease catalyzed a moment of national and even global unity.

But this moment was temporary. In a short time, disparate outcomes in rates of illness and death were revealed. In the US, the pandemic had a disproportionate impact on communities of color, driven by social determinants of health and entrenched health inequity (American Hospital Association, 2020). Structural racism, stemming from historical policies, such as redlining, and current policies, continues to shape the health and well-being of entire communities today (Centers for Disease Control and Prevention, 2021). Unjust systems persist.

As the consequences of the pandemic continue to unfold, differences in circumstances, systems, and structures have a heavy influence on the economic stability, educational outcomes, and resilience of individuals, families, and entire communities. Individuals and communities experienced trauma and grief through the loss of family members (Cooper & Williams, 2020). Many could not work or had to change work schedules, balancing new challenges of lost childcare and fewer hours. For essential workers, demand for work increased, often without commensurate compensation for hours or additional risk (The Lancet, 2020). Students missed opportunities for learning, deepening differences in advantage and opportunity (US Department of Education, 2021). Women were also disproportionately impacted by the economic and social conditions created by the pandemic (McKinsey & Company, 2021). While the nation works toward recovery, the latent effects of these situations will continue to be felt for years to come.

In response to the pandemic, including the economic situations faced by people in the US, trillions of budgetary resources were made available by Congress to federal agencies for relief in the form of loans, grants, and direct assistance. The Coronavirus Preparedness and Response and Supplemental Appropriations Act (“CARES”) appropriated resources for Payroll Protection Program (“PPP”) (US Department of the Treasury, n.d.).

Defining Equity

Equity is both the desired outcome and a process to get there, one that upholds fairness and justice as both outcomes to reach and steps to take along the path.

One of the opportunities to address past and current harm is through access and flow of resources – in the form of capital, cash, services. When directed where they are needed most, financial resources are a powerful tool to reshape conditions toward more equitable conditions.



Changing the flow of resources can help to move our communities toward more just outcomes.

In a publication more than 20 years old, Dr. Camara Phyllis Jones, one of the nation's public health experts, illustrates the intersection between racism and health outcome, using two sets of potted flowers as a metaphor to show how systems can reinforce positive outcomes from those who are already flourishing and keep those who are struggling from growing to their potential. In this article, she asks, who are the gardeners; who has the power to nurture areas where conditions for growth have been neglected? (Jones, 2000). In the desire to recover and even thrive following the pandemic, the opportunity is not to divide resources equally but to focus resources where they are needed most.

Extending this analogy, community-based organizations (referred to interchangeably with “nonprofit” in this report) can serve as reservoirs and irrigation, delivering resources where they are needed most. Through relationships and deep connections to people within communities, nonprofit organizations are critical conduits to assistance, especially during times of crisis and through recovery.

The Importance of Nonprofits and the Impacts of COVID-19 on the Sector ¹

Nonprofit organizations play a critical role in communities. The most well-known function is to be of service, and they are often the fabric of care that exists for people seeking support or services. National data also show that nonprofits are important economic drivers in their own right, making up 5.9% of the nation's gross domestic product in 2020 (Independent Sector, 2021). Nonprofits may also have important, less well-known roles. According to a recent report, voters are more likely to turn out when contacted by a nonprofit (compared to comparable voters). Perhaps more importantly, nonprofits reach underrepresented voters, including people of color, younger people, and people who have household incomes less than \$30,000 annually (Independent Sector, 2021).

Nonprofits hold critical functions, but they are also struggling. National data also shows that both in terms of people served and finances, the pandemic took a heavy toll. According to the Independent Sector, nearly half (47%) of all organizations reported serving fewer people in 2020, and 40% reported less revenue. The nonprofit sector also experienced more impactful losses: the overall workforce in nonprofits was down .02% in 2021, with some of the most significant declines among people of color. The most significant loss was among nonprofit staff and leadership who are multiple races (-.05%), followed closely by people who are black (0.4%) (Independent Sector, 2021).

The importance of nonprofits and their current challenges point to opportunity. As the region and nation work toward recovery, or at least resilience during current challenges, the nonprofit sector will need financial and human capital to serve communities at the level required. “As policymakers and community leaders continue to look to nonprofits to respond and recover from the pandemic and natural disasters and address racial disparities, it is important to know that they are relying on a sector still struggling to meet significant needs with fewer people” (Independent Sector, 2021, p. 14).

Investing in the health of nonprofits is likely to improve local economies, networks of care within our communities and may even contribute to stronger civic and direct advocacy by people in communities who have been most impacted by past and present harms. This report and related data provide a regional snapshot of nonprofit organizations and the people they serve. It will be important to further review and analyze this data, and, to continue inquiry with the organizations to help monitor advocate for nonprofits.

¹ Section added in December 2021 to reflect important and relevant information from the *Independent Sector*

The People and Places of the Inland Empire

The original people of San Bernardino and Riverside County include many bands and tribes. At the time of colonization, Cahuilla, Gabrielino, Serrano, Luiseño, Chemehuevi, and Movave inhabited the area (Trafzer, n.d.). Today, San Bernardino & Riverside Counties include the unceded land of Tongva and Serrano (University of California Riverside) and La Jolla, Pala, Pauma, Pechanga, Rincon, Soboba Luiseño/Payómkawichum people (California Indian Culture and Sovereignty Center and California State University San Marcos). Despite the occupation and forcible removal of people from ancestral lands through colonization, indigenous people are working to continue and uphold traditional cultural practices and languages.

The total population of the Riverside and San Bernardino Counties is more than 4.5 million. By race and ethnicity, Riverside and San Bernardino counties are similar. In both counties, people who are White alone make up the largest proportion of the region (U.S. Census Bureau, 2021). People who are Black /African American are the second-largest racial group, followed by people who are two or more races. People who are Asian alone (U.S. Census Bureau, 2021), and American Indian, and Native Hawaiian / Pacific Islander (NHPI) are also important groups by size within the county. By ethnicity, a large portion of the counties (half or more) are Hispanic/Latino (also referred to as “Latinx” in this document).

More than 40% of people in both counties speak a language other than English at home. Other than English, Spanish is the most spoken language. However, many other languages are also spoken in the region, including Tagalog, Chinese and Vietnamese. While less common, Tongan, Samoan, “and Native American languages such as Cahuilla and Cherokee” are also spoken and are among the 145 languages spoken within the region (Molina, 2015).

Figure 1. Demographic and Language for Riverside and San Bernardino Counties (US Census)

	Riverside County	San Bernardino County
Population Estimate 2019	2,470,546	2,180,085
• White alone, percent	79.6%	76.6%
• Black or African American alone, percent(a)	7.3%	9.4%
• American Indian and Alaska Native alone, percent(a)	1.9%	2.1%
• Asian alone, percent(a)	7.2%	8.0%
• Native Hawaiian and Other Pacific Islander alone, percent(a)	0.4%	0.5%
• Two or More Races, percent	3.6%	3.6%
• Hispanic or Latino, percent(b)	50.0%	54.4%
Language Estimate 2019	Riverside County	San Bernardino County
• Speak language other than English at home	41.1%	42.1%

Poverty

The US Census shows 11.3% and 13.3% of people in poverty in Riverside and San Bernardino Counties, respectively. However, these rates underestimate poverty due to Census methodology. The California Poverty Measure (CPM) estimates that in 2018 (pre-pandemic), 17.1% of people in Riverside County and 16.3% in San Bernardino County were in poverty (Public Policy Institute of California, n.d.). These rates are similar to the average for the state (17.6%) (Public Policy Institute of California, n.d.).

Figure 2. Poverty Rates in the Inland Empire

	Riverside County	San Bernardino County
California Poverty Measure (percent in poverty)	17.1%	16.3%

In California, rates of poverty are highest among Latinos, “comprising 51.4% of poor Californians but only 39.6% of the state population” (Public Policy Institute of California, n.d., p. Para. 6). Rates of poverty can also disproportionately impact other racial and ethnic groups. People who are Black, Asian/Native Hawaiian and Pacific Islander, and American Indian, all experience higher rates of poverty compared to people who are white in California (Kaiser Family Foundation, 2019). As implied in the introduction of this report, higher rates of poverty among groups point back to system barriers, structural racism, and feedback loops that make it limit upward mobility.



Disproportionate Impact of COVID

While health inequities are observed in a myriad of health outcomes, the scale and severity of the pandemic revealed disproportionate impact, rooted in social determinants of health, across racial and ethnic groups. National data showed disproportionate rates of COVID, including disproportionate deaths, with Black males among those most at risk to illness and death (Santhanam, 2021).

In the Inland Empire, people of color were disproportionately impacted by COVID 19. Analysis from the University of California Riverside showed that in San Bernardino County, people who are Black were most severely disproportionately impacted, with rates several times higher than for other races (Center for Social Innovation, University of California Riverside, n.d.). The second most disproportionately impacted people were Native Hawaiian / Pacific Islander. In Riverside, people who are Native Hawaiian / Pacific Islander were most disproportionally impacted, followed by people who are Hispanic/Latino (Center for Social Innovation, University of California Riverside, n.d.). In both counties, people who are Hispanic / Latino were also disproportionately impacted.

To date, the Inland Empire has experienced nearly 10,000 deaths from COVID-19.

Figure 3. COVID Total Deaths

	Riverside County	San Bernardino County
COVID Deaths (as of June 20, 2021)	4,627	4,638
COVID Deaths (as of December 29, 2021) ²	5,572	6,047

The Geography of Inequity

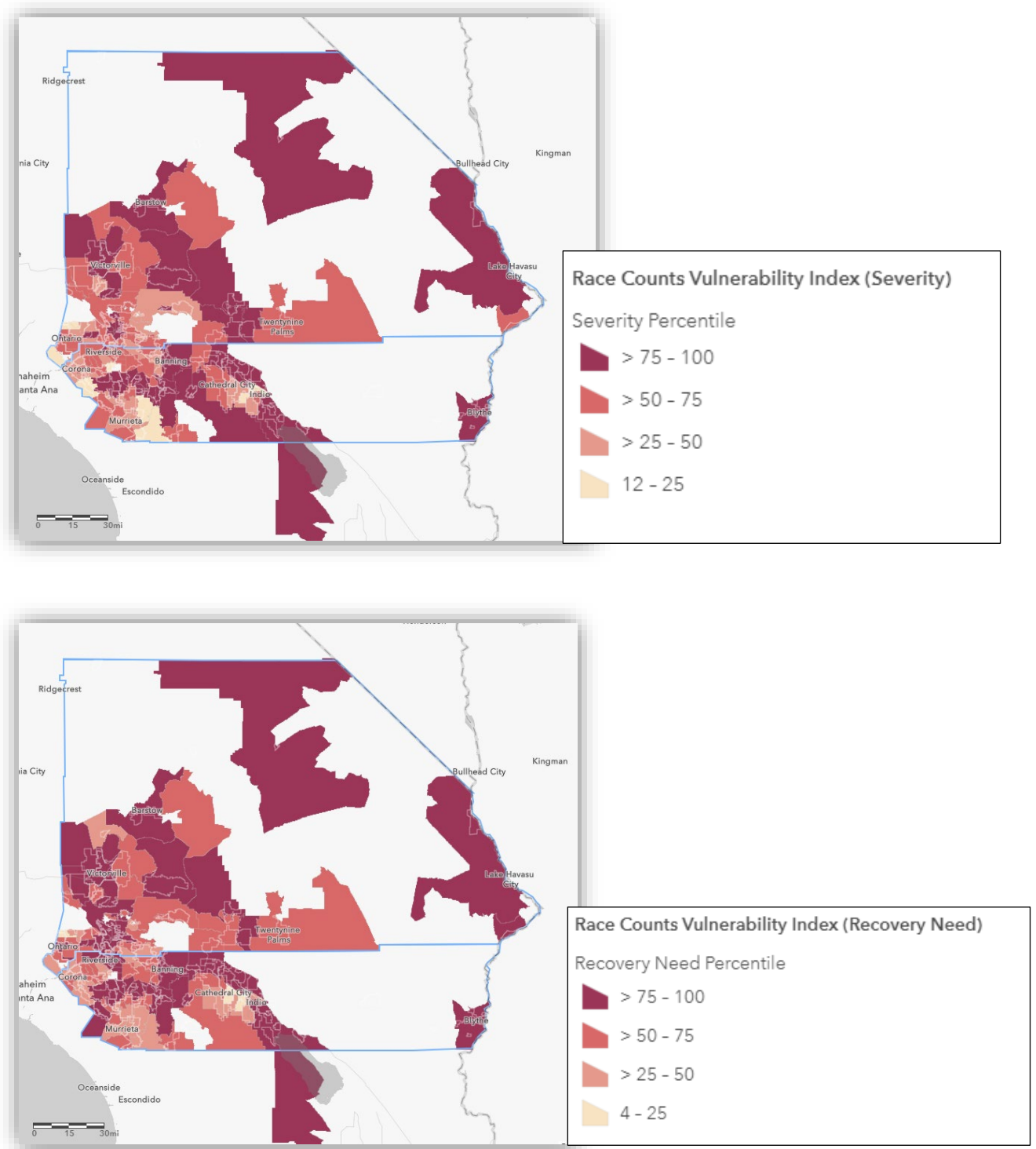
The places where we live have a considerable impact on our health and wellbeing. Aspects of the built environment, like housing, walkability, safety, access to parks, availability of grocery stores with healthy foods – each of these aspects of the built environment contributes to health. But they do not explain alone the difference – why do some neighborhoods have these things, and others do not? The options where people live, and the conditions in communities, have been shaped by historical redlining and related practices. Current conditions also contribute to neighborhoods conditions.

Life expectancy ranges within the region, but large portions of both San Bernardino and Riverside counties have lower life expectancy compared to Los Angeles, San Diego, and Orange Counties of the past, continuing to impact the economic stability and health of neighborhoods today.

In 2020, Race Counts found that the Inland Empire has the high need following COVI-19. “Inland Empire and South / Southeast Los Angeles both have a large presence of warehouses and logistics centers. Workers in these industries have faced unsafe working conditions due to a lack of personal protective equipment and safety practices and because they work close to others. ...Nearly all of these regions are home to large communities of color, particularly Latinx residents” (Race Counts, n.d.). These data, shown in the following maps, suggest priority areas for COVID-19 severity and recovery need, based on available data (Race Counts, n.d.).

² Update provided by New York Times Data Dashboard

Figure 4. Race Count's Vulnerability and Recovery Index (Severity & Recovery Need)



Interactive versions of these maps have been developed by the IECC and are available at <https://arcg.is/1ecqC40>.

Survey Results

Size of Organization by Budget

The largest proportion of organizations from the survey have small budgets of under \$50,000 per year. The second largest group have annual operating budgets of \$100,000-\$500,000 annually.

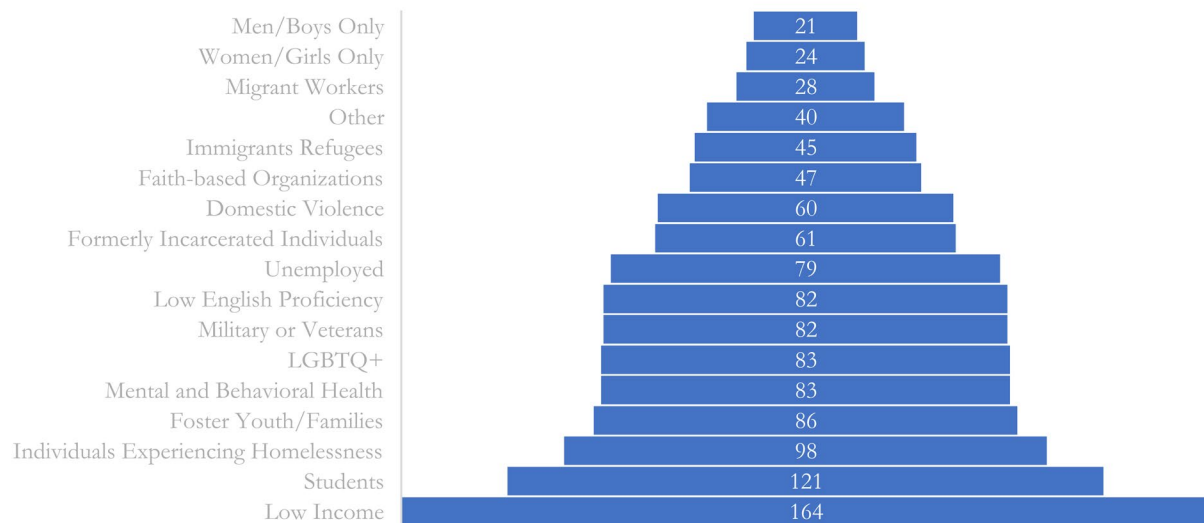
Figure 5. Operating Budgets of Responding Organizations

What is the annual operating budget for organization?	
Under \$50,000 per year	62
\$50,001 to \$100,000 per year	35
\$100,001 to \$500,000 per year	52
\$500,001 to \$1,000,001	15
\$1M to \$5M	24
\$5,000,000 and above	11

Populations Served by Organizations

Organizations selected one more category of people they serve. “Low Income” was the most frequent response, followed by students.

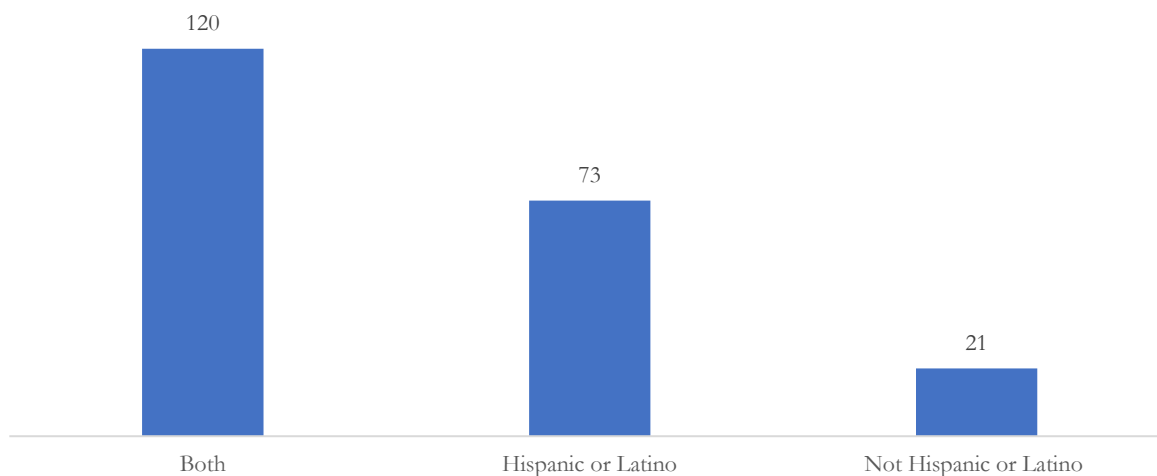
Figure 6. Populations Served by Survey Respondents



Ethnicity of People Served

The majority of respondents (120) focus services on both people who are Hispanic/Latino and people who are Not Hispanic/Latino. A considerable portion (73) focus on the Hispanic/Latino population, while 21 serve people who are not Hispanic or Latino.

Figure 7. Ethnicity Served by Responding Organizations



Race of People Served

The majority of respondents selected “two or more races.” It is likely that people intended this answer to included more than one race categories, instead of individuals who are more than one race.

Figure 7. Primary Racial Demographics of People Served

What is the primary racial demographic of the population you serve?

Two or more races	145
White	34
Black/African American	32
American Indian Alaskan Native	3
Asian	1
Native Hawaiian and Other Pacific Islander	1

“Perhaps the most important question raised by this story is, who is the gardener? After all, the gardener is the one with the power to decide, the power to act, and the control over the resources.”

Camara Phyllis Jones, MD, MPH, PhD *Am J Public Health.* 2000; 90: 1212–1215

Leadership of Organizations by Ethnicity, Race, Gender, & LGBTQ

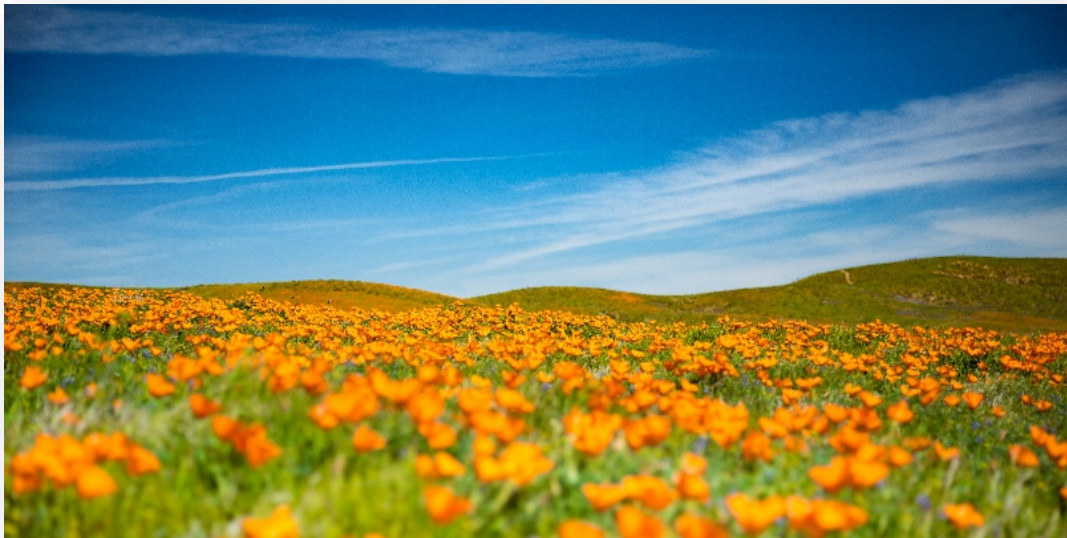
Organizations answering the survey were likely to have executive leadership who are people of color (Black, Indigenous, Latinx people of color, “BIPOC.” Presumably, many respondents may have considered people who are Latinx in these categories, sometimes summarized as “BILPOC”).

Among 971 **executive leadership positions** reported by survey respondents,

- 513, or 55% were BIPOC.
- 64% were women.
- 8% identified as LGBTQ+

Among 1,622 **board positions** reported by survey respondents:

- 40% are BIPOC
- 57% are female
- 7% identified as LGBTQ+



Nationwide, nonprofit organizations mirror a lack of diversity seen in corporate and many governmental settings. In studies of some of the nation’s largest nonprofits, people who are White make up the majority of executive director and board positions (BattilaWinston, 2017). These situations are self-reinforcing, promoting ongoing homogeneity within leadership positions. This problem comes at a cost; numerous studies have demonstrated the value and benefit of more diverse teams, and the importance of diversity of leadership (BattilaWinston, 2017). Further, diversity within teams is related to better and more effective results (Rock & Grant, 2016).

COVID-19 Related Funding

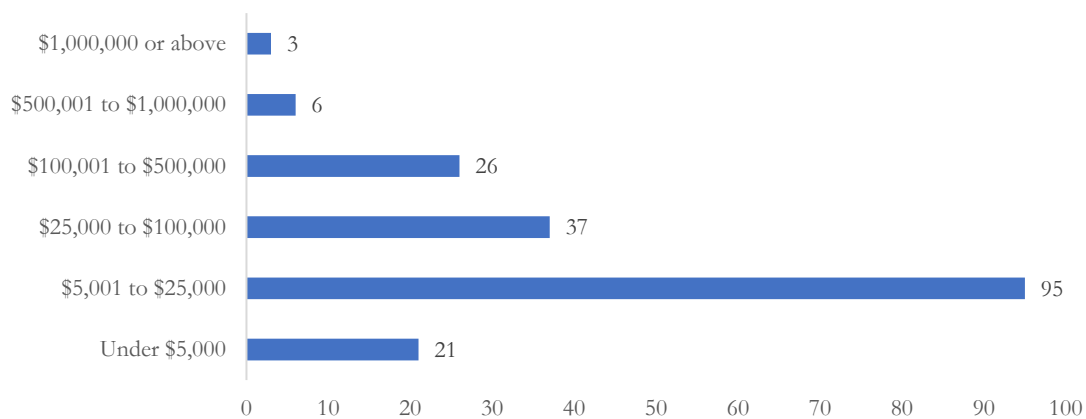
The vast majority (188, 87%, or) of respondents received some funding for COVID.

- A small proportion (28, or 13%) of respondents answered “no.”
- Among IECC members, only 8% answered “no.”

By Amount

Organizations responding to the survey were most likely to receive COVID-Funding between \$5,000 and \$25,000.

Figure 8. Amounts of COVID-19 Funding Received



COVID Funding by Organization Size

The organizations with the smallest organizational budgets (less than \$50,000 per year)

- 15 received under \$5,000
- 33 received \$5,000 to \$25,000
- 3 received \$25,000 to \$100,000

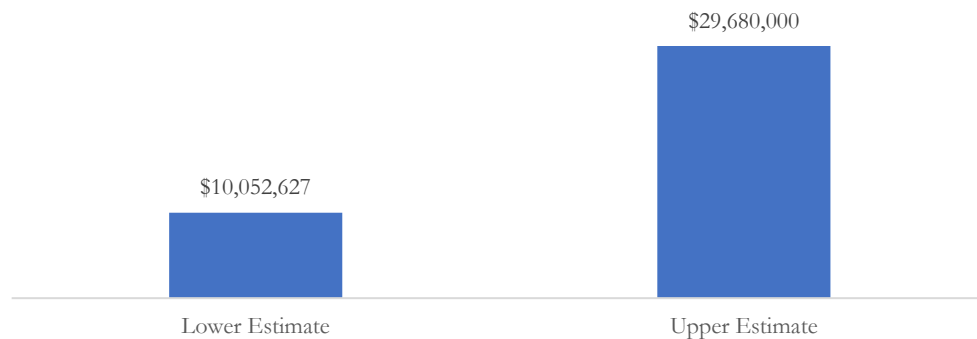
The organizations with the largest organizational budgets (5 million or more)

- 1 received \$5,000 to \$25,000
- 2 received more than \$1 million
- 3 received \$100,000 to \$500,000
- 4 received \$500,000 to \$1,000,000

Total COVID Funding

Using low estimates, this amount among 200 organizations would total over 10 million; using higher estimates, it may have approached 30 million.³

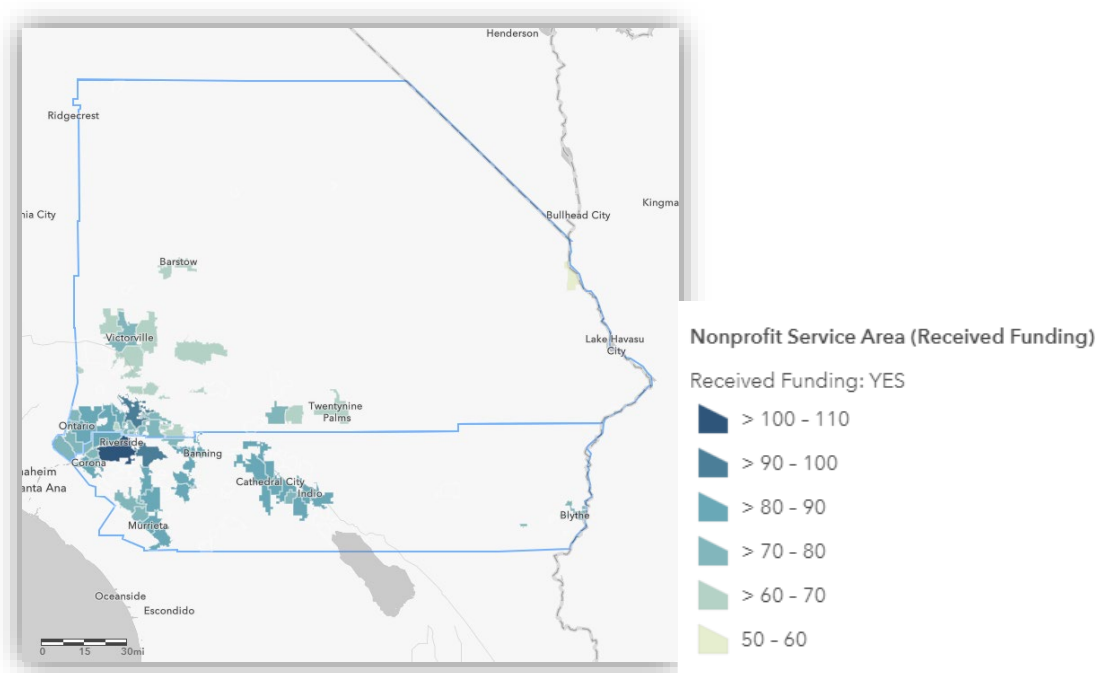
Figure 9. Range of Total Funding Received by Responding Organizations



COVID Funding by Geography

Among survey respondents, the highest concentrations of funded organizations were in the city of Riverside. While the survey respondents do not provide the full picture of all funding in the area, comparison to race counts data suggests that several areas with high need did not receive funding in alignment with recovery need scores.

Figure 10. Concentration of Organizations Reporting COVID-19 Funding, by Geographic Area



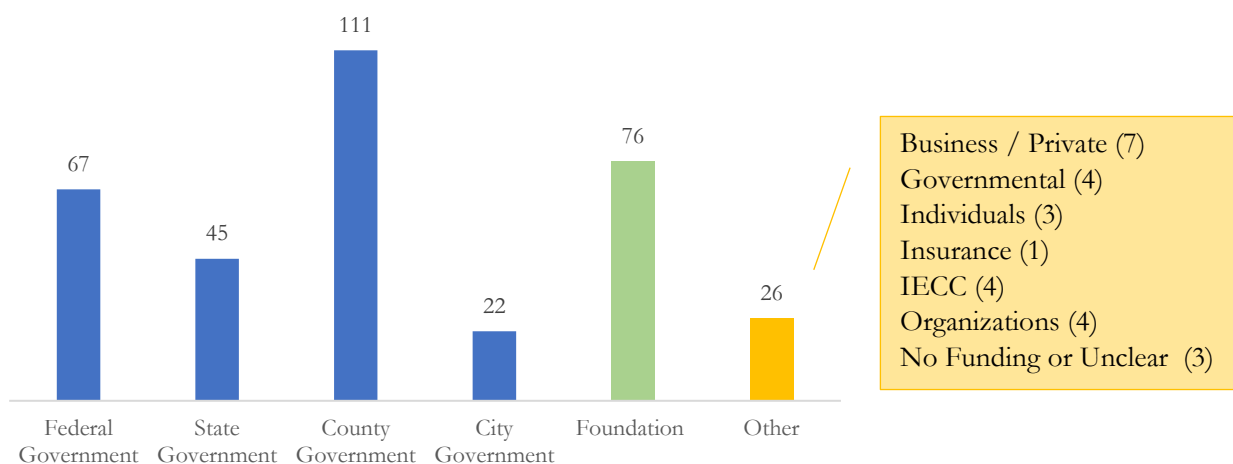
³ Lower and upper numbers from survey categories were used for this estimate. For the less than \$5000, \$2500 was used as a lower band. For greater than 1 million, 1.5 million was used as an upper band.

Interactive versions of these maps have been developed by the IECC and are available at <https://arcg.is/1eeqC40>

Source of COVID-19 Funding

Among organizations reporting receiving funding, “County Government” was most the most common funding source (111), followed by foundation (76), federal (67), state (45), city (22), and other (26). Organizations were also likely to have more than one type of funding; of 216 respondents, 347 funding types are noted.

- Among organizations with larger budgets were able to obtain federal funding.
- Smaller and mid-sized organizations were more likely to receive money from county government.



Organizational Capacity

Open Positions and Board Vacancies

In an ideal organizational situation, all leadership positions and all board positions are filled by the right people, able and willing to serve within their roles and responsibilities. When there are vacancies, especially those that are prolonged, organizations can experience greater challenges. In the spring of the pandemic, the survey identified considerable vacancies both in executive leadership and board positions.

The survey asked respondents about open leadership positions.

- Of 971 leadership positions, 17% were reported as open.
- Among 1,622 board positions, 16% were vacant.

Organizational Changes Due to COVID-19

COVID-19 had major impacts on responding organizations.

Changes to Infrastructure and Support

- 183 Changed Programming
- 105 Lost Volunteers
- 43 Experienced Changes to Staff
- 91 Experienced Inability to Provide Programs

Changes to Location of Services

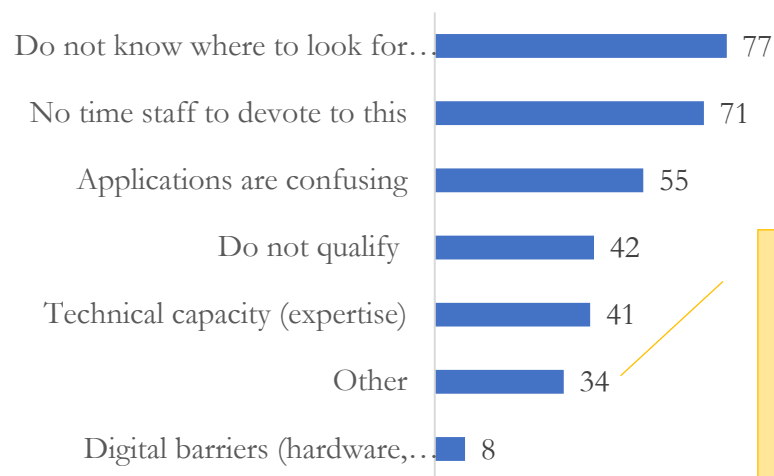
- 60 Reported Physical Closure with Only Virtual Services
- 58 Reported Mixed Physical and Virtual Services
- 18 Remained Physically Open with No Changes to Programming
- 1 Reported Permanently Closing

Changes to Revenue & Funding

- 89 Reported Revenue Losses
- 83 Reported Changes to Fundraising Activities
- 70 Reported Cancelling Fundraising Activities
- 24 Increase(d) Revenue

Barriers to Funding

For some organizations receiving COVID-19 funding was not possible, due to barriers. For others, challenges were still experienced during the process. Results are shown below, among those who did not receive funding and for all respondents.



Examples from Comments

- Capacity
- Paperwork Required
- No Staff/All Volunteer
- Confusing and Challenging Applications

“Nonprofit funding is so limited to bigger organizations”

“[we] Have never taken a salary or staff and some of the funding was restricted to that which continues to be a barrier.”

“They are time-consuming confusing and difficult to know if you qualify.”

-Survey Respondents

Solutions and Supports

Solutions that would be most helpful to overcome COVID-19 related funding barriers?	Count of Survey Respondents Ranking #1
Financial support to retain and maintain staffing levels	70
Timely information for funding opportunities	58
Additional staff to apply for funding	29
Current information about COVID-19 initiatives	46
Access to financial software	4
Other	7
Access to hardware including computers, laptops, or other devices	2
(blank)	

“It would be so helpful to get someone to teach us how to pay ourselves to do this work whenever we get enough funding. To be prepared to staff our org and make sure we are ready when one day someone will fund us fully and we are prepared with our taxes, HR rules. IECC and partnership that have been created have been helping us get to a place where we will be prepared to be fully funded, and are knowledgeable about the rules and expectation on running a strong organization”

-Survey Respondent



Summary of Findings

Findings are organized by the project questions and are answered to the degree possible using data from the survey.

1. Did the funding reach marginalized communities (racial demographics)?

- The surveys represent over two hundred organizations in the Inland Empire. Data from the survey shows that relief funding was received by 87% of these organizations and that these organizations serve people in communities who are likely to be disproportionately impacted by COVID.
- Responding organizations are well-positioned to serve those who need economic and other types of assistance.
- There are geographic areas of higher need that did not appear to receive more funding than surrounding areas.

2. How well equipped were organizations to serve at risk communities? How far does funding go?

- The surveys represent over two hundred organizations in the Inland Empire. Data from the survey shows that relief funding was received by 87% of these organizations and that these organizations serve people in communities who are likely to be disproportionately impacted by COVID.
- Responding organizations are well-positioned to serve those who need economic and other types of assistance.
- There are geographic areas of higher need that did not appear to receive more funding than surrounding areas.

3. What were the barriers to receiving funding?

- Organizations (both funded and non-funded) reported barriers to funding. The most noted barrier was, “do not know where to look for funding, closely followed by “no staff time to devote to this.” Both barriers speak to an important role for network or intermediary organizations that can provide information and capacity to support funding requests.
- As noted previously, most organizations indicated that they had executive leadership vacancies, board vacancies, or both. Vacancies also speak to a potential barrier to receiving funding, in that capacity is needed not only to apply for funding, but to fulfill the purpose of funding, whether it be staff, services, distribution of resources, or other purposes.
- Some organizations are staffed by volunteers only, have very small budgets, or both. These organizations may experience additional barriers to receiving funding.

4. How can we (the IECC) help in the future to strengthen efforts and outcomes?

- When asked to rank what would be most helpful to overcome COVID-19 reported funding barriers, the most rated priority was “financial support to retain and maintain staffing levels.” This was followed by “timely information for funding opportunities, and current information about funding levels. Additional staff to apply for funding was the fourth priority.
- Connection with other member organizations may be an asset to learning about and obtaining emergency funding.
- Many organizations are run by unpaid or volunteer staff. Depending on their work, this can be unsustainable. American Rescue Plan (ARP) money could be used to support organizations to stabilize and support community organizations that are rooted within and connected to people in communities.

Additional Findings and Areas for Future Inquiry

- Community organizations are powerful responders to crises. Among the 200 responses, the majority were able to apply for and receive funding. Organizations were also able to adapt or change their programming to meet emerging needs.
- Organizations were Challenged by COVID-19. The majority of responding organizations experienced considerable changes to staffing, volunteers, programming, and revenue due to the pandemic.
- Limited capacity of organizations was a theme among survey responses. Efforts to understand “what works best” to support capacity, shared resources, and networks may be an important area for inquiry.
- Smaller organizations appear to be disadvantaged for funding and yet may have an important role to play in relief. When funding benefits large, established organizations, this can continue inequitable results.
- Exploratory data analysis suggested a positive relationship between more diverse executive leadership and funding received. While this cannot be interpreted as cause and effect, the finding supports existing research showing that more diverse teams are more effective than those that are homogenous.

Recommendations

What Organizations Can Do

- Advocate for distribution of American Rescue Plan (ARP) funds where they are needed most, focusing on communities that have experienced higher severity or have greater recovery needs. Community-based organizations are well-connected to the communities that can benefit most from aid. Data exist to focus resources intentionally.
- Continue to support people in communities, leveraging funding from governmental and private sources.
- Identify opportunities to share capacity and learning opportunities. Use collaborative approaches instead of competition to drive positive outcomes for people in the region.

What Collaborations Can Do

- Provide outreach and tangible support to community organizations to share information about funding opportunities.
- Support organizations to apply for funding; identify when capacity to implement will be limited, and support staffing to meet needs.
- Whenever possible, remove barriers through shared resources.
- Continue to seek information and amplify the voices of community-based organizations, including their needs and assets.
- Clarify agreed-upon strategies to shift systems to support people in communities with the most need.

What Funders Can Do

- Address capacity of organizations through partnerships and investments in mutual support.
- Consider & simplify applications for funding, especially for smaller organizations that are receiving nominal funding.
- Share information through alliances and networks.
- Advocate for racial and health equity through prioritization and require funding in areas, and to communities that have higher need.
- Funding alone can cause new challenges for organizations, who are eager to take resources and get them to the communities they serve but are faced with limited capacity to manage and track activities and funding. Funders can support organizations through simplified reporting measures and through supporting technical assistance, capacity building, and expert support.

Appendix

Survey Respondents

With gratitude to organizations that completed the survey and made this report possible:

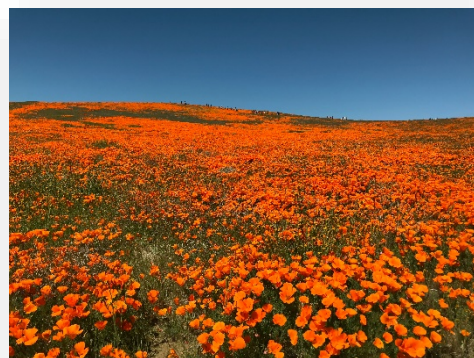
A Coming-of-Age Foster Family Agency	Chino Valley Unified School District
A New Beginning Foster Family Agency	Church of ACTS Bread Basket Food Bank
Abundantly Authentic	City of Coachella
Academic Solutions USA	Coachella Valley Arts Institute
Academy for Grassroots Organizations	Communaute Du Mont Carmel USA
Advancing Steps	Community Care Alliance
Agape Community Christian Church	Community Health Action Network
Agape Koinonia Alliance Inc.	Community Heart
Alianza Coachella Valley	Community Outreach Ministry
Angel View	Corona Art Association
Another Way	Cultivating Inclusion
Aquamotion Ability Foundation	D'Andre D. Lampkin Foundation
Art and Science Cultural Center	DBA Community Heart
Arts Connection	Desert Sanctuary Inc.
ASANTE Family Agency	Desert Tortoise Conservancy
Assistance League Coachella Valley	Divine Truth Unity Fellowship
Assistance League of the Foothill Communities	DOVES of Big Bear Valley, Inc.
Assistance League San Bernardino	Dwelling Place Learning Academy
Autism Society Inland Empire Inc	Eastvale Bible Church
Basin Wide Foundation	El Sol Neighborhood Educational Center
Big Brothers Big Sisters of the Desert	Elsinore Arsenal Academy
Boys & Girls Club of Fontana	Escuela de la Raza Unida
Boys & Girls Club of Menifee Valley	Express Workforce Foundation
Boys & Girls Clubs of the San Gorgonio Pass	Express workforce foundation
Bridges out of Poverty	Express Workforce Foundation DBA Community Heart
Building A Generation	Faith Community
Building Resilient Communities	Faith in Action of the San Gorgonio Pass
Building Up Lives Foundation	Family Assistance Program
BVCHD Foundation FBO The Mom & Dad Project	Family Service Association
BVCHD's The Mom & Dad Project	First Christian Church of Riverside
California desert Chorale	Fontana resources at work
California Route 66 Museum	FOSTERING KIDS FOR LIFE, INC
Caravanserai Project	Friends of California Citrus State Park
Cathedral City Senior Center	Friends of Jurupa Libraries
Centennial HS Band Boosters	Friends of the A.K. Smiley Public Library
Chaffey Community Museum of Art	Friends of the College of the Desert Library
Chat With Me Therapeutic Counseling Service	GARDENWORKSFORKIDS
Children's Fund	Get in Motion Entrepreneurs
	Giving 365

Global Approach to Development
 GRAITH Foundation
 Grand Terrace High School
 Greater Hope Foundation for Children, Inc
 GRID Alternatives
 Habitat for Humanity Riverside
 HARC, Inc.
 Hemet Valley Art Association, Inc.
 Hemet Woman's Club
 High Desert Community Foundation
 High Desert Second Chance
 High Desert Test Sites
 HIV + Aging Research Project--Palm Springs
 Hope Through Housing Foundation
 Hope through Housing Foundation
 House of Ruth Inc
 I E Stallions
 IAPMO
 Idyllwild Actors Theatre
 Idyllwild Help Center
 IECC
 Infinite Imagination Inc.
 Inland Caregiver Resource Center
 Inland Coalition for Immigrant Justice
 Inland Empire Central Office Of AA
 Inland Wellness Information Network
 Inlandia Institute
 Jamboree Housing
 Julia's Learning Foundation
 Kennedie June Von Ryan Foundation
 Kids Court & Counseling Center
 Kids First Foundation of San Bernardino
 Kitty's Wildlife Refuge & Rescue
 Koinonia Evangelistic Center
 Leslys CPR
 Live Care Foundation Inc
 LIVING WAY COMMUNITY
 CONNECTION
 Malcolm's Heart, Inc.
 MALO- Motivating Action Leadership
 Opportunity
 Man Up To Cancer
 Michelle's Place Cancer Resource Center
 Mil-Tree Veteran Project

Millionaire Mind Kids (MMK)
 MilVet
 Mission Increase Inland Valley
 Mohamed
 Montessori in Redlands
 Morongo Basin Cultural Arts Council
 Mountain Counseling & Training, Inc.
 Mountain Homeless Coalition
 Mountain Thrift Shoppe
 Mt Calvary MBC of Riverside
 Music Changing Lives
 My City Youth Center
 My Learning Studio OUTREACH
 NAMI Coachella Valley
 Nehemiah Charitable Fund
 New Hope Village Inc
 New Hope Village, Inc.
 New Millennium Movement Nonprofit
 Nickerson-Rossi Dance
 Nonprofit Sector Foundation
 Oak Valley College
 OneFuture Coachella Valley
 Ontario High School VITA Program
 Operation Big Blessings
 Operation New Hope
 Orenda veterans Project
 Oxford and Amies
 Pacific Lifeline
 Palm Springs Community Concert
 Association
 Palm Springs Public Library Foundation
 Palm Springs Sisters Inc
 Palm Springs Young Playwrights Festival
 Palms to Pines Parasports
 Project Fighting Chance
 Queen of Hearts Therapeutic Riding Center,
 Inc.
 Rancho Cucamonga Community & Arts
 Foundation
 Reach Out
 Reach Out Morongo Basin
 Redlands Symphony
 Restoration Transitional Supportive Housing
 Rim of the World Education Foundation

Rim of the World Historical Society
 Riverside County Foundation on Aging
 Riverside County Philharmonic Association,
 Inc
 Riverside Food Systems Alliance (RFSA)
 Rock With Me!! Community Economic
 Development Corp
 Rock'n Our Disabilities Foundation
 Rolling Start, Inc.
 Rotary Club of Temecula Valley New
 Generations
 SAC Health System
 SAFE Family Justice Centers
 San Bernardino County Museum Association
 San Bernardino Fatherhood
 San Bernardino Mountains Land Trust
 Santa Claus, Inc. of Greater San Bernardino
 Service Through Action
 Showbiz Pizza Place
 Sikh gurdwara of Sadh Sangat
 SoCA TriCounties Branch of Internat'l
 Dyslexia Ass
 SoCal Family Support Services
 Spark Growth!
 Spartan Sports Club
 Spirit Mountain Retreat
 T.H.E. Center, Inc.
 Temecula Education Foundation
 The CARE Project, Inc.
 The Exception
 The Fruit Of Our Hands Ministries
 The Joslyn Center
 The Porter Fields Empowerment Zone
 The Stephan Center
 The Village & Me
 Theatre 29
 Thornton Family Foundation

TIME4COLLEGE
 Total Restoration Church
 Trauma intervention Programs SW Riverside
 County
 Treasurer
 U. R. Important Foundation Inc.
 Ujima, Inc.
 UNITEEE Violence Incarceration Prevention
 Unity of the Faith Christian Outreach Mini
 Veterans of Foreign Wars CA Motorcycle
 Club
 Veterans of Foreign Wars, Post 10267 Jurupa
 Veterans Partnering With Communities, Inc.
 Visa-Life Ministries
 Vista Murrieta High School Band Boosters
 Volunteers for Veterans Foundation
 Walden Family Services
 William H. Douglas Foundation
 Santa Claus Inc
 Xavier College Preparatory High School
 YC Educational Enrichment Foundation
 Young Women's Empowerment Foundation
 Yucaipa Valley Historical Society
 Zonta Club of Riverside



Methods

Survey Instrument & Distribution

The survey was designed by the IECC team with consultation with HARC Inc (Health Assessment and Research for Communities).

The survey was sent in two waves to area nonprofit organizations located and serving people in San Bernadino County, Riverside County, or both.

- Initially, the survey was sent electronically to an internal list of nonprofits, as a larger distribution list was not yet available.
- When the more comprehensive list was available, the survey was distributed, resulting in additional completed surveys.

Together, the total number of organizations provided the survey was roughly 8,800. This included approximately 2,000 IECC contacts and 6,800 that were not connected in any way to the IECC.

Results from the initial outreach were extracted from the survey database in April 2021. IECC provided the data from their survey to HARC to analyze and an initial report was drafted. Additional organization lists were obtained in May and distributed. The survey was closed on June 4.

Survey Analysis

This report includes all data collected between April and June 2021. Data were cleaned for duplicates and formatted for analysis by IECC staff. Surveys from the same organization were removed so that the data set represents unique organizations. Duplications were deleted by during the data cleaning process by the IECC team.

Data Analysis

Data was analyzed & visualized using Microsoft Excel, ArcView, and Tableau. Exploratory analysis included construction of indices and linear regression.

Analysis was oriented toward answering the following questions:

1. Did the funding reach marginalized communities (racial demographics)?
2. How well equipped were organizations to serve at risk communities? How far does funding go?
3. What were the barriers to receiving funding?
4. How can we (the IECC) help in the future to strengthen efforts and outcomes?

Survey Development

Wave 1 Distribution

(n= ~2,000)

Completed Surveys

n = 123

Analysis & Preliminary Report

(n = 94)

Wave 2 Distribution

(n= ~6,800)

Completed Surveys (Wave 1 & 2)

(n = 225)

Analysis & Report

(n=216)

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