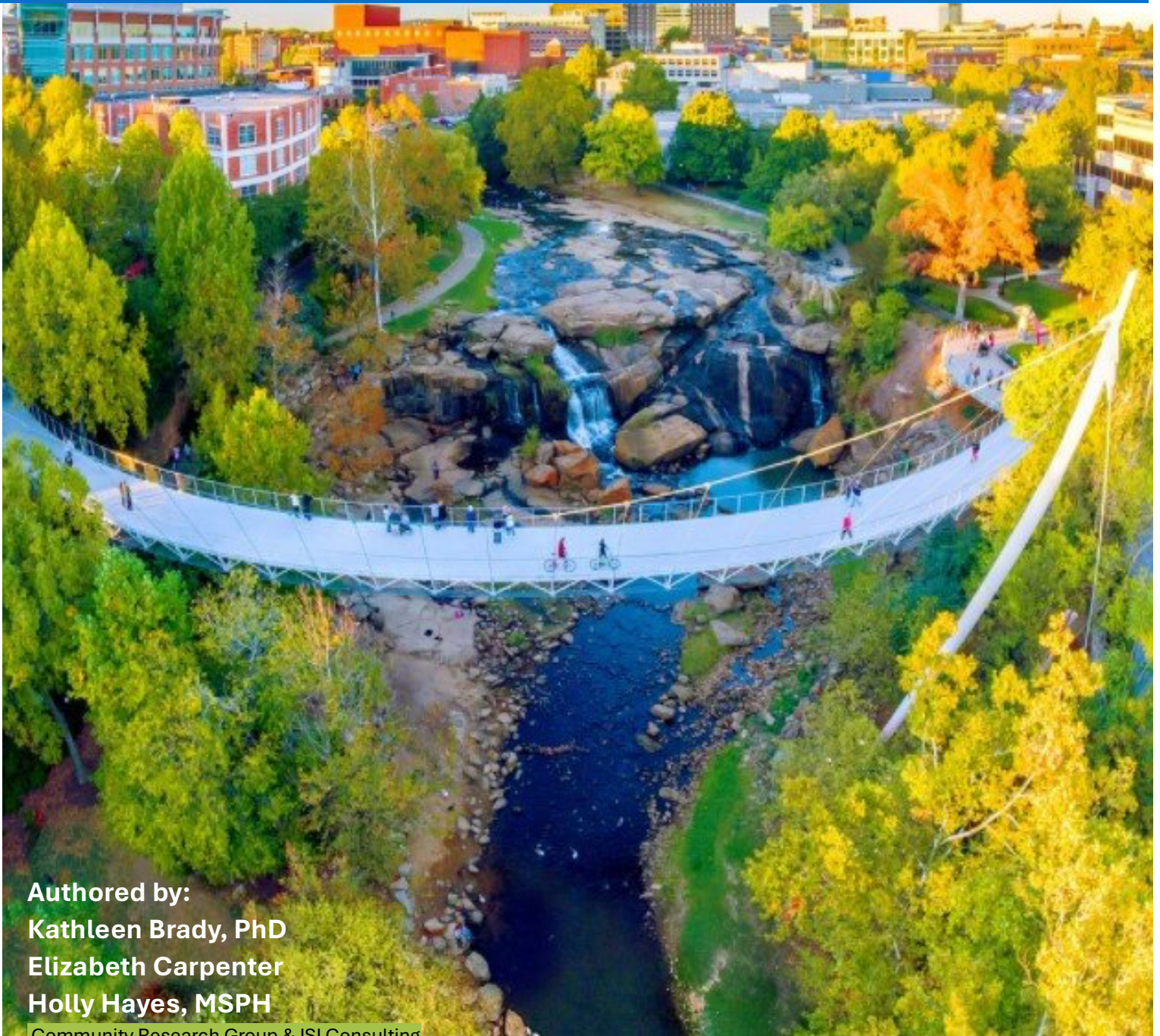




Greater Good Greenville
for people. for purpose. for possibility.

Greenville County Philanthropic Landscape Analysis

April 2024



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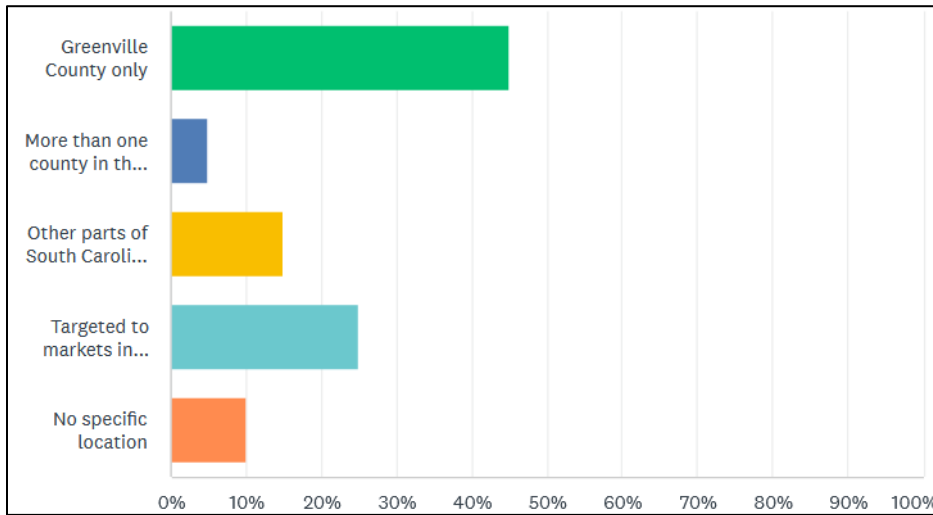
Survey Findings

Funder Survey

20 Greenville County funders completed the survey. 55% of those completed each answer. Responses for each question are summarized below.

1. Please describe your giving or grantmaking footprint

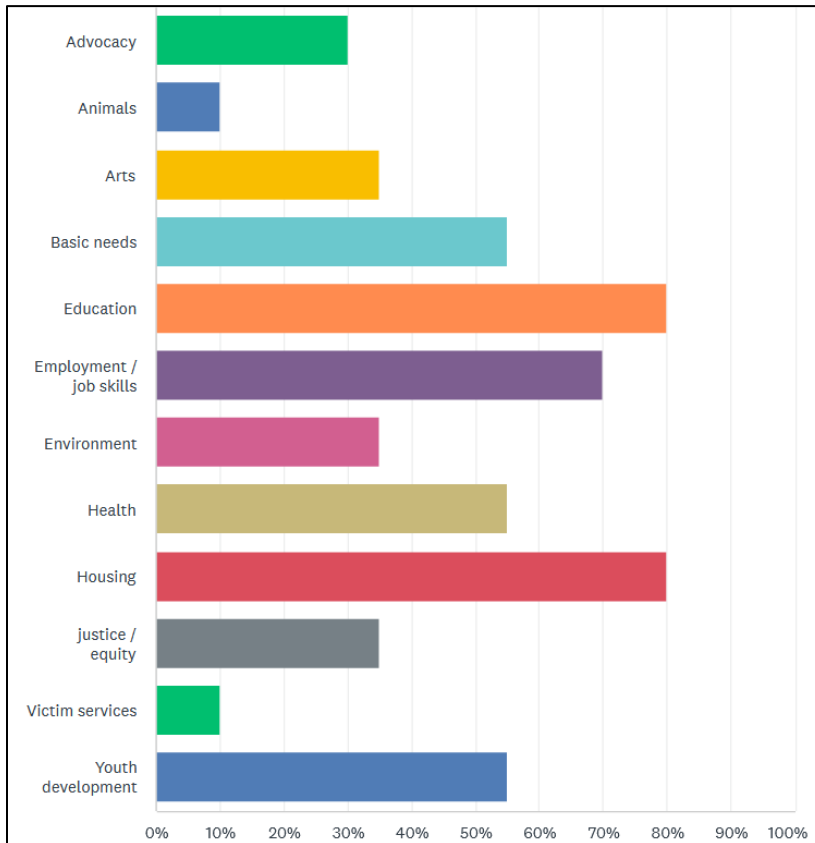
Less than half (45%) of funders limit their grantmaking footprint to Greenville County. 25% target markets they are interested in.



2. What issues or sectors are you most interested in funding?

Highest = education & Housing. Lowest = Animals & victim services

ANSWER CHOICES	RESPONSES
▼ Advocacy	30.00%
▼ Animals	10.00%
▼ Arts	35.00%
▼ Basic needs	55.00%
▼ Education	80.00%
▼ Employment / job skills	70.00%
▼ Environment	35.00%
▼ Health	55.00%
▼ Housing	80.00%
▼ justice / equity	35.00%
▼ Victim services	10.00%
▼ Youth development	55.00%



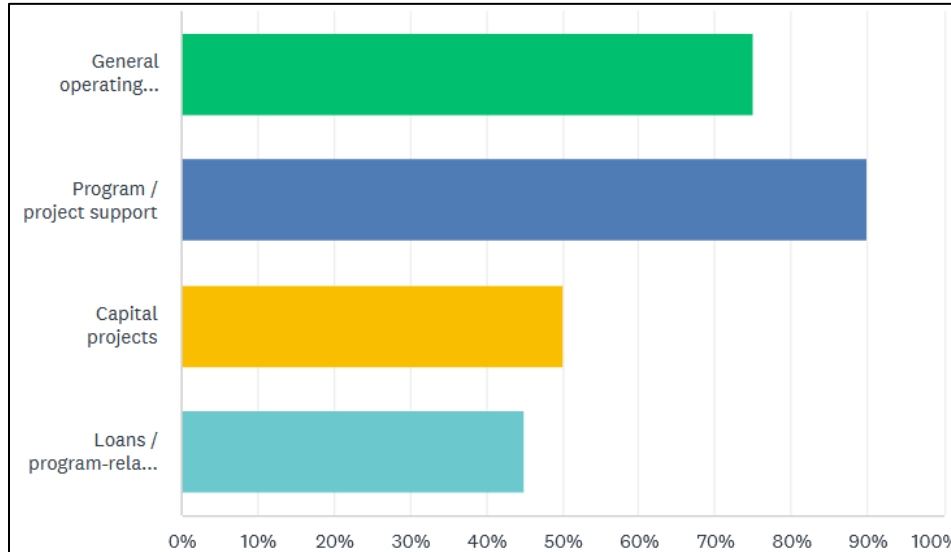
3. What is your primary giving process

Open application = 74%

Closed process = 26%

4. What type of giving do you provide?

90% of funders provide program or project support, and 75% provide general operating support.



5. Does your foundation or organization employ paid staff for managing grants, donations, or sponsorships?

- Yes = 55%
- Run by volunteers / family members = 35%
- Outsource admin functions = 10%

6. (Of those who answered “yes” above) How many staff are employed full-time?

82% of funders have full-time staff, and 36% have part time staff

7. Have you changed your grantmaking or giving focus or issues in the last four years? If so, how?

No = 10

Yes:

- Tighter in strategies within focus areas / more focused
- More issues related to women
- More investments in systems-level change and organizations that break the cycle of poverty
- Sunsetting certain focus areas including health, the arts, violence/abuse/neglect
- Added grants for minority-led nonprofits
- Moved from “education, financial stability, and vibrant and equitable communities” to fighting the persistence of poverty / reducing barriers to higher earnings for low-income communities; increasing access to affordable housing, high-quality childcare, post-secondary education.
- We evaluated existing community health research, completed stakeholder interviews, narrowed topic areas, then invited organization to a closed mission partnership pitch process.
- In the last four years, we have focused on one or two community partners in the Greenville area with larger grants and smaller grants in the Greenville area and office locations. We are interested in getting back to a large project where we can truly make an impact in the Greenville area.
- More focused on system-changing activities and increase in impact investments

8. Are you considering making changes to your grantmaking or giving focus?

No = 11

- Pivoting away from education as a primary focus area
- Reconsidered annually
- More informed by our research
- Currently evaluating
- Not in the next 3 years
- Leaning more towards education/justice/equity
- Will likely reduce total amount of annual awards and be more restrictive in our criteria that funded partners be doing work that is reducing poverty and discrimination.
- No but always open to considering change

9. How have concerns related to equity affected your work or investments?

- They have not (= 2)
- Yes
- We provide operating support investments in many BIPOC-led and BIPOC-focused organizations.
- The foundation has initiated efforts to address equity through the following strategies: Establishing a diverse advisory committee dedicated to fostering equitable practices in our grantmaking process. Emphasizing capacity building within diverse communities. Offering flexible grant allocations to accommodate the unique needs of diverse agencies and community initiatives.
- Generally, what we do is inclusive, whether targeted specifically to equity or not (e.g. affordable housing, education, basic needs) (= 6)
- More investment in minority-led nonprofits (= 3)
- We have established a DEI statement as a compliment to our Mission & Vision statements. We use a transparent, democratic process for grant awards and selections. And awards are based on full membership vote annually.
- We work and closely align with our DEI teams as part of our employee resource groups.
- We have added philanthropic focus of Racial and Social Justice to our grant making
- They were one of the community health lenses we used to evaluate new focus area.

10. Regarding your support of nonprofits

How many Greenville County-based organizations did you support in FY 2018?

- Range = 0 to 75
- Average = 28

How many Greenville County-based organizations did you support in your most recent fiscal year?

- Range = 3 to 70
- Average = 30

What was your total giving to Greenville County-based organizations in FY 2018?

- Range = \$30,000 (not counting a \$0) to \$12,500,000
- Median = \$296,250
- Total = \$13,198,991

What was your total giving to Greenville County-based organizations in your most recent fiscal year?

- Range = \$100,000 to \$32,000,000
- Median = \$321,000
- Total = \$53,590,851

11. If your grantmaking or giving amounts have significantly changed, please describe reasons for the change.

- Increased focus on Greenville County vs. Pickens County in past.
- Increased funding during the pandemic and have not significantly reduced that funding level yet.
- Increased over the last five years using IRA/RMD And DAF At the Community Foundation.
- Occasionally, we will receive significant donations that allows us to increase the number of grants awarded.
- In the 2018 timeframe we gave multiple largest scale grants, and we did not repeat that this current year. We gave one large scale grant.
- In 2024, increased grant investments to range from \$25,000 to \$250,000/year to award multi-year general operating funds that can create a meaningful impact in community.
- The number of grants and the dollar amount has increased. There hasn't been a specific strategy to do so, however, many of the organizations have funded in the last several years fall in line with our overall strategy to fund orgs in systems change and who are breaking the cycle of poverty for individuals, families, and communities.
- Decrease in investment earnings; happens periodically.
- Covid impacted giving as funds were redirected to support the pandemic specifically. Also, budget concerns related to post-Covid.
- They have decreased in number, due in part to the Unity Park commitment we made that required \$100K/year for 5 years.
- We administer the grants for Greenville Health Authority which grants \$6,000,000 through us. Also may a final payment for Unity Park in 2023 of \$7,000,000. Otherwise normal range for grants in the \$12,000,000-\$20,00,000 depending on DAF recommended grants.
- As the foundation continues to grow and add staff, the annual giving will increase.
- Liquid investment portfolio has increased.

12. Have you sunsetted any of your initiatives or focus areas since 2018? If so, please explain.

No = 9

- We have sunsetted organizations that we funded within health, the arts, violence/abuse/neglect as well as organizations that fit within our focus areas but not our specific strategies that have been defined during the 2020-2021 time period.
- The foundation will not be directly involved in educational services. However, educational support will be indirectly provided through our other priority initiatives.
- We are certainly "choosier" as we have less to spend....stay highly focused on our pillars, and say no more often. We tend to give more in-kind donations (hotel stays, etc)
- We sunsetted two initiatives but we integrated the funding for those orgs into the new general strategy. Those two were: Immigrant Families and Kinship Care.
- Narrowed our investment focus areas of Basic Needs and Education. Regarding basic needs, we sunset investments in healthcare as we worked to focus on social determinants that impact health outcomes (housing, education, transportation, quality childcare). In addition, we sunset investments in food security initiatives.
- We sunsetted our focus on transit as another organization was created as part of our original scope and had capacity to lead on the issue.

13. What trends have you seen in requests by nonprofit organizations?

No difference noted = 3

- Bigger challenge in housing (=2)
- Internal nonprofit capacity and data needs are significant (=2)
- Growing need for operating funds (=5) / larger requests / we prefer capacity building / we focus only on project dollars, not general dollars
- Continue to be asked to support fundraising events
- Newly created organizations asking for funding
- Asking for longer term grants
- More requests for advocacy work
- Requests for increased / larger funding (=2)

14. What factors external to your organization have most impacted your ability to fulfill your philanthropic mission as we “come out of COVID”?

None = 2

- More need in community/ challenges with the economy. (=4)
- Political climate has made work more difficult / Policy decisions, especially those made at the municipal and county levels continue to impact our work.
- Workplace shifts affect fundraising.
- Changes in donor interests and needs.
- Much better opportunities in Greenville to learn about giving opportunities.
- Rising costs of operations, staffing, etc. / rising cost of doing business. (=3)
- Investment earnings.

15. What factors internal to your organization have most impacted your ability to fulfill your philanthropic mission as we “come out of COVID”?

None / NA = 4

- Same as above.
- Funding. (=2)
- Leadership changes and disruption in delivery of mission.
- Increased asset base from which to give.
- Having a membership of like-minded people who are concerned and dedicated to improving quality of life and community.
- Getting to know key people.
- We've made a significant effort to restructure staff team to oversee investment portfolios, meaningfully engage with grantees, and strengthen relationships and partnerships. We have also made an intentional effort to convene partners more around critical issues. These elements of our work were paused during COVID and we're excited to refocus our efforts on working closely with partners.
- Lower assets have resulted in smaller budget and reduced staff / Budget / tighter budget. (=3)
- More requests for larger amounts.
- Sharpened focus on specific strategies.

16. What do you wish other philanthropic donors or funders knew?

- We wish we had a better understanding of the landscape of what's going on throughout the community. Our bandwidth is fairly limited.
- I wish funders had a better understanding of the needs of nonprofit organizations beyond the need for additional dollars.
- That more Than “Giving” We are making investments in human potential.
- To keep the application process simple and straightforward. To realize / recognize the length of time between application, award & distribution and potential impact on a nonprofit.
- We need to be bolder and better use our reputational capital to impact decision makers and highlight systemic issues and data in our community.
- The joy of giving.
- The need to support administrative and other overhead expenses, not just programs. (=3)
- Importance of meaningfully investing in BIPOC-led nonprofits.
- Importance of balancing due diligence and vetting of proposals while also embracing a level of risk in grantmaking.
- Importance of support for advocacy and support for improved collaborations.
- Give more unrestricted grants, give multi-year grants.

17. What do you wish nonprofit leaders knew?

- That the relationship between leaders and philanthropic funders could be greater so that we could better understand the impact of the funds we invest./ we want to be in relationship with them beyond the grant. / Donors want more communication from the organizations they support as well as ways to volunteer. / That we value them and want to be partners in all aspects of their work, not just one way funders. We want your honest feedback and to be in relationship with you. We are not issue-area experts so we need your help and expertise. Share with us what is working and what isn't so that we can utilize all forms of our capital to try to change the situation that you are seeing on the ground. (5)
- Tell donors what their investments have accomplished, in both data and non-data terms.
- How to compete for funding outside of the local area.
- The paperwork we ask to be completed is truly not an attempt at making you do backflips. We simply have to collect a lot of information due to our regulations.
- We would like to see more non-profits partner to address challenges. / Their impact could be greater if they collaborated more often; too much duplication and sometimes turf-fighting. / Find more ways to collaborate (even if this means 'going out of business') to maximum use of funds and effectiveness. (=3)

- The growth in Grenville Is providing more opportunities to Solicit funding than most people realize.
- That there are other potential benefits by participating in a grant application process. The nonprofit can gain exposure, volunteers, and even other donors. It's also opportunity to learn and better promote themselves.
- We need to see a project plan and vision around a grant. Often people are thinking small when we are thinking larger. We are interested in a larger project with bigger scale at this juncture.
- How to find us.
- Funders are people too :). Philanthropy comes with an inherent power dynamic that is important to disrupt through the relationships we build and how we engage with organizations. It's important to know the funders also have finite financial resources and work to steward them in the best way possible which sometimes lead to difficult funding decisions, evolution of strategies, and the need to innovate and implement changes that ensure the best possible impact for our community.
- It is not possible to support all requests. If the request is event driven, shift to hosting during daytime hours - lunches for example. / We can't say yes to everything, even if you're friends with our employees. (=2)
- Capacity Building means Capacity Building outlined in our guidelines.
- The appropriate function of foundations in championing ventures with elevated risks but potential for higher return on investment, despite the possibility of failure, is crucial. I envision a scenario where foundation staff is accorded the same treatment as individual major donors. Establishing more robust personal relationships could significantly enhance the likelihood of securing augmented funding.

18. What do you wish government officials knew?

No opinion / no input = 2

- I wish government officials knew how difficult they make community efforts when they fail to be responsive to the true needs of their constituents rather than making decisions motivated by political gain.
- That Our county council was More progressive in the areas being discussed in this survey.
- While donations have a positive impact on a community, that doesn't mean that they (government officials) do not still have a role.
- That the nonprofit sector is filling gaps created by their poor policy decisions. / what nonprofit organizations do and how it is left to them to remediate the problems created by government action or inaction. I wish they thought through the problems created for individuals, families and the society at large when they pass bone-headed legislation like 'open carry' for firearms or banning abortion! (=2)

- Philanthropy cannot solve our community's problems alone. We need your help in changing policies, practices and resource flows to really make a difference.
- The need to attack issues systemically and to take the long view--most societal problems can't be "fixed" in a two or four-year term of office.
- The need to work closely with philanthropy to help mobilize voices, champion issues that are impacting their constituents, and how to leverage philanthropic networks to better inform policies.
- Our nonprofits know communities best so partner with them and advocate for funding for them.
- The economic and community impact of our funding of nonprofit organizations.
- Friendly federal tax regulations for all charitable giving. I don't see a need for the Community Foundation to interact with state or local government since they do not directly impact us or our donors.
- I hope government officials recognize the significance of leveraging foundations to secure initial capital for testing programs. Upon confirmation of success, I wish they would allocate more substantial funding. It is my aspiration that government officials perceive themselves as philanthropic partners, actively seeking funding to enhance their communities for the benefit of all.

19. Are there any other relevant topics on your mind not already captured above?

No = 3

- I want to know how the change in the United Ways funding model has changed nonprofits and funders in the community
- A good outcome of this initiative would be to identify overlapping activities as well as where there might be gaps

Nonprofit Survey

51 Greenville County nonprofit leaders completed the survey, and 56% of those completed each answer. Responses for each question are summarized below.

1. What changes have you observed in revenues at your organization between 2018 and your most recently completed fiscal year for the following sources?

Local giving increased most by corporations and individuals. Giving by foundations was “about the same” or “somewhat increased”, while giving by United Way was reported as a “significant decrease”. Highest responses are indicated in yellow, and second highest in green.

	Significant increase	Increase somewhat	About the same	Decrease somewhat	Significant decrease	Never a meaningful source of revenue
Giving by individuals	25.5	33.3	19.6	3.9	5.9	11.8
Giving by Corp / business	7.8	29.4	23.5	21.6	9.8	7.8
Giving by churches / faith orgs	9.8	11.8	23.5	5.9	0	49
Giving by United Way	3.9	15.7	9.8	13.7	23.5	33.3
Grants from local foundations	15.7	25.5	27.5	15.7	5.9	9.8
Funding from local govt.	9.8	9.8	23.5	3.9	3.9	49.0
Funding from state govt.	15.7	13.7	19.6	5.9	5.9	39.2
Funding from federal govt.	9.8	15.7	11.8	0	9.8	52.9
Earned revenue	13.7	23.5	15.7	0	1.9	45.1
Major Gifts	18	24	20	12	0	26
Other	13.3	20.0	26.7	0	0	40

2. Elaborate on question one

- We've launched our inaugural capital campaign, resulting in increased activity across various aspects over the past year and a half. Additionally, we received additional funding sources due to COVID-19, further enhancing our resources.
- The loss of local control of corporate philanthropic dollars and shifting priorities (esp in the banking community to financial literacy almost exclusively) has had a large impact. United Way dollars are radically different for us as well from where we were five years ago, although

not necessarily ten years ago. We are seeing the loss of individual donations with generational change, which is also an opportunity...how do we engage younger folks in our mission as their parents were.

- Our events continue to raise funds, in some cases a slight increase in revenue.
- Have found revenue generally steady and slightly up, but issue is increase in expenses.
- More competition for a small pool of major donors Corporate giving has been hard to access and maintain Some major foundations have changed priorities and stopped giving to arts and culture.
- We have needed to pursue new sources of funding in recent years, mostly local foundations, churches and corporate sponsorships because overall grantmaking has not increased and most foundation grants are more competitive and are giving smaller grants than they did several years ago. Also, for us as for many other organizations, temporary Covid funds were helpful to buffer the organization with one-time emergency funds for about two years, then additional gifts from individuals and other sources were needed to fill the gap once those funds were expended.
- Donations from individuals and churches have decreased. However, our federal funding has increased to respond to and recover from COVID-19.
- We saw an increase in 2022 due to the McKenzie Scott funding. But other than that, there is no significant funding.
- COVID giving fueled a good portion of our individual giving growth. We are seeing a reduction in gifts from first time COVID-era donors, but overall individual giving remains strong.
- We have increased energies in writing grants.
- Estate giving has also increased significantly.
- Funders seem willing to launch and expand programs, but not to sustain existing services- and stable long-term funders (like United Way) have moved away from our sector.
- Heavy reporting requirements for grant applications under 50k We have no dedicated fundraising staff Lack of unrestricted.
- We had a major capital campaign and received our first large federal grant in the last 3 years.
- While 2022 was a particularly challenging year for us 2023 made up for it.
- Individual giving has gone up with the hiring of a development director. The local grants and corporate giving have taken a hit, I believe as a direct result of the increase in federal funding.
- Statistically, philanthropic giving is over 80% from individuals and late stats show fewer donors giving larger gifts. We have focused our efforts on major and planned gifts and away from any sort of event fundraising. That is the direct reason for the increases.
- Many funders have become more and more narrow in the focus of their giving, which leaves out a significant portion of the nonprofit landscape, especially when they collectively all choose the same focus. So many worthy efforts not being funded anymore.

- Federal PPP and ERTC have been significant, and first real federal support (though not ongoing). We received an unexpected major bequest that has finally allowed us to solidify a reasonable (6-9 month) operating reserve.
- As a volunteer-run organization, our fundraising has been for specific projects, the number and scope of which has varied over the years. We are now pursuing general operating support to hire staff for the first time.

3. Rank top three sources of revenue

- “Grants from local foundations” = highest response numbers (whether 1,2, or 3 place)
- “Funding – grants or reimbursements from state government” = second highest
- “Giving by corporations / business” = third highest

Giving by civic organizations = zero responses

Highest dollar sources of revenue = earned revenue and funding from federal government

4. Of the revenue you receive, what percentage is unrestricted?

Average response = 46%

5. Regarding IRS reporting

94% of nonprofits file an IRS 990; 6% do not file and IRS 990.

6. Regarding your IRS 990 reporting

There is a wide range in revenue and expenses among responding nonprofits. Both expenses and revenue have increased from 2018 to the most recent fiscal year.

What was your bottom-line (part 1, line 12) for revenue and expenses?				
	Revenue		Expenses	
	2018 (n=43)	Most recent FY (n=45)	2018 (n=43)	Most recent FY (n=45)
Range	\$101,414 to \$27,429,599	\$68,090 to \$29,900,545	\$55,491 to \$26,217,890	\$8,233 to \$28,720,787
Median	\$1,284,854	\$1,691,603	\$1,100,331	\$1,193,969
Average	\$3,054,640	\$3,502,008	\$2,807,352	\$2,906,095
Total	\$131,349,503	\$157,590,368	\$120,716,141	\$130,774,304

7. What changes in these areas have you observed between 2018 and your most recently completed fiscal year?

Operating costs are significantly increased – the biggest change observed by nonprofits since 2018. The highest percentage response is highlighted in yellow; second highest in green.

	significant increase	Increase somewhat	About the same	Decrease somewhat	Significant decrease	Never a meaningful issue
Volunteers who help us w/ programming and services	13.7	27.5	25.5	9.8	9.8	13.7
Board / committee members	5.9	29.4	58.8	5.9	0	0
Volunteers for fund-raising events	2.0	19.6	25.5	5.9	11.8	35.3
Operating costs	51.0	37.3	7.8	2.0	2.0	0

8. How important are volunteers to the delivery of your mission?

One-third of nonprofits report that volunteers are essential to their mission and that they wouldn't be able to do their work without them.

ANSWER CHOICES	RESPONSES
▼ Essential: we can't do our work without them	33.33%
▼ Important: we rely heavily heavily on volunteers	17.65%
▼ Beneficial: volunteers make the work easier	27.45%
▼ Not essential: they are nice to have, but we are fine without them	9.80%
▼ We don't use volunteers	11.76%

9. Elaborate on volunteers or operating costs

- Operational costs-labor has gone up significantly, food and other living expenses have increased We rely very heavily on volunteer transportation for our residents.
- Volunteers play a pivotal role in our organization, deeply ingrained in the essence of our programs. Many programs rely on their dedicated efforts, without which these initiatives would cease to exist. Volunteers contribute directly to delivering essential services, forming the backbone of our operations. Regarding operating costs, every aspect has experienced an increase, from staffing expenses to the procurement of basic supplies like trash liners for waste management. This encompasses maintaining our current staff and attracting new talent, as well as ensuring the provision of even the most basic necessities to uphold operational efficiency.

- Only one of our programs requires a significant outlay on materials, and we have seen a steady increase in the direct costs for books. Next year we have been told that the cost will be almost doubling, so we will be considering a significant change in the program delivery as we do not anticipate being able to match that increase with funding.
- 45% of the population we serve are uninsured; majority ineligible for services at free clinic due to housing situation. So we rely heavily on grants to cover operational costs.
- Our operating cost have increased significantly and hard to raise unless connected directly to a singular program.
- Operating costs have increased significantly, especially with inflation We have started utilizing volunteers more in the last year to help offset costs for staff.
- The majority of our federal funding requires a 20% volunteer or monetary match for every federal dollar spent.
- Volunteers are IMPORTANT! Volunteers are who we are. We would only survive with funding for operating costs. operating costs take up much of the budget.
- Should insurance continue to shift as it has in the last couple of years, there might be a time where we simply are unable to use volunteers due to the liability expense / premium.
- Operating costs have increased significantly. Salary is not keeping up with cost of living We need foundations to fund general operations.
- Volunteers are only board and committee members and operating costs increased in compensation/ recruitment/and benefits.
- Vol. #s dropped to nothing during COVID and have returned.
- We rely heavily on our volunteers to deliver the services we provide. Without them, our budget would be significantly higher as we would have to increase our staff. 2023 Volunteer Hours translated to \$193,008 saved expenses.
- All of the increases in expenses due to the exponential increase in costs (e.g., food, gas, staff, etc.) over the last several years, combined with significant cuts in funding have been almost devastating to our organization. We are in a daily fight for survival.
- Staff salaries (healthcare professionals) for the core support to assure 'continuity of care' has increased dramatically. The "going rate" for nurses, pharmacists, nurse practitioners, is way higher than pre-Covid.
- The biggest operating costs are salaries.

10. Has your programming or your services changed since 2018?

Almost all nonprofits have expanded what they do, at least somewhat.

ANSWER CHOICES	RESPONSES
▼ Yes, we have significantly expanded what we do	42.00%
▼ Yes, we have somewhat expanded what we do	46.00%
▼ No, it's generally the same (SKIP TO QUESTION 12)	8.00%
▼ Yes, we have somewhat reduced our programming / services	4.00%
▼ Yes, we have significantly reduced our programming / services	0.00%

11. If you have changed your programming or services, please describe

Lots of “expanding footprint”, “added services and service components”, “costs are higher”

- Added direct services, community support initiatives and added full-time staff.
- Yes, we've made adjustments to our programming and services to better address the evolving needs of the community. Our programs have expanded to meet these demands. Additionally, due to limited capacity, we've foregone several positions. Despite efforts to increase pay and benefits, hiring remains challenging.
- Added staff (=2)
- Much more direct programming and significant increase in staffing to provide it, including a more robust focus on advocacy and community engagement.
- Increased capacity to meet need of the community. We have also integrated mental health, case management, nutrition education, and FoodRX into the practice to meet the need of patients we serve.
- Expanded social media and marketing
- more emphasis on social-emotional services / implemented a mental health component / addressing social isolation / lots more mental health services... (=4)
- We have implemented a Rapid Rehousing program alongside our existing Transitional Housing program; we recently made the switch from non-credentialed counselors to licensed therapists in our community counseling programs; we transitioned to a train-the-trainer model in our prevention program, the Relationship Education Project.
- While a large portion of what we do has remained essentially the same, we have expanded some of our education programs into new areas and with new partners.
- We have brought back popular programs requested by community partners, but we're not expanding a lot because of costs. It's sad, as we could replicate what we're doing more with partner agencies, but the cost is challenging to us.

- The only changes we have made in recent years is the re-opening of our Teen Center where we serve middle and high school students in a year round, out of school time program.
- We have expanded in geographical areas but have reduced some services/products that no longer fit within our business model.
- We now operate a one stop center for our constituents and community partners, and have expanded our programs to a broader range of clients.
- We have embraced our local Hispanic community and will continue to build relationships within that community so we can provide more and more services for them.
- Since COVID we added more emergency services especially around food security and have expanded our other programs.
- We have added free community programming, added education programming, and added ticketed performances.
- Mostly internal improvements (salary, staffing ratios), but some program expansion and capital improvement.
- We changed our focus as an organization. In addition, we have started to fund many of our partners' work in a more significant way than we have in the past 5 years.
- We made the strategic decision in 2016 to move towards a fundraising model that emphasizes unrestricted funding. This allows staff members to work toward strategic goals set by the board. Our fundraising has increased strategically as well, and we have added program staff to meet strategic goals.
- We have had a 150% increase in the numbers of people we are serving. For the first time ever, we have long waiting lists for services due to lack of funding and we still can't keep up with the increasing costs of service.
- We have begun to prioritize programming to serve underserved communities.
- We merged with another organization and expanded staff from two part time to one full time and three part time. This has enabled us to deliver many more programs for the community.

12. Have you entered into new significant and ongoing strategic organizational partnerships with other organizations?

- Responses here are hidden for to protect anonymity of respondents.

13. What factors external to your organization have most impacted your ability to fulfill your mission as we “come out of” COVID?

More demand for services, costs are higher (service delivery and general housing costs), harder to recruit staff, political climate, less funding (from foundations, corporations, individuals), smaller volunteer pool

- Lack of buy-in from existing partners who were heavily involved pre-COVID.
- Covid was very hard for people with substance use disorder. The economic hardship and isolation compounded the problem.
- Most of our fundraising efforts were event based, and after multiple rescheduling necessary because of raised concerns related to COVID numbers we decided to curtail those events. It is challenging to reengage with past supporters.
- Several external factors have significantly influenced our ability to fulfill our mission as we emerge from the COVID-19 pandemic. These include shifts in government regulations and guidelines, fluctuations in funding and support from donors and grantors, changes in community needs and demographics, and broader economic conditions. Additionally, ongoing public health concerns and potential future waves of the virus continue to impact our operations and the services we provide.
- The political environment has made every aspect of our service delivery more complicated and has impacted fundraising. (=3)
- Inability to get some essential products
- There was local funding available that we actually had access to which helped us keep our doors open! Some of that money is drying up this year and I worry how I will fill that \$200K gap.
- Reimbursement grants, providing matching funds, lack operational grants have been a negative impact.
- General costs, especially to maintain quality staff, have increased, so having to spend a larger amount of time on fundraising.
- Cost of living and inflation, reluctance for the public to interact with us at the same level of engagement.
- we received some COVID emergency funding, which was helpful but it masked financial instability that we had to fix coming out of COVID.
- Partnering with other service providers has proven advantageous in helping people get back on their feet after the aftermath of COVID-19. Collaborating with community partners, public and private, acquiring the equipment to work remotely, and using electronic means of communication have been impactful in helping us carry out our mission.
- Cost of housing and deficit of housing options - we've even seen hundreds of mobile homes sold for the land - losing options that had low barriers for people. / cost of housing / The housing crisis has led to longer stays in our emergency shelters, reducing our ability to both move current clients into stable housing and our capacity to accept new clients. (=3)
- Recruiting efforts have been a struggle since COVID. Even though we had challenges with recruiting, particularly men of color, COVID did not help the situation.
- A decrease in delivery volunteers has led to change in delivery schedule.

- Corporate and grant funders changing their priorities, which did not include our sector any longer, inflation and increased costs across the board
- Cost of living has increased significantly (=4). More people are requiring mental health services United Way of Greenville not prioritizing mental health Business are passing along their increased costs to us as nonprofits, no different than they would any other business.
- Recruiting and retaining part-time staff has had a significant impact on our organization.
- Fewer corporate HDQ are located in Greenville now. Corporate support is lower in amounts.
- Decrease in CDBG funding and a shift in focus toward building new construction from owner occupied home repairs.
- Gentrification in several of the communities we serve has changed the demographics of the local population. Increased remote work. Increased need.
- Positive - the hyper-partisan political atmosphere and the loss of some of our civic connection and local media have made our work in civics and advocacy much more relevant and needed. Negative - People have gotten out of the habit of connecting and giving and I'm worried about how we reset that or what's next.
- Shifts in people - for example we feel better about the new City Manager for the City. Also changes in other ED's or CEO's have set the work back, changed our ability to collaborate in a positive way, and finally costs have increased across the board - land, construction, labor, food, insurance, etc.

14. What factors internal to your organization have most impacted your ability to fulfill your mission as we “come out of” COVID?

Staffing issues, turnover, retention, or salary demand

- Staff longevity was stable for years, but after COVID-19 we saw a change into people demanding higher wages; demand for more than flexible work hours (beyond established open hours); job-hopping, especially among nursing professionals.
- Adjustments in staffing and volunteer availability, shifts in organizational priorities and strategies, adaptations in program delivery methods, and the implementation of new health and safety protocols. Moreover, budget constraints and internal resource reallocations have also shaped our effectiveness in carrying out our mission. Additionally, the deterioration of our facilities, prompting the need for relocation, presents another significant challenge in our transition out of the COVID-19 era. Addressing this challenge demands the allocation of resources and effort towards securing suitable alternative spaces while ensuring the uninterrupted delivery of our programs and services.
- Need to develop different and creative ways to provide services.
- Staff wages. Employees are demanding higher wages to which we cannot keep up Significantly increased operation costs. Need for better tracking software. It has been

extremely challenging to capture the outcomes with manual spreadsheets. Software is expensive. Employees wanting to work from home, when it's not really possible when working with clients.

- Less funding of general operating. We're small (4 employees) but payroll heavy where our expenses are concerned.
- In many ways, the shifts in work during and after covid have helped our partners see how much we need to work together to leverage available funding and complete the work. It helped to solidify partnerships that were not necessarily going in a positive direction before covid.
- The fact that we can serve our customers by zoom. This allows us to see the same amount of clients.
- Covid created a shift for work/life balance and what work life should look like (remote work).

15. What do you wish philanthropic funders knew?

Need to fund operational expenses or unrestricted long-term operating support. Less reporting.

- Non-profits can prove to be good stewards of unrestricted funding. Lowest operating costs are not necessarily better (might mean employees don't have benefits, etc).
- The need for funding to help with capacity building.
- Few understand that there is a high demand for expert administrative functions to maintain transparent, reliable accountability - yet few understand that allowing expenditures to support these functions.
- As an organization, we wish philanthropic funders understood the importance of long-term, sustainable support rather than solely focusing on short-term, project-based funding. Building strong partnerships based on trust and shared goals allows for more impactful and enduring outcomes. Additionally, we hope funders recognize the value of unrestricted funding that provides flexibility in addressing emerging needs and allows for innovation and organizational growth. Finally, understanding the complexities and challenges faced by nonprofits in delivering their missions can foster a more collaborative and supportive relationship between funders and grantees.
- How frustrating it is when they don't return calls or emails is the first one, always. Even if the reply is "I'm slammed, I'm so sorry, can we get something on the calendar for three weeks from now" is better than radio silence, and then you follow up and then you call and sometimes that works, but you feel like a pest. But also I wish they knew how hard it is to move the needle in a place where the odds have been stacked against the folks most of us are trying to serve for literally hundreds of years. Unrealistic expectations weigh on many of us, as does the sense that we are not the experts in serving our communities but constantly being second guessed and judged.

- The amount of time we have to devote to fundraising impacts our ability to provide high-quality services and fulfill our mission. There are a lot of "dog and pony" shows that have to be done to prove we're worth their investment. It's demoralizing and demotivating and it creates unnecessary competition in the sector.
- Long wait periods from application to distribution. Long applications, asking for 990's, they are on the web, operational cost are much needed. Unrestricted grants are needed.
- Organizations that don't provide direct services to residents, but instead work to build capacity and enhance our communities, still play a valued role in the region and need unrestricted funds to meet and expand efforts.
- We feel very fortunate to have strong support. It does feel like we wonder how aligned funders truly are. Since 2023, it feels less aligned from what we experienced between 2018 - 2023.
- The one thing that I wish philanthropic funders knew is social/community issues often require long-term solutions that go beyond immediate fixes. I wish philanthropic funders could consider sustained support and commitment to programs and initiatives helping them to evolve over time for maximum impact.
- Trust the organization to do what it says it will do with funds - less reporting; perhaps funding process should include a visit with one or more the Board members.
- How hard "partnerships" and "collaborating" really are; need to invest in quality leaders and creating a leadership pipeline for the future.
- I could go on and on about this... Funders need to help break down silos that so many non-profit organizations operate under.
- How hard we are working, how much we want to do more, how much more attentive to their needs we know we could be if we had more staff.
- I wish they better understood how impactful regular investment in collective impact work can be.
- All funders in a community can't all decide to only fund one mission/cause. It leaves significant holes in services and will cause other issues, sometimes at the crisis level.
- That we actually know what we're doing and just need more of their financial support.
- I wish they understood the difficult decisions and careful budgeting that nonprofits have to undertake. They make every dollar work for them, and many funders believe they do that, but they don't really have the same pressure. I wish that funders held themselves to higher standards for things like returning phone calls and emails to nonprofits. Some of our funders really need to add a staff person or two to help them.

16. What do you wish government officials knew?

Nonprofits meet needs that make communities better for everyone. Social sector is vital. They should be supported by governments (municipal, state, county). Nonprofits are experts in community needs.

- They should see us as a vital part of the ecosystem that keeps a community healthy and vibrant. Without nonprofits, the government would have higher costs for the "downstream" issues.
- The relationships/intersectionality of non-profits.
- The need in our community for this service and the economic impact it has on our community. Affordable housing is a crisis for our service population. Record expungement is also another huge need.
- Much of our funding through the government comes with mandates on how services are to be provided including directives from administrators that have never worked in the field which may not be appropriate for individual clients, but are nonetheless required...
- We wish government officials understood the critical role that nonprofits play in addressing community needs and providing essential services. Recognizing the value of collaboration between government agencies and nonprofits can lead to more effective and efficient solutions to complex social issues. Additionally, we hope officials appreciate the importance of stable funding and supportive policies that enable nonprofits to fulfill their missions and serve their communities effectively. Finally, understanding the diverse needs and perspectives of the communities they serve can lead to more responsive and inclusive policymaking.
- It feels like we are pushing a stone up a hill when the political leadership is not putting in place policies that are in the interests of everyone, but rather the folks who will bring the most money into the community and make it look shinier. There is going to come a tipping point here when the robust economy cannot be supported any longer with the housing, transportation, and educational infrastructure we have in place. We are approaching that point very quickly. Asking an under-resourced nonprofit community to shoulder that burden at an exponentially growing pace indefinitely isn't sustainable.
- The NEED is not decreasing! We have a large Hispanic population that is growing exponentially in Greenville. WE have an advantage in that we have gained their trust. They too seek economic mobility, educational and health equity, and affordable housing. However, due to language barriers, citizenship, and sadly political climate they feel they cannot have a voice without fear of ramifications.
- Reimbursement grants are difficult, high matching costs for state and federal grants make it impossible for the average non-profit to get funding, long period from application to distribution.
- Non-profits are very nimble and creative with limited funds. Giving them more money is not adding "pork", but instead is helping diligent financial stewards to expand and grow ways to make our communities better.

- I wish they knew that the patchwork of afterschool and tutoring programs available are not nearly enough to meet the overwhelming needs of children in our schools. I wish they would prioritize K-12 education and care about the enormous inequities that exist in education due in part to the growing socio-economic inequalities and the multicultural demographic shifts that are impacting our community in unprecedented ways!
- More funding for nonprofits should be available through local government. We are helping THEM by servicing the communities they govern.
- I wish the government and elected officials knew what it means to need help. They need to know the number of people who receive assistance, the outcomes of that assistance, and the many success stories that go untold.
- We've always envisioned that local government would help provide some level of funding for our work because of the focus on Greenville and federal dollars being distributed across 13 counties. We'd like for them to know that not only would we value a level of funding but also a stronger partnership. COVID seemed to elevate partners who received federal funding and work against collaboration with all partners in this work of addressing homelessness.
- Open up Medicaid to new providers and allow providers the time to become nationally accredited. ie., permit providers who are in the process of national accreditation to begin accepting Medicaid, with a 2-year end date on becoming accredited. Nonprofits need line-item funds to help meet needs. Federal Government needs to remember that US Citizens need help; hence, stop cutting domestic spending. VOCA (Victims of Crime Act) keeps getting cuts, as do many federal programs.
- Victim service providers are looking at a potential 40% cut in our VOCA funds this year. That would be detrimental to our ability to deliver services where they are so needed in this community. However, we in Greenville are fortunate to be in a philanthropically robust area. Programs in poorer areas of the state could be forced to shut down if such a cut were to happen. Where will families go then.
- That our existing systems are in dire need of innovation, and that those who are working inside of those systems (nonprofits!) may have the best insight into how to go about doing that systemic work.
- City does so much and has great expectations because they are accessible and responsive. Wish the county was more responsive and made proportionate investments.
- The systemic issues that keep people in poverty and practical solutions they can enact (eviction court, affordable housing strategies, curbing predatory lending, etc.).
- I wish they were more collaborative in deciding where investments are made. I know that they have requests all the time but they could utilize many of the experts in the fields that they hope to invest in to ensure that the funding is appropriately allocated.

17. Please share any other relevant topics on your mind not already captured above.

- We must do a better job of collaborative action that leverages investment and support from outside Greenville and outside South Carolina. We do not have enough resources locally to do everything that we need to do at either a programmatic or policy level, and we need vision and leadership to figure out what are the targets that we want to see, and then think through the strategies that will get us there.
- Paying non-profit staff members market wages is not fluff spending. All businesses and industries are having to pay higher wages to keep good staff and non-profits are not immune to this situation.
- Policy and advocacy are essential to improving the well-being of everyone in our community, but it is very difficult for small nonprofits to do it well. Unfortunately, the voices of smaller nonprofits are rarely heard and policy-oriented nonprofits are not reaching out as much as they could be to grassroots organizations to find out what's happening on the ground. The advocacy orgs and thinktanks are also often competing for the same funding that direct service orgs are vying for. It's a problem.
- Marketing/Communication strategies should be developed with emphasis on social media and younger donor demographics
- The social sector needs quarterbacking orgs like UWGC, Chamber, GGG etc. to seek out ways to collaborate in order to lead efforts. We have too many orgs doing things in a stovepipe and leadership orgs need to lead!
- The demand for all services, across the board, is higher than ever, the income gap is greater in our economy, and philanthropy needs to support more, analyze less. We will all regret overthinking when its too late
- Homelessness is touched by all the issues - we continue to work on who is the most recognized convener. It feels like a power struggle but we're hopeful that a new era is here now.
- I'm worried about a shrinking presence from our business community in caring about civic life and philanthropy.

18. How many staff members are employed by your organization?

On average (using a median), Greenville nonprofits have 7 full time staff members and 3 part-time staff members.

Full Time

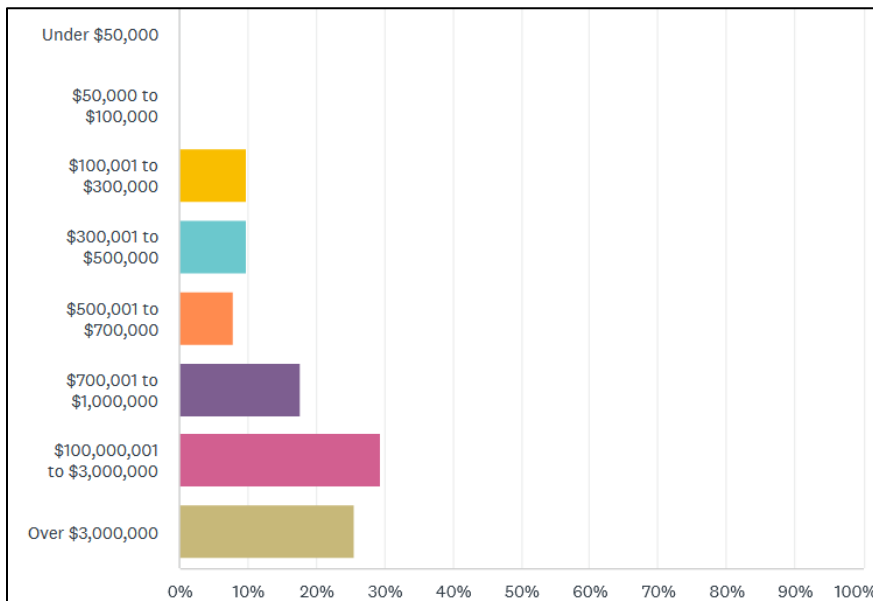
- Range = 0 to 372
- Total = 1,110
- Median = 7
- Average = 22.65

Part Time

- Range = 0 to 80
- Total = 294
- Median = 3
- Average = 6.12

19. What is your organization’s budget?

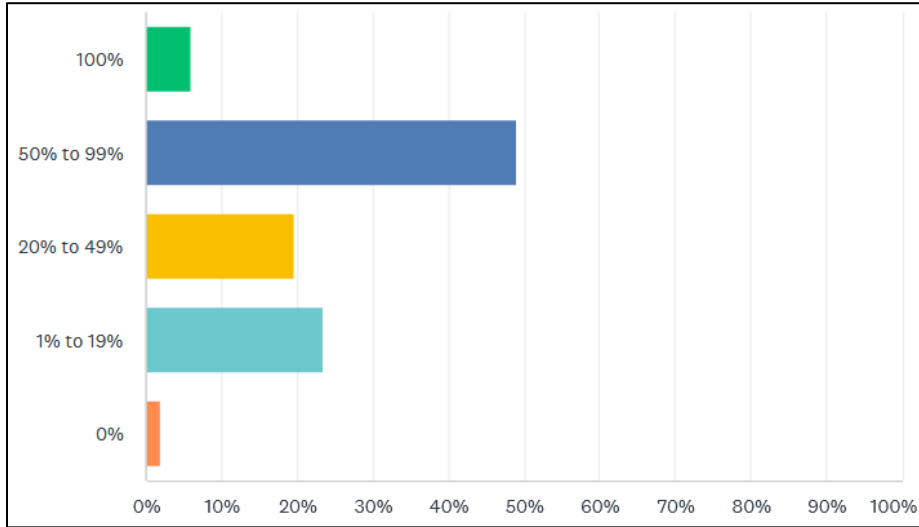
55% of respondents have organizational budgets that exceed \$1,000,000.



ANSWER CHOICES	RESPONSES
▼ Under \$50,000	0.00%
▼ \$50,000 to \$100,000	0.00%
▼ \$100,001 to \$300,000	9.80%
▼ \$300,001 to \$500,000	9.80%
▼ \$500,001 to \$700,000	7.84%
▼ \$700,001 to \$1,000,000	17.65%
▼ \$100,000,001 to \$3,000,000	29.41%
▼ Over \$3,000,000	25.49%

20. What proportion of your organization’s funding came from local (Greenville County) funders?

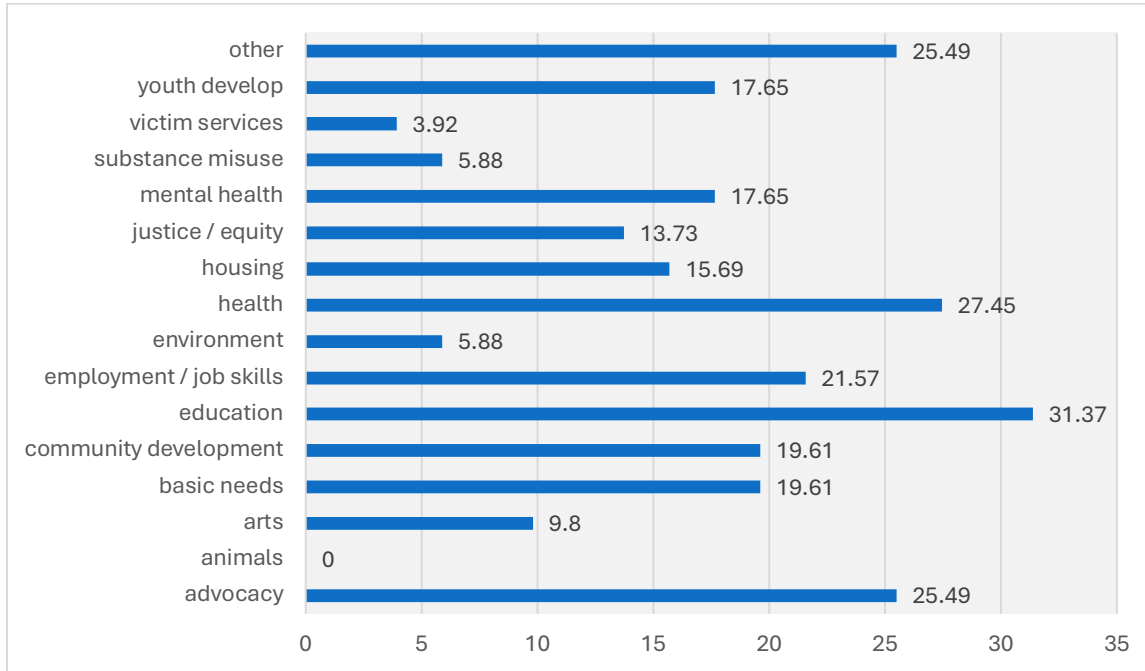
Only 6% of nonprofits receive only Greenville-based funding. 45% of Greenville nonprofits (who answered the survey) receive less than half of funding from local funders.



ANSWER CHOICES	RESPONSES
▼ 100%	5.88%
▼ 50% to 99%	49.02%
▼ 20% to 49%	19.61%
▼ 1% to 19%	23.53%
▼ 0%	1.96%

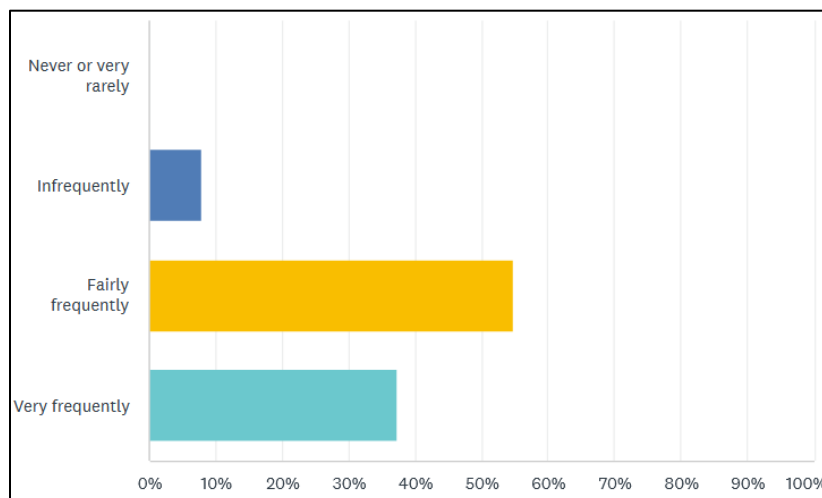
21. What is the primary mission of your organization?

The greatest percentage of responses was “education”, followed by “health”, and “advocacy” / “other.”



22. How often do you communicate with your funders?

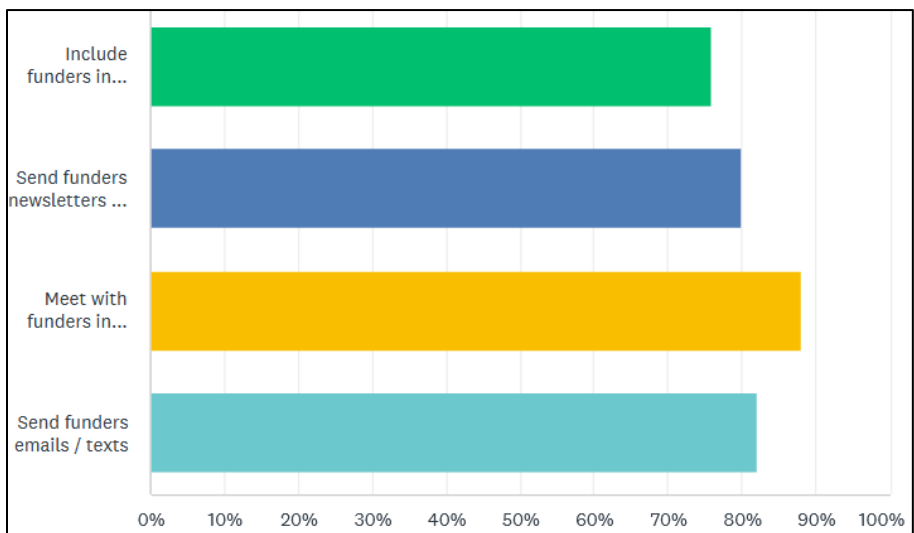
A little over half of nonprofit leaders communicate with funders “fairly frequently”.



ANSWER CHOICES	RESPONSES
▼ Never or very rarely	0.00%
▼ Infrequently	7.84%
▼ Fairly frequently	54.90%
▼ Very frequently	37.25%

23. When you do communicate with your funders, how do you do that?

Most nonprofits (88%) meet with funders in person.



ANSWER CHOICES	RESPONSES
▼ Include funders in e-blasts	76.00%
▼ Send funders newsletters / reports	80.00%
▼ Meet with funders in person	88.00%
▼ Send funders emails / texts	82.00%

Focus Groups Findings

Methods

ISI Consulting conducted four focus groups with nonprofit leaders and two focus groups with local funders; all were facilitated virtually and capped at no more than 12 individuals. Greater Good Greenville sent an email invitation to all organizations who fund within Greenville County including corporations, philanthropic organizations, and individual major donors. Nonprofit leaders were invited based off a list of 100+ nonprofit CEOs that Greater Good Greenville had, and then the list was culled to 48 organizations representing different issues, organizational sizes, leader demographics and tenures as a CEO. ISI Consulting then contacted both the funders and nonprofit leaders to participate in a virtual focus group. Due to scheduling availability, 29 nonprofit leaders and ten funders and some individual major donors were able to participate.

Focus groups took place between March 11, 2024, and April 9, 2024, and were all facilitated by Holly Hayes. Focus groups ranged from 60 minutes to 80 minutes in length. Participants completed a situation assessment, which is an extended SWOT (strengths, weaknesses, opportunities, and threats), to explore the ups and downs of nonprofits and funders in Greenville over time create a context for moving forward. The overarching question of the focus group was: What from our past, present and future can inform our planning?

The specifics of each interview are detailed below:

Group Type	Date	Number of Participants
Funder	March 11, 2024	7
Nonprofit	March 11, 2024	6
Nonprofit	March 15, 2024	7
Funder	March 27, 2024	5
Nonprofit	April 3, 2024	7
Nonprofit	April 9, 2024	7

Summary of Findings:

Both funders and nonprofit leaders agree that with the significant population growth in Greenville County, there is much opportunity to connect with potential new donors and volunteers. Both groups are aware of increasing needs to address issues facing individuals living in poverty or experiencing economic hardship. Funders are taking a more strategic and system-perspective approach to these issues (i.e. housing, transportation, etc.), while nonprofit leaders are still taking an immediate responsive approach based on the growing needs. With the shift among some funders, nonprofits leaders are struggling to recruit and retain key team members (i.e. competitive salaries) and balance the increasing costs of operations. The overarching themes are detailed with some key quotes to emphasize points made.

Greenville is growing and connection is needed.

Nonprofit leaders and philanthropic funders both recognize the incredible population growth in Greenville County. With this growth, brings the potential for new individual funders and donors and volunteers. Both groups are interested in finding ways to connect new and old residents with organizations in need of donations and volunteer services. None of the participants in either focus group had a strong understanding of the kinds of residents moving to Greenville, but they do recognize the need of a “hub” or centralized place for residents to get connected based on their interests and passions. One individual donor shared that “we’ve lived here for 18 years and it’s an ongoing thing to try and figure out how to connect donors with the places that are in need of donations.” Outside of someone’s church, new and more established residents may not be aware of some of the organizations in Greenville. On the flip side, some of the funders shared that nonprofits need to do a better job of promoting themselves and what they have to offer. A funder noted, “if we don’t know who you are, we can’t fund you.” In addition, funders also mentioned the “splintering of individual donors” due to the increase in national and global charities on social media and TV. In addition, funders mentioned that some individuals are experiencing crisis fatigue and beginning to “tune out because they are numb.”

Complex needs Exist.

Even with the increased population growth and attention Greenville receives as a great place to live, there still remains serious needs for those living in poverty or experiencing economic hardship. Some of these needs include, but are not limited to: homelessness, affordable housing, food insecurity, transportation, childcare and the growing needs of the Hispanic population. There are residents of Greenville who may never see individuals living in poverty because they are “being pushed out of downtown.” Some nonprofit leaders expressed frustration in meeting the increased needs of residents when the impact of inflation has lessened the worth of the dollar, reducing their purchasing capacity. At the same time inflation is occurring and COVID dollars are receding, some funders are being more strategic in their giving and funding more long-term projects and fewer immediate needs. Several nonprofits experienced a decrease in funding when United Way of Greenville changed their funding model. It’s important to recognize that funders are aware of the growing needs. One funder shared that “Pride goes before a fall. We have to get serious. What we see downtown is a veneer of very serious issues.” At the same, one nonprofit leader shared that a local funder told them that “basic needs are passé” and they needed to think about requests that involved systems change. One funder expressed systemic changes with this example: “If there’s a starving child, let’s make sure that child’s fed. But at the same time, we have more food than we need in this country. Why is that child hungry? That’s the question we need to be solving...that is playing the long game.” There is a growing tension in Greenville in meeting the immediate needs of residents versus taking an upstream approach in addressing issues at their root cause.

“Pride goes before a fall. We have to get serious. What we see downtown is a veneer of very serious issues.”

“Basic needs are passé”

Funders are more strategic in their giving.

From both focus groups with funders, it became apparent that, even with funders being more strategic in their financial investments, that not all funders are uniform in their priorities or approaches. Some funders shared that there seems to be a lot more collaboration and alignment among local funders and trustees, and team members are casting a wider net to get more perspectives. Differences among funders include: Some being very metric-centered while others are more focused on volunteer opportunities for their employees, and some funders are increasing award size while others are more focused on giving to more organizations. Certain funders are interested in funding initiatives benefiting People of Color, small start-ups, impact investing or organizations focused on systemic changes and that can provide impact reports. Overall, it seems that there is more of a shift to quantitative data than qualitative data. In addition, several funders shared the desire for nonprofits to take more risks and be more creative. Mill Village was noted as a great example of a nonprofit that “tries things and if it doesn’t work, they pivot and do something else.” The majority of funders believe that some of the Greenville nonprofits can benefit from having more strategic partners and alliances. It was also noted that some of the “passion projects” that developed into nonprofits during COVID need to dissolve and mergers need to be considered. In addition, funders noted areas that they could improve including: the need for greater diversity in board membership, more transparency about what is funded and why, identifying accountability for funders and looking into loans and other tools. In addition, some funders noted an opportunity to be more comfortable funding groups that do advocacy and need to take a proactive approach in engaging with the SC legislature on issues related to guns, women’s health, school vouchers and other issues. With the shift of funders from being more strategic in their giving, funders noted that smaller nonprofits are “the ones that are feeling the brunt” of these changes. One funder shared the importance of funders convening more frequently to discuss what they are funding and discuss ways that the community is being supported collectively.

Nonprofit leaders participating in the four focus groups echoed a comparable feeling that funders “need to trust that nonprofits are the experts in the field.” With the “bar constantly getting raised” and the “goal post moving,” nonprofit leaders are struggling to navigate the new priorities while also balancing providing services. This navigation is especially hard for nonprofits working to meet the differing priorities of funders within the same calendar year. Nonprofit leaders noted a shift from providing services to “prove we are moving a needle.” In addition, some of the funding applications have increased in length and complexity and not necessarily commensurate with increased in funding. As noted by one leader, “There are lots of hoops to jump through for relatively little return.” Overall, nonprofits desire a relationship with funders and would like to engage more with funders to more fully realize the breadth and depth of their nonprofit. Greater Good Greenville was mentioned by both funders and nonprofits as convener that brings groups together and increases the visibility of organizations

Funders “need to trust that nonprofits are the experts in the field.”

regardless of size. One of the funders suggested that Greater Good Greenville could be the avenue to educate both nonprofits and funders of what is available in the local landscape.

Nonprofits need funds for operations (i.e. salaries).

The main issues identified by the nonprofit leaders was not having reliable funding for operations and struggling to recruit and retain a qualified workforce. The majority of participating nonprofit leaders, reported that roughly 75 to 95% of their budget is for payroll. Nonprofit leaders want funding for their staff and not funds for a particular project or a “shiny new thing.” One nonprofit leader asked, “How do you prepare for a recession when funders only fund projects?” The current funding models and shifts are preventing nonprofits from accumulating savings, especially when some of their funders (i.e. government agency) are giving at the same level they were giving 20 years ago. Nonprofits would like to gain multi-year funding to help stabilize their operations. In addition, nonprofit leaders report

“How do you prepare for a recession when funders only fund projects?”

struggling to make salary adjustments based on inflation and offer competitive wages and benefits to their employees. It is important to note that funders recognize these challenges, and one leader wished that “people working for nonprofits didn’t have to make a financial sacrifice to work in that industry”. After COVID, employees and potential employees are expressing greater desires to work remotely and maintain a healthy work-life balance. Some nonprofit

leaders are struggling with recruiting and retaining staff that have both the passion and the skills, and as a result have few to no succession plans in place. Particular expertise needed most by participants include bilingual staff and fundraising professionals. In addition, some of the nonprofits shared that “folks have gotten out of habit of volunteering” and not sure when their volunteer numbers will be where they were pre-COVID. Board development was mentioned as a need by both funders and nonprofits. Overall, nonprofit leaders struggle with fully engaging with their board members when they are overburdened with daily operations.

Key Informant Interviews Findings

Methods

ISI Consulting conducted five key informant interviews. The five key informants, who were promised anonymity for their candor, were identified by Greater Good Greenville’s Steering Committee for the Philanthropic Landscape as being key individuals with a macro perspective and a nuanced understanding of the diverse systems at play in Greenville County.

Interviews took place between March 5, 2024, and March 21, 2024 and were all conducted by Holly Hayes. Each interview took place over the phone and ranged from 23-29 minutes in length. All participants were asked the same base set of questions that gathered their thoughts on Greenville as a community, the philanthropic funders of Greenville, the nonprofits in Greenville, and next steps needed to improve the landscape as a whole. A copy of the moderator guide can be seen at the end of this section. The specifics of each interview are detailed below:

Participant No.	Date of Interview	Length of Interview
One	Tuesday, March 5, 2024, 2:00 PM	25 minutes 18 seconds
Two	Tuesday, March 19, 2024, 11:00 AM	23 minutes 18 seconds
Three	Tuesday, March 19, 2024, 1:00 PM	26 minutes 49 seconds
Four	Tuesday, March 19, 2024, 1:45 PM	32 minutes 34 seconds
Five	Thursday March 21, 2024, 10:00 AM	29 minutes 09 seconds

Summary of Findings

All participants were very complimentary of the philanthropic and nonprofit communities of Greenville. Participants emphasized that the people who make up these spaces are good-hearted, dedicated, and just want to make Greenville an even better place to live. However, there is still much room for improvement. This section will break down the participant’s feedback according to their thoughts regarding Greenville County, philanthropic funders, nonprofits, and suggested next steps.

Greenville County

When speaking of Greenville County, a few themes emerged from the collected responses. The most common theme was the fact that Greenville County does indeed have a need for the services provided by nonprofits. Specifically, the areas of affordable housing and transportation came up frequently as pressing issues. Additionally, food insecurity, access to general community resources such as pharmacies, and access to healthcare and mental health support were also mentioned to a lesser extent. These community-wide issues were said to be sometimes overlooked due to the wealth found in certain parts of the County that can obscure the extent of the true needs. Issues such as affordable housing were said to be magnified by the huge influx of new residents moving into the area from across the state and country.

“We have people who have incredible wealth paired with incredible hearts, which is a wonderful community to live in.”

The growth of Greenville’s population was tied for the second most cited topic related to Greenville County. These newcomers were looked upon mostly favorably by the group and were described as being younger than people expected, the average age moving in is in their thirties, not a retiree. They were also said to be very generous and eager to participate in the existing philanthropic networks if given the ability to. Their move was seen as an opportunity to get more participation in giving.

Tied with the growth of Greenville, the philanthropic and generous attitudes of the people who call Greenville home came up every time a participant was asked to describe the people living there. The history of Greenville was also said by some to be partially based on the spirit of civic engagement and giving back to your community. This is shown through the dedication of individuals to giving and showing support for their neighbors in need.

Another theme that emerged was related to the wealth in Greenville. It was said that there is a lot of wealth in parts of Greenville, but not everywhere. And a lot of new wealth is also coming into the area and causing a gentrification problem in parts of the county. Lifelong residents are getting priced out of their hometowns as new families move in from out of state. The wealth gap was also said to be further stressed by inflation as the dollar doesn't go as far as it used to, and a lot of the high paying jobs are being taken by transplants. Additionally, it was pointed out by an informant that certain parts of the county are going underserved as well. District 25 in particular was said to be currently in need of more investment.

“The only issue with housing is that housing has a lot to do with capitalism. And so, it's kind of hard to say we need affordable housing. When you have a housing market that really, those who are philanthropic really are benefiting from a lot with the value of their homes going up.”

The last theme that emerged was the stable leadership in Greenville County. There are some strong community figures who have been in the philanthropic or nonprofit space for years and really know what they're doing. Business owners were also praised for the higher salaries they bring to the area as well. One concern that arose with the current leadership across Greenville County is what will happen when the current leaders retire. Some participants wanted assurance that succession plans were in place or at least being discussed.

Themes on Greenville

- Need for Services (16 Mentions, 5/5 Participants)
- Growth of Greenville (15 Mentions, 5/5 Participants)
- Generous Community (15 Mentions, 5/5 Participants)
- Wealth Disparity (11 Mentions, 4/5 Participants)
- Good Leadership (11 Mentions, 4/5 Participants)

Philanthropic Funders

When referencing philanthropic funders, there was significant consensus around the recent shifts in funding patterns and how funders choose to contribute. Reportedly, in years past, funders gravitated from hot topic to hot topic and supported the cause of the moment, leaving some causes underfunded at times. Currently, there is a perceived shift towards funders seeking deeper relationship with the recipients of funds. Participants indicated that funders donate either based on their relationship with the executive director of a specific nonprofit, or they are looking to do more systems-based projects that will require more funding going to fewer programs. A number of local funders were said to have changed their funding models in recent years.

“Funders don't like to have to duplicate resources and give to five different organizations that are basically doing the same things.”

This paired closely with the second most-frequent topic of changing expectations of funders. Philanthropic donors want to support sustainable community projects. Some of the key informants said that funders want to build a relationship with the recipients of their money to better improve their capacities to effect change. Donors have begun to realize the importance of investing in the operating costs of nonprofits and not just their individual projects. As a result, the need for a relationship with the nonprofit is greater so the funder can be confident their money will be used wisely given their laxer requirements for receiving said funds.

With the changing perceptions of what a donor-recipient relationship could look like, the key informants stressed the need for more awareness of what efforts are going on for the funders. It was said that the funders themselves need to be made more aware of what impact their donations could

“We tend to give to causes that we understand, which is nothing wrong with that. It's just that if you only understand one or two issues or social determinants, then it leaves the other ones lacking. . I think the disconnect may be with those with low resource lived experience, that the philanthropic community is not necessarily proximate to that group or that demographic.”

have if given as unrestricted funds, or what nonprofits are there to donate to, as well as what is currently being done in the community that they could build on. Some key informants believed that if those in the position to give were more aware of the systemic nature of causing problems such as homelessness, or if they were aware of the need for nonprofits to get funding that covers salaries, more money would flow in that direction naturally.

The last theme to emerge for the funders was the need to increase collaboration among the philanthropic organizations and individuals operating in Greenville County. It was mentioned that funding is limited, and more targeted funding could greatly benefit the long-term outcomes of Greenville County. Greater Good Greenville was brought up twice as a potential entity that could champion this specific endeavor.

Themes on Philanthropic Funders

- Providing Funds (21 Mentions, 5/5 Participants)
- Expectations of Recipients (18 Mentions, 5/5 Participants)
- Funder Awareness (18 Mentions, 5/5 Participants)
- Collaboration (7 Mentions, 4/5 Participants)

Nonprofits

The nonprofits received the most discussion time during the interviews. Fundraising was the most frequent theme emerging from the key informants. The key informants shared that nonprofits have to be more creative than ever to solicit donations and get grants. If they are not able to do that, they were said to be struggling with funding at this moment. However, a few groups have reportedly

successfully adapted to the new landscape and were able to properly market themselves to funders. One of the major concerns is the ability of nonprofit leaders to market their organizations for donations. As a result, some nonprofits have shifted their missions to better match what specific money they're going after. Reportedly, arts organizations dedicated to the arts have significant challenges in this regard, especially since the COVID pandemic.

However, participants clarified that the overall health of the nonprofits in Greenville is good. A lot of the leaders have been able to successfully pivot since 2020 altered the landscape. Key informants expressed no doubt in nonprofits being able to accomplish their mission and stay true to their cause, as long as they receive the funds needed to maintain operations.

“Those of us who are requesting the funding could improve the way we present those costs at a core mission infrastructure and just expunge the word overhead. If we got really good at explaining that our organizations would crumble without leadership, without investment in things that for-profit businesses take for granted, they're absolutely essential to success as a nonprofit organization.”

The third most frequent theme was the need for improved collaboration among nonprofits. This tied in with another theme relating to competition and duplication of efforts. Due to the limited funds available in Greenville County, a sense of competition can arise between the nonprofits on the ground, according to key informants. This leads to a lack of communication and siloing of services. Participants stressed the need for more collaboration between the nonprofits so they can strategically interact with the community and the systems that impact it.

“From my perspective, we have an opportunity as a nonprofit sector to really evolve the way that we do business with innovation and with collaboration.”

After collaboration, visibility of the nonprofits arose as a theme among key informants. This tied in with the need for greater awareness among the nonprofits. Some of the nonprofits reported that they struggle greatly with marketing themselves and making their presence known in the community. This extended all the way to being able to convince a funder to donate to their cause. Many nonprofits reported that they are obscured by their size or location. This was also a factor contributing to the duplication of

efforts.

The last theme to emerge for nonprofits was the need for organizational development. As the public moves more towards systems-change, sustainability, and direct action, some participants felt it was necessary that nonprofits take a strategic approach to their future and current workforce by building employee capacity and realigning their work with their missions. This would also improve funding outcomes. Mill Village Ministries was mentioned by four of the five key informants as a nonprofit that has evolved over time and makes changes based off the environment.

“Mill Village is to me, one of the leaders in being innovative and being just with different social enterprises and really looking at the shifts and creating new entities that people would be involved in, people may be drawn to”

Themes on Nonprofits

- Fundraising (22 Mentions, 5/5 Participants)
- Doing Good Work (19 Mentions, 5/5 Participants)
- Collaboration (12 Mentions, 4/5 Participants)
- Visibility (11 Mentions, 4/5 Participants)
- Competition/Duplication of Efforts (8 Mentions, 4/5 Participants)
- Organizational Development (17 Mentions, 3/5 Participants)

Next Steps

To wrap up the interview, each participant was asked what their suggested next steps would be given the conversation they just had. Two suggestions arose from this prompt, and each had equal backing with three mentions and three participants referencing it.

1. Promote the work being done currently. This included creating a community dashboard to track social-based determinants and other relevant data by zip code in the County. Moreover, a community dashboard would make it easier for funders to know what is going on with nonprofits and what work is being done.
2. Connect the Nonprofits. Key informants, especially, want some way of getting all the nonprofits in Greenville on the same page so they can team up, strategically tackle issues facing the County, and create a healthier environment for all to work in.

Sensemaking

Nonprofit Leaders

Seventy-five nonprofit leaders met together to review overarching findings of this analysis on May 6, 2024. They were assigned to small groups by mission or size of budget and discussed selected themes that emerged from the data. Key takeaways were:

- There need to be more honest conversations between nonprofits and funders.
- More general operating support is crucial, especially funding that supports salaries/ benefits.
- There should be more clarity and transparency regarding funder priority and funded organizations.
- There is interdependence between foundations (boards and CEOs), intermediaries, and service providers.
- The complexity of the nonprofit ecosystem requires thoughtful study that includes both large and small nonprofits.
- Funding needs to match the “systems change” vision. The fruit of that investment might take years to mature.
- Nonprofits need funders to understand their organizations and the people they serve.
- Funders should collaborate (just as they are asking nonprofits to collaborate) to increase resources and innovation.

- More nonrestricted funding promotes creative thinking and interorganizational collaboration.
- Tangible outcomes should be the result of this study to improve the charitable landscape.
- Relationships and transparency are key to working with funders and other nonprofits.
- A sound NPO strategic plan includes employee retention and is critical to strengthening nonprofits.
- Nonprofits and Boards need to education themselves in investing in fundraising and revenue diversification.
- We need to cultivate an environment where non-profits are delivering the service and funders are providing support.
- NPOs and coalition/collective impact leaders need a stronger voice/input in systems change.
- Systems change needs to be defined.
- Public-private partnerships are critical.
- There is disconnect across nonprofits, foundations and the general public on the issues in the community.
- Economic development groups provide advocacy models for outside/national funding for local nonprofits and coalitions.
- Relationship building is important to: align expectations, foster collaboration, and strengthen trust.

Takeaways organized by group composition can be found in Appendix B.

Small groups were asked to delve deeper in specific areas that emerged from the landscape analysis:

- Workforce
- Systems change
- Individual donors and volunteers
- Ideology and government

Notes can be found in Appendix B.

Message to Funders

Five primary themes emerged from the messages nonprofit leaders wanted to send to nonprofits.

1. We need to increase local funding that is sufficient, unrestricted and multi-year. This is critical.
2. Actively provide feedback and enhance communication with us.
3. Encourage trust-based investment.
4. Spend your personal political capital for true systems change.
5. We need to work together to define and track success from key indicators.

An expanded document capturing these themes and specific points that support them, see Appendix C.

Philanthropic Funders

Forty-one philanthropic funders met together to review overarching findings of this analysis on May 13, 2024. They discussed selected themes that emerged from the data. Notes from this sensemaking session can be found in Appendix D.

Community Challenges and Opportunities

Funders identified three primary community challenges: economic opportunity / mobility, food insecurity / food deserts, and childcare access.

Funders wondered if there is a shared understanding of the challenges that impact or slow economic mobility and whether they understand their role in addressing these challenges. They also wonder if there is community and political will to develop a shared response.

Funders believe that community convenings may be called for to begin generating solutions and addressing problems. They are calling for a convening organization that would bring groups together that are interesting in solving specific issues. On Track Greenville provides a good model. These groups should include:

- Residents with “lived experience”
- Government
- Nonprofits
- Funders

There is agreement regarding the veracity of the national data and they wonder what it means for Greenville County, how it influences the local narrative and what action it should provoke.

Efficiency and Effectiveness of the Nonprofit Sector

Funders identified key strategies to promote efficiency and effectiveness in the sector:

- NPO organizational assessments (fund this process and what comes out of it)
- Leverage our dollars for additional funding
- Develop capacity of NPOs to be prepared for funding
- Invest in nonprofit leaders (depends on their needs).

Funders identified information they need to know in order to improve the sector:

- What do NPO leaders think about these strategies? Ask, “what do you really need?”
- What are the barriers to the NPOs’ work?

Funders identifies others that need to be involved:

- NPO staff (from directors to program / front line staff)
- NPO board members

- Key volunteers

Financial Resources and Nonprofits

To enhance local NPOs' fund-raising capacity, the funders identified several strategies:

- Enact a campaign promoting the culture of giving
 - Advertise strongly
 - Highlight corporate matching gifts
 - Speak to family values
- Nonprofits hire / support resource development staff, with consideration to:
 - Training
 - Funding salaries
 - A common application to benefit all nonprofits
 - Narrow complications to save time
 - Not requiring development staff to go to multiple funders for little bits of funding
 - Create a funder directory / "cheat sheet" that provides development staff clear information
- NPOs and funders work together to recruit national or regional funding outside of Greenville
- Create a portal that includes a common application for funding and a funder directory
- Build capacity through earned revenue and making connections to experience
- Invite the community to get to know nonprofits through tours and thematic organization series, for example:
 - Housing
 - Arts
 - Homelessness
 - childcare

Policy and Ideology

Funders identified overarching policy and ideology concerns and strategies, including:

- Evaluate foundation funding policies for effectiveness (are we helping or hurting?)
- Funders can raise awareness about policy changes that could impact community (e.g. the 211 statewide expansion)
- Challenge the legislative delegation to evaluate policy / funding effectiveness

Funders identified "quick win" projects:

- Individual assessment of funder internal processes and systems (e.g. application process)
- Identification of areas of distrust between funders and NPOs
- Cultivating and leveraging funder relationships with government officials to raise awareness of the sector's benefits and challenges

Funders identified two additional "big projects" that should be considered:

- Community visioning with needed infrastructure to support process and measurement
- Raising community consciousness around complex societal issues that emphasize specific behavior changes that collectively lead to systems change.

Message to Nonprofits

Five primary themes emerged from the messages funders wanted to send to nonprofits.

1. Communicate openly with funders.
2. Thank you for your work that makes Greenville a great place to live.
3. Collaboration is needed, and alignment is wanted, between nonprofits and funders.
4. Stay focused on the mission and purpose of your nonprofit.
5. Funders have restrictions and guidelines to follow too.

An expanded document capturing these themes and specific points that support them, see Appendix E.

Conclusions

The data, quantitative and qualitative, taken together from this comprehensive analysis demonstrate that shifts have already and are currently taking place in the nonprofit and funding landscape in Greenville County, SC. A greater awareness and understanding of the depth and breadth of the current and emerging needs in Greenville County is needed now more than ever. These findings are intended to spark important conversations and to inform the work of Greater Good Greenville, local funders and local nonprofits as they design and support organizations, programs and initiatives that improve community conditions and people's lives.

Appendix A. Key Informant Interview Moderator Guide

Greater Good Greenville - KII Moderator Guide – revised on 3.5.2024

Introduction: As you know, Greater Good Greenville is spearheading a study on behalf of philanthropic funders and nonprofits to better understand the philanthropic landscape in Greenville County. We're conducting surveys, focus groups, and an analysis of secondary data as well as interviews like the one you and I are doing now. The study committee has chosen you as one of five people for us to interview because you have a unique perspective of the philanthropic and nonprofit landscape. ISI Consulting was hired to oversee that process.

Recording Warning: Just to let you know, I am recording our call, but it is only for note-taking purposes. All responses will be de-identified and no one but me will listen to the recording.

Questions:

1. Please tell me a little about yourself. How long have you lived in Greenville?
2. From a high-level perspective -- What are you currently observing in Greenville with regards to nonprofits, fundraising and charitable giving overall? What are you hearing more of? Overall trends?
3. Would you say, Greenville is a generous community? Describe why. What makes Greenville County different or similar than other counties in SC?
4. From your vantage point, has the philanthropic landscape changed or stayed the same in the past 10 years? Describe what has changed. What changes do you anticipate in the future? Complete this sentence...The philanthropic landscape has shifted from _____ to _____.
5. Based on trends in foundations and giving-overall, do you believe nonprofits will be able to fulfill their missions in the future? Identify one or two specific nonprofits (we call them bright spots) that have adapted well to adapting to changes and trends in the landscape.
6. If you had a magic wand, what do you wish nonprofits would do more of? What is needed for them to maximize their effectiveness and impact?
7. Now, let's flip it to the philanthropic funders. What is needed for funders to be most effective? What are they missing? (information, perspective, connections, anything) What gaps need to be filled in order to create a thriving philanthropic landscape in Greenville?
8. Based off this conversation, what tangible steps could be taken that are no cost or minimal cost?
9. Anything else that you would like to share that would be helpful to understand the nonprofit and philanthropic landscape of Greenville?

Thanks so much!

Appendix B. Sensemaking Notes: Nonprofit Leaders

Nonprofit CEO Take-Aways from Philanthropic Landscape Analysis Presentation on May 6, 2024

Small Group (table number)	Key Take-Aways
Arts (1)	<ul style="list-style-type: none"> *More honest conversations between nonprofits and funders. Need to continue to happen. Conversation should elicit action items for BOTH. *More general operating support is crucial → esp. salaries/benefits
Homelessness(2)	<ul style="list-style-type: none"> *There is a need for greater clarity and transparency regarding funder priority and funded organization. What flavor drink? Need a profile (like a dating profile) *Theme of funding salaries – What if funders created a salary-specific funding source?
Intermediaries(3)	<ul style="list-style-type: none"> *Interdependence: Foundation boards → Foundation CEOs → intermediaries (building capacity and impact) and service providers (meeting needs)
Education (4)	<ul style="list-style-type: none"> *The complexity of the ecosystem requires thoughtful study and look both large and small. *Funding needs to match the vision of what “system change” looks like, and the fruit of that investment may take years to mature.
Health and Mental Health (5)	<ul style="list-style-type: none"> *Nonprofits need funders to truly understand the organization and the people we serve. *Funders – just as they want us to collaborate – they can play role to increase resources and increase innovative ideas
Direct Services (6)	<ul style="list-style-type: none"> *Communication and collaboration *Underpinning – funding for staff capacity *Convening – CEO, NPO Boards, Foundations
Small Budgets – less than \$700K (7)	<ul style="list-style-type: none"> *More nonrestrictive funding leads to time and talent for creative thinking and inter-organizational collaboration. *What tangible outcomes will come from these sessions to improve the charitable landscape?
Medium Budgets - \$700k-\$2M (8)	<ul style="list-style-type: none"> *Relationships and transparency are key to working with funders and other nonprofits *A sound strategic plan that includes a focus on employee retention and benefits is critical to strengthening a nonprofit.
Large budget – Over \$2M(9)	<ul style="list-style-type: none"> *Nonprofits and Boards need to education themselves in investing in fundraising and revenue diversification. *Cultivating an environment where the non-profit is delivering the service and funders providing support.
Open (10)	<ul style="list-style-type: none"> *Systems change – NPOs and coalition/collective impact leaders need a stronger voice/input *System change – needs more definition for a few reasons: people don’t follow linear journeys, flexibility required, we aren’t leveraging existing coalitions, partners and philanthropy *Public/private partnerships are critical

Open (12)	<ul style="list-style-type: none"> *Disconnect across nonprofits, foundations and general public on the issues in community *Model off economic development groups to advocate for outside/national funding for local nonprofits and coalitions
Open (13)	*The importance of building relationships to: align expectations, foster collaboration, strengthen trust

Going Deeper in Specific Areas found in the Landscape Analysis (Nonprofits – 5.6.2024)

Category and Prompts in Small Groups	Summarized Notes
Workforce - How might we overcome our recruitment and retention challenges facing us? What options are available?	<ul style="list-style-type: none"> *Development staff! – subgroup in “GGG” for upcoming development professionals and other areas, mentorship model created locally (mix of ed leaders), trying nonprofit leadership certs. To colleges, intangible benefits (flex time/pto, etc), better bundling of resources into one spot/hub *Benefits packages *Work/life care *Culture of work place *Connect on to work *Staff development *Together SC Benefits *Funders invest in staff capacity *Nonprofits are a business and should pay and recruit and training and retain as all other businesses do. It is part of the impact.
Systems change - We all agree (funders and nonprofits) that systems change is important. What approaches might help us better address systems change in Greenville?	<ul style="list-style-type: none"> *How are we defining systems change? From who’s perspective? (nonprofits, funders, community) *Nonprofit perspective: community hub (similar to coordinated entry and UWS), adopt spirit of collaboration *Change management support *Case management is key to change *Sharing client info and services on a platform to combine data = a dashboard for COLLECTIVE IMPACT *Common definition of what change and success means *Sustainable, thoughtful, trust-based collective impact *Challenge of definition of terms and measuring them (belonging and welcoming), outputs vs. outcomes *Nonprofits focus on INFLUENCING systems as knowledge partners *Better mapping and connectivity to what is needed *Capacity-building investment
Individual donors and volunteers - How do we find the	<ul style="list-style-type: none"> *Join groups, be in the community, face to face interactions *Invite them to you, attract a large audience, get media coverage, accessibility

<p>newcomers? How do we engage them in giving and volunteering? What are their expectations? What about engaging Gen Z and Millennial donors?</p>	<ul style="list-style-type: none"> *Expectations: fulfillment, acknowledgement, want an ongoing relationship, know your impact *Gen Z and Millennials: smaller amounts are OK, engage as volunteers first and money will then come, go where they are *Social media – tell story, giving campaigns *Awareness events *Partnerships (rotaries, churches) *Relationships – people give to people, ten at the top + businesses, young professionals groups – fundraising focus, target repeat engagers *Expectations: give when relevant, volunteer is greater than giving money, experiences, not annual *Action: Build capacity for stewardship *Strategies: Board development strategies, better social media engagement (telling our stories)
<p>Ideology and Government - How might nonprofits respond to and navigate the complexities of ideology and government?</p>	<ul style="list-style-type: none"> *Mission-focused advocacy *Nothing in this state is quick. *Board-approved, intentional policy agenda – select battles in ADVANCE *Accepting the trade-offs (you can't also advocate for other personal issues) *Choose descriptive language carefully *Use professional support if needed *Be willing to go slowly to build relationships *Know your audience – what do they care about? *Know your spokesperson *Build capacity for non-profit leaders to influence and create relationships with legislators and government workers. *Fund and support education to general public about local issues. *Be informed – build relationships with local reps, understand parameters of funding sources, GGG involvement *Advocacy representation at city and county levels *Know thyself (mission-focused)

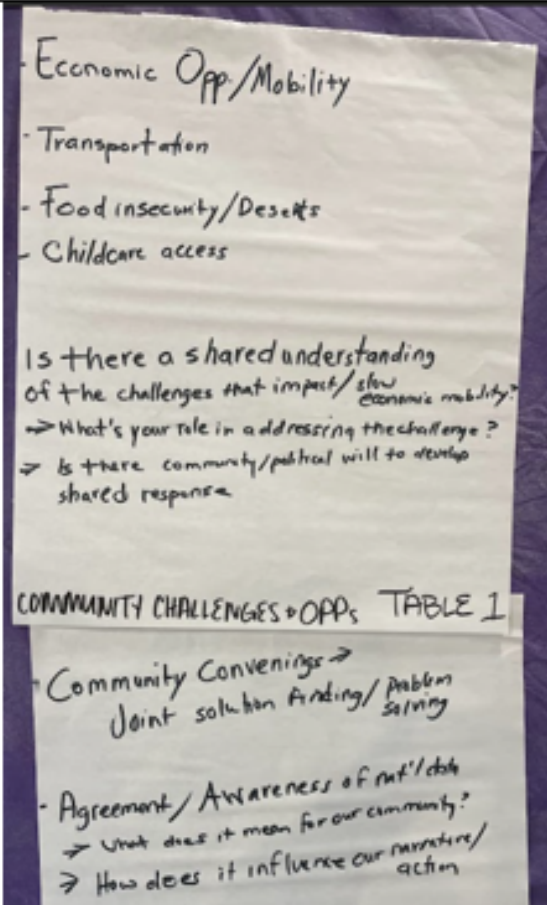
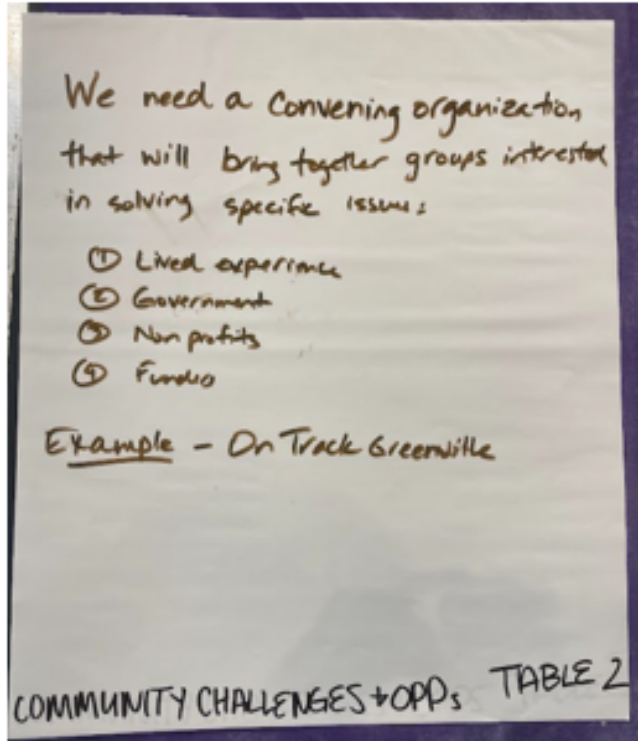
Appendix C. Nonprofit Leaders’ Message to Funders

The message from 75 Nonprofit CEOs to Local Funders

1. We need to increase local funding that is sufficient, unrestricted and multi-year. This is critical.
2. Actively provide feedback and enhance communication with us.
3. Encourage trust-based investment.
4. Spend your personal political capital for true systems change.
5. We need to work together to define and track success from key indicators.

The clear message to funders.	Individual ideas from tables
We need to increase local funding that is sufficient, unrestricted and multi-year. This is critical.	Fund operations facility, staff supplies, etc, provide sufficient multi-year funding for general ops, unrestricted funds for operational costs, we have to prioritize investment in staff capacity, willingness to understand the need for operational (large/multi-year) funding, long term investment multi-year and significant for capacity building, creative solutions and risk investment, ask the question “what if this org did not exist?”, be willing then to fund ongoing operational expenses through multi-year commitments
Actively provide feedback and enhance communication with us.	Provide transparency and feedback for the totality of the grant-making process, give clear grant feedback – tell us why we didn’t get funded, Transparent communication and participation, have clear expectations around changes, give real feedback, and come see our work in action, engage in clear and honest communication, fund what you say you are going to fund
Encourage trust-based investment.	Fund what we do now, don’t make us create new projects for restricted funds, funders need to visit/understand what is happening at both the small and large nonprofit- both matter and are needed to make change, trust and fund the NPO experts, Partner with, don’t parent us, build mutual relationships which foster progress to meet community need
Spend your own personal political capital for true systems change.	You must be willing to spend your own personal political capital for true systems change, Fund what’s needed, not just the buzz words
We need to work together to define and track success from key indicators and create a nonprofit community hub.	Dashboard- what are the community needs and what is being covered or not covered, community dashboard to track progress, we need you to participate in a hub organization that brings together the social sector, nonprofit community hub and funding for it – shared resources, accessibility to funders for newcomers and established nonprofits alike

Appendix D. Sensemaking Notes: Funders

Community Challenges and Opportunities	
Table One	Table Two
<ul style="list-style-type: none"> - Economic Opportunity / Mobility - Food Insecurity / Deserts - Childcare access <p>Is there a shared understanding of the challenges that impact / slow economic mobility?</p> <ul style="list-style-type: none"> - What is your role in addressing the challenge? - Is there community / political will to develop shared response <p>Community convenings --> Join solution finding / problem solving</p> <p>Agreement / Awareness of national data</p> <ul style="list-style-type: none"> - What does it mean for our community? - How does it influence our narrative / Action 	<p>We need a convening organization that will bring together groups interested in solving specific issues.</p> <ol style="list-style-type: none"> 1. Lived experience 2. Government 3. Nonprofits 4. Funders <p><u>Example</u> – On Track Greenville</p>
 <p>- Economic Opp/Mobility</p> <ul style="list-style-type: none"> - Transportation - Food insecurity/Deserts - Childcare access <p>Is there a shared understanding of the challenges that impact/slow economic mobility?</p> <p>→ What's your role in addressing the challenge?</p> <p>→ Is there community/political will to develop shared response</p> <p>COMMUNITY CHALLENGES + OPPs TABLE 1</p> <p>Community Convenings → Joint solution finding/problem solving</p> <ul style="list-style-type: none"> - Agreement/Awareness of national data → What does it mean for our community? → How does it influence our narrative/action 	 <p>We need a Convening organization that will bring together groups interested in solving specific issues</p> <ol style="list-style-type: none"> ① Lived experience ② Government ③ Non profits ④ Funders <p><u>Example</u> – On Track Greenville</p> <p>COMMUNITY CHALLENGES + OPPs TABLE 2</p>

Efficiency and Effectiveness of the Nonprofit Sector

Table Three

Key Strategies for Efficiency & Effectiveness:

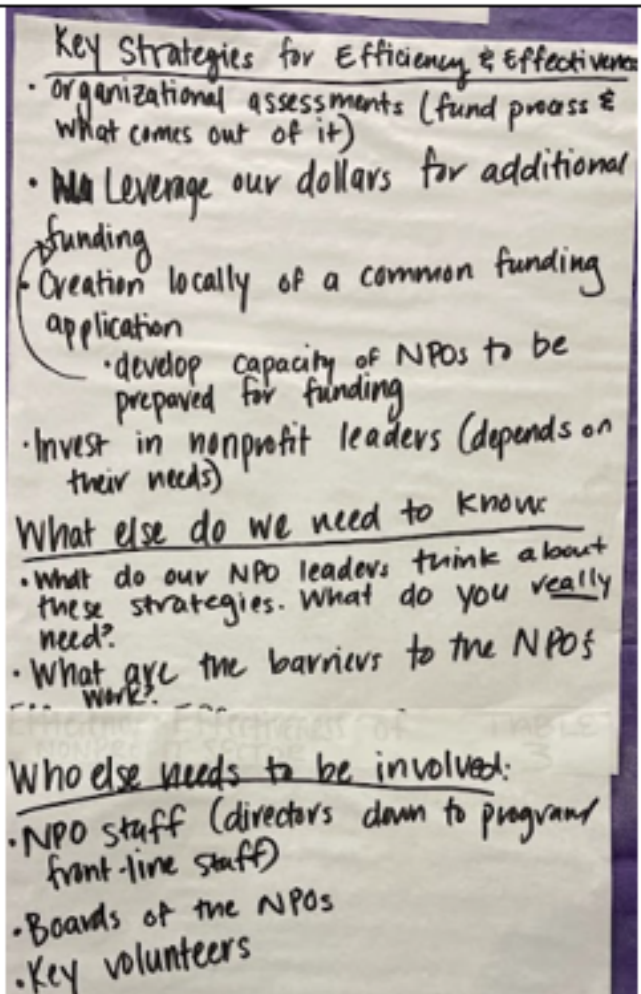
- Organizational assessments (fund process & what comes out of it)
- Leverage our dollars for additional funding
- Develop capacity of NPOs to be prepared for funding
- Invest in nonprofit leaders (depends on their needs)

What else do we need to know:

- What do our NPO leaders think about these strategies. What do you really need?
- What are the barriers to the NPOs' work?

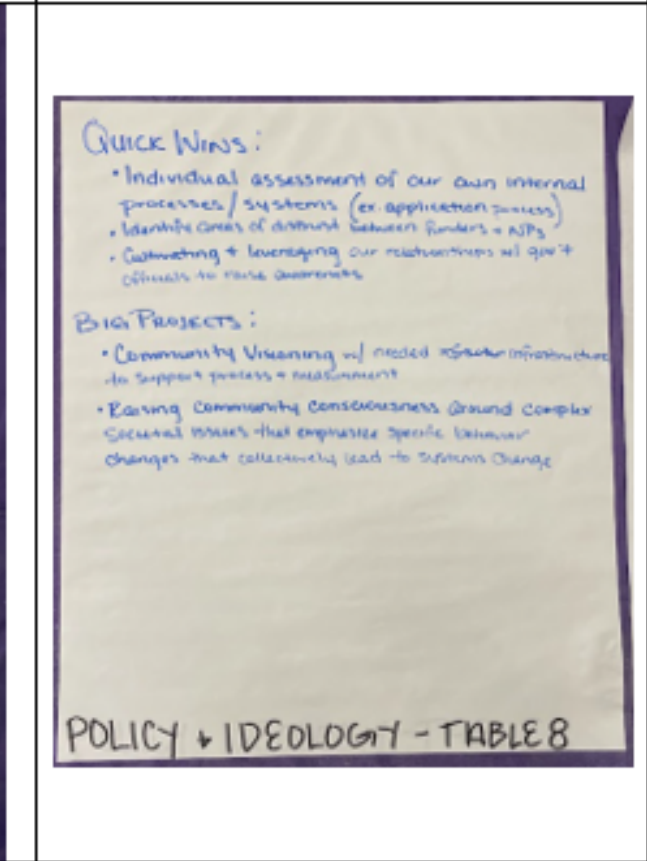
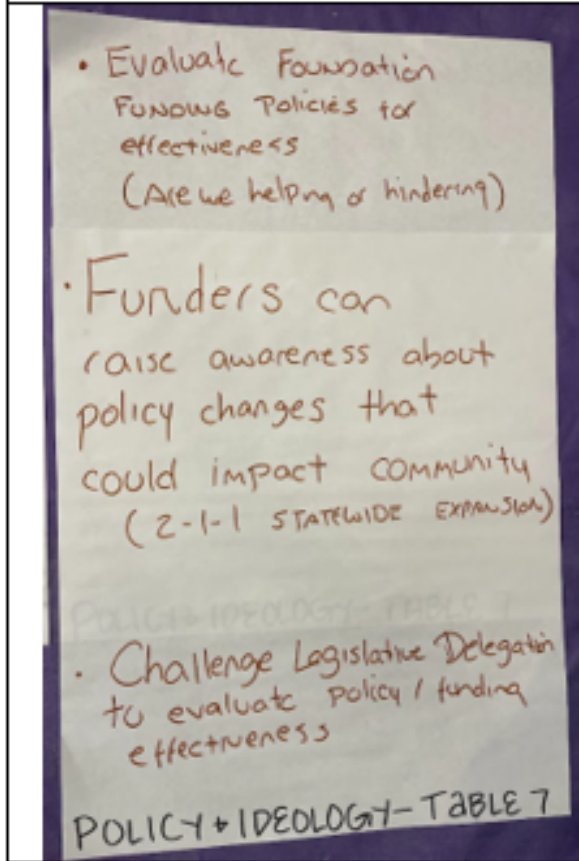
Who else needs to be involved:

- NPO staff (directors down to program / front-line staff)
- Boards of the NPOs
- Key Volunteers



Policy and Ideology

Table Seven	Table Eight
<ul style="list-style-type: none"> • Evaluate foundation funding policies for effectiveness (Are we helping or hindering) • Funders can raise awareness about policy changes that could impact community (2-1-1 statewide expansion) • Challenge legislative delegation to evaluate policy / funding effectiveness 	<p>Quick Wins:</p> <ul style="list-style-type: none"> • Individual assessment of our own internal processes / systems (ex. application process) • Identify areas of distrust between funders and NPs • Cultivating + leveraging our relationships with government officials to raise awareness <p>Big Projects:</p> <ul style="list-style-type: none"> • Community visioning with needed infrastructure to support process + measurement • Raising community consciousness around complex societal issues that emphasize specific behavior changes that collectively lead to systems change



Financial Resources into Nonprofits

Table Five

- Campaign around culture of giving
 - Advertising
 - Matching gifts (corporate)
 - Family values

- Resource development staff
 - Training
 - Salary funding
 - Common app
 - Narrow complications to save time
 - Not go to all foundations for a little \$ money
 - Funder directory / cheat sheet – clear information

- Work together to recruit outside
 - National / Regional funding to Greenville

- Portal
 - Common app
 - Funder directory

- It all goes to capacity
 - Earned revenue
 - Making connection to experience

- Nonprofit tours – Let people go on visits to thematic organizations series
 - Housing
 - Arts
 - Homelessness
 - Childcare

• Campaign around culture of giving
 - Advertising - family values
 - Matching gifts corporate

 • Resource dev Staff - common app
 - Training - narrow complications to save time
 - Salary funding - not go to all fndrs for a little \$
 - Funder directory/cheat sheet - clear info

 • Work together to recruit outside -
 national/regional funding to Greenville

 • Portal - common app
 - funder directory

 FINANCIAL RESOURCES INTO NP's - 5

• It all goes to capacity
 ~ earned revenue
 ~ making connections to experience

 • Nonprofit tours - let ppl go on visits to thematic organizations
 - series - housing
 ~ arts
 ~ homelessness
 ~ child care

 TABLE FIVE
 FINANCIAL RESOURCES INTO NONPROFITS - 5

Appendix E. Funders' Message to Nonprofits

Greater Good Greenville | Funders' Message to Nonprofits – 5.13.2024

The messages collected from funders who participated in the sense-making session on Monday, May 13, 2024 have been transcribed and analyzed for recurring themes. Some messages speak to multiple themes, but to avoid duplication, each message will only appear once. Five major themes emerged.

Communicate Openly with Funders.

- Dear nonprofit leader,
We appreciate the work that you do in the community. As a funder I look for organizations who are passionate about their mission but also understand and run it like a business. Be collaborative and come to funders with the ideas for us to collaborate with other funders.
Understand that we sometimes can't do unrestricted funding but show us why you need it versus programmatic funding.
- Help us to clearly understand what you are looking to accomplish. We are interested in helping you advocate for the desired outcomes that will make us a stronger and more vibrant community.
- As funders, we are also responsible for promoting and accelerating the change we seek. Hold us accountable and tell us what we can do to better support you, as well as come alongside or lead to advance our shared goals.
- Message to nonprofits
Take time to stop and reflect on what you are doing well, what you are not doing well and where you need the most help. Be specific!
If staffing—for what? What value you will add.
Be Honest
- Don't give up! Tell us what you need most and the best way to deliver that.
- Be honest about what is going well and what is not going well. (Don't tell me what you think I want to hear.)
- Be open and honest with funders about how they can support you and your organization.
- Funders need to know how we can believe in what you are doing. Help us get past our focus on projects, programs, and "shiny" outcomes to partner with you on what you are about and need most.
- You are doing great things and truly making an impact in the community in which we work and live. As a funder, we need to better understand what you have to offer. Often, we hear only about a few large nonprofits. You need to toot your own horn more to ensure you are heard.
- We need to better understand the needs and challenges of our non-profits and then re-evaluate our own policies and procedures to make sure that we are providing funding in a matter that will most effectively meet their needs and not add to their challenges.
- Find ways to help funders understand what you do and why you do it, so we can better support your organization in improving the community we all live in.

Thank You for Your Work to Make Greenville a Great Place to Live.

- Thank you for all you do in the communities we serve to make this a wonderful place to live, work, and play. You are valued. It takes all of us moving in the same direction to make a difference.
- We hear you loud and clear, but it is going to take some time and probably bumps in the road.
- Message to Non-Profits
Thank you for your dedicated service to all of Greenville. We value you deeply, and we need to show you that by our actions.
- We value the work you do in our community!
- I value you and I want to learn with you about... [Message Stops]
- We hear you and will respond.
- Thank you for the work that you do. We owe it to you to practices what we preach, trust you, and make it easier for you to do the work you understand in a way we never will.
- What you do matters. We see you; we hear you; we support you. Thank you for dedicating your days to making Greenville a better place to live.
- You and your passion to help people in our community are what makes Greenville a beautiful place to live.

Collaboration is Needed and Alignment is Wanted with Both Nonprofits and Funders .

- Diversify staff at all levels to ensure that the work or solutions you offer are truly addressing the needs of the people you serve. Collaborate with other organizations that have similar or complementary services to accelerate impact.
- We hear you. Philanthropy has work to do and we want to do it alongside you, and not in opposition to you.
- Nonprofits would be better positioned to get more funding if there was a consolidation or collective effort to address a community issue. Funders don't have as much money as you think they do.
- Message to nonprofits
Engage the people you serve in finding strategies for sustainability and funding.
Collaborate with new non-profits that have a shared interest, broaden your reach together.
- Work with funders to have both non-profits and funders gain deeper understanding of each other.
- Each subset of nonprofits (homelessness, education, transportation, etc.) should convene and discuss their "solutions" to their specific problems. Same with the funder subset. This is a start.
- Non-Profits need to continue and accelerate in collaborating with each other as there are uses or focus areas. Find a way to articulate the need for operational funds.
- Consolidation and collaboration bring effectiveness. Some small nonprofits need to join longer efforts to be visible.
- Think of ways to allow the community to be involved in some way. Meet with donors to share successes and needs.

Stay Focused on the Mission and Purpose of Your Nonprofit.

- Build your individual donor base to eclipse foundation funding.
Recruit development-oriented leaders to your board.
Ask for unrestricted operating support.
- What is your Why?
What is Greenville's Why?
We Care.
We Trust.
We are true partners.
- Collaborate... and collaborate more with other nonprofits. There is strength in your numbers. It can help avoid duplication, and better serve those who need help the most.
Know the focus of your organization and stay true to your mission. Do not try to be all things to all funders. Your resources would be better spent focused on organizations that align with your area of focus.
- Our reason for existing is to help you succeed in your mission. The assumption is that your mission aligns with out perspective of the needs in this community, and that with your expertise and our financial support, you can make the community a better place.
- Focus on the problems you are trying to solve. Learn about all of the others that are also trying to solve the same problem. Create a conversation and a way to collaborate and evaluate. Work on trying to devise metrics to regularly evaluate outcomes and see when you are falling short and what the funders can do to make other problems go away!

Funders Have Restrictions and Guidelines to Follow Too.

- We value the work you do for the community. Funders' ability to help may be limited for various reasons, but we are in for the long run.
- The corporate funder need for measurable results is not going away but can often be flexible.