DIVERSITY & INCLUSION FIVE YEARS OF ACTION

Background

Prompted by reports from The Chronicle of Philanthropy, the Race to Lead, the Leading with Intent, and discussions within the Board of Directors of the Community Foundation of North Central Florida, the need to build stronger, more diverse leadership in the local nonprofit sector became increasingly evident. According to BoardSource, national statistics from 2019 revealed:

- The levels of board diversity had largely remained unchanged since 1994.
- In 2017, 90% of CEOs and 84% of nonprofit board members identified as Caucasian.
- In 2017, 27% of boards identified as all white, compared to 25% in 2015.
- Since BoardSource began tracking diversity data in 1994, people of color and ethnic minorities never represented more than 18% of board membership.
- Despite the increasing diversity of the U.S., the percentage of people of color in executive director/CEO roles stayed under 20% over the past 15 years.

In September 2019, with funding from the Wagmore Foundation, the Community Foundation hosted three events facilitated by national speaker Vicki Clark. The events convened local leaders of color to gather insights, partnered with Gainesville Black Professionals to engage its members, and compiled regional statistics to assess our community compared to national data.





Diversity & Inclusion: A Call to Action Year One

Step 1

At an invitation-only lunch with local leaders of color, Vicki did a condensed SWOT analysis of our local sector and the Foundation promised to reconvene in the near future. Feedback about local diversity and the strengths and weakness people of color face included:

Strengths	Weaknesses	
Resilience	Boards and exec directors need diversity training	
Different perspective	Biases (implicit and explicit)	
Adaptability	Lack of support/ unwillingness to change	
New ideas lead to new or improved outcomes for organizations	Closed system	
Life experience	Charity vs. justice	
Endurance and over achievers	Not valuing skills	
Role models for customers	Lack of mentors	
Understanding	Holding onto old values	
	Stereotypes	
Opportunities	Threats	
Making an impact	political climate / economic downturn	
Personal development	increased levels of societal ignorance/ prejudices	
Improve organization culture for improved quality of life for	fear of change	
employees	low pay so less applications	
Organizations seeking to diversify	more options other sectors	
Training: / nemorbing	not thinking out of the box	
Volunteering	lack of acceptance	
leadership	scapegoat others are held accountable for	





Step 2

Partnering with Gainesville Black Professionals, the Community Foundation hosted a special "All Aboard" Board Academy training the following day for members interested in serving on nonprofit boards. Participants were surveyed in advance of the training to gauge interest levels, skill sets and basic demographic information. Key findings from 40 respondents included:

- 70% Did not serve on a nonprofit board
- · 63% Expressed interest in serving on a board
- 80% Selected the area of Youth as their charitable interest
- 80% Held a Bachelor's Degree or higher



Step 3

For the final event, the Foundation organized a community-wide session with Vicki. The session focused on why diversity and inclusion are important and what nonprofits are doing wrong. We had 88 to attend. In advance of this event, we surveyed local organizations about their nominating processes, diversity plans, and whether or not they were seeking board members. Key findings:

- Average Board size was 7
- Two organizations reported only have one board member
- 55% were actively seeking new directors
- 65% did not have a board diversity plan in place



Following these events, Gainesville Black Professional members who participated in the training were recruited and nominated to several organization's boards including Girls Place, the YMCA, Guardian Ad Litem, and Alachua Conservation Trust. The attendees of the lunch continued to meet and became the Equity Task Force for the Foundation.

"The meeting was just exhilarating to me. Thanks to all at Community Foundations. Thank you for the information!" -Phyllis McKnight, SWAG Board of Directors Following the successful event series, the Wagmore Foundation awarded a multi-year grant to the Community Foundation to foster a more diverse, inclusive, and equitable local nonprofit community. This funding aimed to assist BIPOCled organizations toward achieving sustainability.

Indicators for Success



Year 1:

Buy-in - Identify and convene smaller organizations in need of capacity building particularly grant support; Identify and convene potential partners

Increase in self-reporting - Provide training on transparency and assist smaller organizations with GuideStar and The Philanthropy Hub - essential for future potential funding.

Awareness – Offer group and individual training for grantwriting and leadership training



Year 2:

Increase in funding opportunities – Provide a resource of potential funding opportunities from research of grant directories. Track application processes and provide support to select applicants who have completed training and transparency requirements.

Mentorship – Begin identifying partners to launch leadership mentoring program to increase diversity in the local nonprofit sector.

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Year 3:

Track funding – Monitor revenue sources for smaller organizations and report on grant dollars sources <u>i.e.</u> city, county, federal, private, instate vs. out-of-state.





Strengthening the Sector

Despite the pandemic in 2020, the Foundation launched in-depth support including board training and strategic planning for six organizations. We assisted three nonprofits in completing their Solicitation of Contributions with the State of Florida while five organizations participated in The Amazing Give raising \$24,548 during the shutdown.

In 2021, we increased direct support to nine organizations while six participated in The Amazing Give. Organizations included:

Dream on Purpose, Willie Mae Stokes Community Center, Star Center Theater, Motiv8U, 100 Black Men of Greater Gainesville, Black on Black Crime Task Force, The CHILD Center, Mirror Image Leadership Academy, and Eastside High School Alumni Association

In addition to the direct services, we also hosted the following community-wide trainings:

- Three-part grant writing workshop led by Joyce Wilson, Unity Family Community Center
- · Boosting Board Diversity, presented by Dr. Ali Levin of the University of Florida
- Diversifying your Gift Pipeline, presented by Crystal Thompkins, CAP®, CSPG and Dien Yuen, JD/LLM, CAP®, AEP®

Key Financial Highlights:

In addition to organizational capacity support, the Foundation funded more than \$75,000 in funding to BIPOC-led organizations such as:

- \$5,000 for 1,000 Voices of North Central Florida
- \$3,000 for Divine Favor
- \$25,000 for Gainesville Thrives to implement the Dolly Parton Imagination Library in low-income neighborhoods
- \$9,000 for GNV Bridge to deliver services in the Lincoln Estates community
- \$6,000 for The Real Rosewood Foundation
- \$15,000 loan for Lazarus Restoration Ministries to complete DCF reimbursable grant





Convener

The Equity Task Force held quarterly meetings and delivered the following outcomes :

- Published Equity and Inclusion Action Steps for the nonprofit sector.
- Implemented the Next Leaders program—a leadership track for minorities in the nonprofit sector, attended by 12 participants over four months.
- Guided the development of our Racial Equity Fund and its grantmaking strategies

Nonprofit leadership must be part of equity effort

By Barzella Papa and David Rountree Special to The Sun Published 12:00 a.m. ET Aug. 27, 2020

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"What was most beneficial to me was being intentional about establishing a culture that provides safe space for diverse perspectives." – Next Leaders participant







We convened local Inclusion, Diversity, Equity, and Access Officers from our anchor institutions over six meetings to collaborate and share resources.

Outcomes included:

- Creation of resource guide of local community efforts to provide access to all members with
- Formulated media strategies for sharing the group member's work with the community by establishing direct connections with the Gainesville Sun.
- Collaborated with the Foundation for a Healthy St. Petersburg to provide intersectionality mapping on how to bridge DEI efforts across industries.

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Alachua County Nonprofit Board Demographics				
Constant	2020	2021		
Caucasian	74%	71%		
Black	18%	20%		
Latino	3%	4%		
Asian	1%	1%		
Other	3%	4%		

Governance

*19 Board reports all Caucasian vs. 5 boards reporting all Black

We trained 70 individuals identified by the Gainesville Black Professionals and Latin American Business Alliance on board member roles and responsibilities and helped place 17 of the participants on local boards.

By raising awareness of the importance of formal nominating processes, several nonprofit organizations adopted best practices to promote diversity on their boards.

LOCAL

Free COVID-19 testing at Citizens Field on Saturday





- Secured a grant from the Walmart Foundation which provided two COVID-19 testing dates at Citizens' Field resulting in 1,300+ individuals receiving tests and PPE
- Connected Willie Mae Stokes Community Center in Micanopy to Catholic Charities to expand food distribution capacity and Cade Museum for educational support during summer camp



• Hosted a rural service providers convening to catalog needs and connected resources from Gainesville-based organizations. More than 35 organizations attended.

Key Accomplishments

- 2% increase in funds raised from 2020 to 2021 for BIPOC-led organizations \$47.4M to \$48.1M
- Established a permanent Racial Equity Fund attracting more than \$12,000 in contributions in first month



2022-2023

Launch of the Investing in Leaders of Color Grant Program

In 2022, we launched the Investing in Leaders of Color program providing funding for minority leaders to attain professional development. We awarded \$23,000 in 10 grants after an open application process.

The 2023 grant applications officially concluded with nine organizations receiving funding for professional development. The next year nine grants were awarded totaling \$22,770.

Jumpstart

In Alachua County, BIPOC-led nonprofit organizations are less sustainable than their Caucasian-led counterparts. In 2023, we utilized Network for Good's fundraising capacity building program, Jumpstart, to help move those organizations to the next level for generating revenue. Organizations were invited to participate in a one-year cohort coaching led by fundraising experts nationwide.

After completing a detailed assessment, the organizations were matched with individual coaches. The coaches came from diverse backgrounds all over the country. The matches were based on the organization's need and the coach's expertise in fundraising. The organizations met weekly with their coaches through a virtual platform.

With a \$30,000 investment from the Community Foundation, the following six organizations participated in the JumpStart Program.

Organization	Coaching Utilization Rate	Amount Raised with Input
Peak Literacy (GNV Bridge)	80%	\$8,100
Dream on Purpose	75%	\$23,000
Gainesville Thrives	56%	\$2,400
Unspoken Treasure Society	56%	
Rebuilding Together	106%	\$88,000
Family Promise	22%	\$60,000



Convener

Equity Task Force

The Equity Task Force continued to meet and hear from key leaders in the state and worked on a mentoring program for emerging leaders of color – starting with the grant recipients from the Leaders of Color awards. Ten past recipients formed the mentor programs with Equity Task Force members serving as mentors.

Presenters included

- Dr. Kimberly Allen, Director of 904ward Equity
- Dr. Atiya Abdelmalik, Director, Center for Health Equity & Social Justice at UF Health Jacksonville
- Ronnie King, Founder, My Village Project
- Naki Carter, Manager, Racial Equity Hub
- Dr. David Canton, Director of UF African American Studies
- · Jeffrey Weisberg, Executive Director, River Phoenix Center for Peacebuilding
- Brian Jose, Director, UF Performing Arts Center
- Carl Lavender, Foundation for a Healthy St. Petersburg

Governance & Capacity

In four years, we have seen a 6 percent increase in the diversity of local boards, and we have invested in the professional development of more than 50 minority nonprofit leaders. Through capacity building efforts, we have also seen the following successes for local BIPOC-led organizations:

- 60% increase in operating revenues
- 19% increase in organizations with full-time paid directors
- 11% increase in executive director salaries (average \$71,300 vs. \$77,800 for Caucasian-led)
- 7% increase in orgs conducting performance evaluations
- 8% increase in organizations with operating reserves

COMMUNITY FOUNDATION of North Central Florida



Five Year Review

Thanks to the investment of \$352,500, we have been able to:

- Increase operating revenues of 10 BIPOC-led organizations by 53% through personalized training and strategic planning – from \$2,155,298 in 2020 to \$3,298,500 in 2023 – a return of \$1,143,202
- Raised an additional \$100,000 in community support for a permanent racial equity fund and raised
 \$120,000 through The Philanthropy Hub directly to BIPOC-led organizations
- Train more than 85 members of Gainesville Black Professionals and the Latin American Business Alliance to effectively serve on local boards and placed 20 individuals.
- Our Investing in Leaders of Color program provided funding for BIPOC leaders to attain professional development. In two years, we awarded \$64,240 to 25 organizations after an open application process. Trainings included education foundation leadership certification, criminal justice training, leadership conferences, and accounting classes.
- In addition to the above, the Community Foundation has invested **\$609,959** in funding during the past five years such as
 - Mirror Image \$162,826
 - Family Promise \$150,032
 - Gainesville Thrives \$51,925
 - 100 Black Men of Greater Gainesville \$22,290







Equity Task Force

Thank you to those who served on Equity Task Force through the years!

John Alexander Dr. Natalya Bannister Roby **Deborah Bowie Greg Bradley** Dr. Naima Brown Alyssa Brown **Yvette Carter** Laura dePaz Cabrera Gerard Duncan Ian Fletcher Zeriah Folston Eric Godet Dr. Dre Graham Virginia Grant **Charles Harris** Angela Howard

Lindsay Kallman Marsha Kiner Dr. Maggie Labarta James Lawrence Carrie Lee Darry Lloyd **Tiffany McKenzie Ray McKnight** James Miller Fred Murray John Nix **Christopher Stokes Pauline Taylor** Ester Tibbs Joyce Wilson **Carole Zegel**







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